The Role of Information Systems for Building Strong Culture to a Learning Organization Transformation

دور نظم المعلومات في بناء الثقافة القوية للتحول الي المنظمات المُتعلمة

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Abstract:

This study explores the role of information systems in fostering a strong culture for the transformation of traditional organizations into learning organizations. The concept of learning organizations emerged in the field of management due to the advancement of information systems and the development of organizations capable of learning. The aim of this research is to identify the role of information systems on building a strong culture and transforming organizations into learning organizations. The study also examines the impact of a strong culture based on knowledge and information in building learning organizations, and highlights the role of learning organizations in professional development. The researchers designed a questionnaire to investigate the effect of information systems on building a strong culture and the impact of a strong culture on the transformation of traditional organizations into learning organizations. The recommendations of the study include the implementation of practices that enhance the effectiveness and efficiency of using information systems, building updated databases, emphasizing the importance of information systems in business organizations, and utilizing modern technology to transfer ideas within learning organizations. The study also emphasizes the significance of organizational culture in shaping the characteristics of information systems, and the involvement of all workers in learning organizations in the responsibility of learning and professional development. Learning organizations support their members with new knowledge to improve their performance, enhance the ideas of their employees by considering their solutions, and allow individuals to participate in formulating the organization's vision and mission.

Keywords: Information Systems, Strong culture, Learning Organization

الملخص :

تتناول الدراسة دور نظم المعلومات في دعم وبناء الثقافة القوية لتحول المنظمات التقليدية الي منظمات مُتعلمة، ظهر مفهوم المنظمات المُتعلمة في الادارة من خلال التطور الحادث في كل مجالات المعرفة المبنية علي نظم المعلومات، ثم تبعة مفهوم المنظمات القادرة على التعلم. وهدفت الدراسة الى التعرف على دور نظم المعلومات في بناء الثقافة القوية ومفهوم التحول الي المنظمة المتعلمة، كذلك بيان دور الثقافة القوية المبنية على المعرفة والمعلومات في بناء المنظمات المتعلمة، من خلال إلقاء الضوء على المنظمة المُتعلمة باعتبارها أحد المداخل الحديثة للتنمية المهنية للعاملين. وفى سبيل تحقيق ذلك قام الباحثان ببناء استبيان يحتوى على محوريين الاول هدف الى معرفة " أثر نظم المعلومات في بناء الثقافة القوية ، فيما هدف الثاني الى التعرف على " أثر الثقافة القوية في التحول الى المنظمات المتعلمة " وتوصلت الدراسة الى تحديد خطوات أساسية في تغيير ثقافة المنظمة تمثلت في : فهم واقع نظم المعلومات للقيام ببناء ثقافة قوية ، تحديد موقف الثقافة الحالية ، وفهم واقع السلوك المطلوب للقيام بالتغير الثقافي ، والتعرف على السلوك المرغوب للتحول الثقافي ، وكانت من أهم توصيات الدراسة : تفعيل بعض الممارسات التي تؤدى إلى زيادة فعالية وكفاءة استخدام نظم المعلومات ، بناء قواعد بيانات تُحدث باستمرار وتوفر الحماية والاتصال ، ضرورة الاهتمام بمفهوم نظم المعلومات والتأكيد على إمكانية تطبيقه في منظمات الأعمال ، العمل على استخدام التكنولوجيا الحديثة في نقل الافكار داخل المنظمات المُتعلمة ، إلقاء الضوء على الثقافة التنظيمية لكونها تؤثر على خصائص نظم المعلومات ، واشراك جميع العاملين داخل المنظمات المُتعلمة في المسئولية ، ودعم المنظمة المتعلمة أفرادها بالمعرفة الجديدة لتحسن ادائهم ، وتعزيز المنظمات المُتعلمة أفكار العاملين بها عند تقدمهم بحلول جديدة ايجابية أو سلبيه ، وتتيح المنظمات للأفراد المشاركة في صياغة رؤية المنظمة ورسالتها .

الكلمات المفتاحية: نظم المعلومات، الثقافة القوية، المنظمات المتعلمة.

Introduction:

The recent surge in knowledge and information systems has led to a recognition of the significant role that a strong organizational culture plays in addressing institutional challenges. A robust culture facilitates prompt decision-making while acknowledging that it is influenced by employee behavior and performance. Culture cannot be regarded solely as a rational factor. In the 21st century, no country can thrive without an educated populace that is capable of acquiring knowledge, engaging in continuous learning, and adapting to positive changes.

Information systems have a significant impact on individuals' life systems, leaving a lasting impression on their behavior and ethics, which can potentially elevate nations and facilitate progress. The transformation of cultures and the development of educated organizations are pivotal in shaping individuals' personalities and backgrounds, thereby improving their perspectives on learning, reading, and culture. This is particularly important in societies where individuals possess conscious minds that are unaffected by external (Al-Khaqani, 2020).

The swift pace of global transformations, including the emergence of management information systems, the increasing trend towards globalization, and the ongoing revolution in information and communication technology, have brought about significant changes to the general landscape of modern life. Consequently, organizations have found it imperative to enhance their competitiveness by embracing novel concepts, theories, and practices, and by revising their existing ideologies. This evolution is essential in ensuring the continuity of operations, and in pursuing excellence and sophistication in organizational performance (Al-Otaibi & Suleiman, 2018)

Therefore, business organizations are highly focused on developing their performance through the implementation of modern management techniques that are based on advanced information systems. Among these modern techniques, organizations place significant emphasis on their human resources, as they are a fundamental ingredient for success. In particular, organizations are focused on providing their employees with organizational education, which is one of the core components of modern management. This education is designed to motivate employees and involve them in decision-making processes, while also promoting effective communication and teamwork. Organizations aim to transform themselves into learning

organizations, whereby their members are constantly improving their skills and knowledge. The transformation into a learning organization has emerged as a key topic in contemporary management thought, as learning provides organizations with a unique source of competitive advantage (Ben Sahla & Khalifa, 2019).

The present study seeks to investigate the role of information systems in cultivating a robust culture that can facilitate the transformation of organizations into learning entities. The attainment of organizational culture represents a crucial milestone toward the realization of desired progress and excellence.

The problem of the study

From the perspective of information systems as both the source and product of knowledge, the learning organization recognizes its close interdependence with information systems. Such organizations enjoy a competitive advantage over traditional organizations that are typified by stasis, rigidity, and resistance to change due to their closed and entrenched principles, which prioritize material over human considerations. As the surrounding environment continues to evolve, the conventional notion of an organization has been supplanted by that of the learning organization. Such a transformation positions the organization as a guiding framework for the acquisition of the learning organization's attributes and characteristics across all organizations. This is accomplished through the establishment of an integrated workforce and the implementation of effective communication systems (Shtatjah, 2020)

Researchers have emphasized the pivotal role of information systems in constructing a robust organizational culture, and its significance in shaping the personality of the organization, as well as the conduct of individuals employed therein. Moreover, it influences the values, objectives, and orientations of the organization, which set it apart from other organizations. This distinctive behavior pattern is widely recognized as organizational culture, which hinges on a system of shared values that are held in common by all members of the organization. This system serves as a determinant of the organization's identity and competitive advantage. The ongoing intellectual and philosophical evolution of contemporary human concepts and freedoms has a profound impact on the values and behavioral orientations of organizations, owing to the growing demand for transparency, participation,

and equality in public life. This trend has been reflected in the culture of organizations and has brought to the fore a range of ethical and behavioral issues (Al-Ta'i, 2022).

In today's world, people engage in many activities that require them to interact with organizations and the government. However, the services provided by these organizations are often not up to par, which can negatively impact progress in different fields. Moreover, some individuals within these organizations engage in illegal activities like bribery and nepotism, which can be seen as normal but have a negative effect on progress and values. This is due to corruption in the organizational structure, which can slow down progress and diminish values, all this is due to some corruption in the organizational structure, which is represented in:

- People who are not qualified are given important positions.
- The values and ethics that encourage good work within the organization need to be reviewed.
- Individuals are not being developed to fit into the culture of the organization.
- The entire system needs to revitalize and develop its scientific cultural background.
- There is a lack of good oversight by the state, which results in a lack of follow-up on the quality of business and services.
- Modern technology is not being adequately used in business organizations.

Based on the reasons stated, it is clear that there is a strong relationship between the lack of progress and the unwillingness of individuals who receive services and benefits to make changes. This has resulted in the continuation of corrupt practices becoming normalized, even if they are unsatisfactory. As more individuals spend most of their day at work, it is important to create a positive and productive work environment. Given these factors, the main question of this study can be summarized as:

What is the role of information systems on building a strong culture to transform into learning organizations?

From this previous main question, the following sub-questions branch out:

1- What is the position of the current culture?

2- What is the relationship of information systems to building a strong culture?

3- What is the reality of behavior required to effect cultural change?
4- How can the desired behavior of cultural transformation be known?

Objectives of the study:

- Identifying the relationship of information systems to building a strong culture.
- Identify the concept of strong culture and the concept of the learning organization.

State the role of strong culture in building learning organizations by shedding light on the learning organization.

Develop appropriate plans and strategies for each type of organization different from those on which the organization is based.

- Working with experts in all fields of decision makers to present proposals and solutions on how to teach organizations to build effective leaders that aim to create other leaders of the second and third generations, and so on.
- Deepening the belonging and love of work and cooperation among the members of the organization in order to create an organizational environment capable of facing upcoming challenges.

Gathering consultants and experts in all fields to build special organizations responsible for monitoring the quality of work.

- The presence of a team within each organization that aims to control the organization to achieve the highest quality, in addition to deepening self-control for each member of the organization.

The importance of studying:

The importance of this study lies in the following- :

-Understanding the reality of information systems on building a strong culture within the organization.

-Expelling erroneous ideas from society, re-evoking good cultures, and modifying the attitudes, behavior, and ideas of individuals.

-Studying and surveying the cultural trend in public organizations and ways to develop them in the future through a set of cultural values and principles that must be adhered to by employees and senior management in those organizations.

-Supporting a strong culture in the areas of work of public organizations, which will lead to an increase in the effectiveness of the organization.

-Supporting executive leaders in changing their culture because it is the most important strategic variable in changing the organization's culture.

Understanding Leading Cultural Change provides a unique blend of theory and practice in the most effective and engaging way.

Terminology of study:

Definition of information systems: (procedural definition):

It is a set of software that is created according to the workflow system within the organization that aims to manage, organize and process data to obtain results that lead to the progress of the organization and the achievement of its goals and mission.

Definition of strong culture:

A set of common values, habits, standards, beliefs, and assumptions that govern the way the members of the organization think, the method of decision-making, their method of dealing with variables, and how they deal with information to achieve the competitive advantage of the organization (Abu Bakr, 2019) or a model of common values that explains how to control attitudes and behavior, and establish what It is important for the members of the organization (Chuang.et al, 2020) and through the above, a strong culture can be defined as "the set of organizational values, beliefs, standards, and expectations on which the organization relies in achieving its goals".

Definition of a learning organization:

A learning organization is defined as an entity in which a group of individuals continuously works to increase their capabilities in achieving desired results, which encourages and is based on new, inclusive models of thinking, and relies on collective participation to learn from each other (Senge, 2020).

He also defines it (Al-Enezi, 2020) as that organization that seeks to provide opportunities for continuous learning, cooperation through teamwork, encouragement of dialogue and discussion, acceptance of rapid knowledge among its members, and the transformation of this learning into a performance that ensures adaptation to the internal and external environment to achieve competitive advantage. Through the above, a learning organization can be defined as "an organization that provides opportunities for continuous learning, and that encourages learning for all its members".

Literature Review

-Study (Hague, 2018)

The study aimed to understand the nature of the relationship between the dimensions of the learning organization and organizational readiness for change. The study was conducted on profit-oriented and service-oriented organizations in Southern California. And it became clear that the level of employees' awareness of each dimension of the learning organization was significantly related to their awareness of the organizational readiness for change, and it became clear that the leadership dimension is significantly related to the organizational readiness for change, and there were statistically significant differences between the employees' awareness of the organizational readiness for change and between their age and job level.

-Study (Song, 2020)

The study aimed to identify learning paths through the cultural and organizational aspects and the process of knowledge management that are related to improving the performance of the organization in Korean organizations based on a set of dimensions represented in the process of knowledge management and organization learning. Improving performance, and the development of practical knowledge positively affects the improvement of perceived performance, and the results confirmed that there is a group of factors specific to individuals that determine the learning paths, which are mutual trust, readiness, and leadership styles are all factors that support the learning organization and knowledge management, and the study recommends the need for an appropriate link between The learning organization's capabilities and knowledge management processes and identifying possible ways to achieve this.

-Study (Alam, 2020)

The study aimed to know the level of organizational learning for Pakistani women managers, and the establishment of an educated organization managed by women managers, with the possibility of identifying the obstacles that hinder this. It is empowerment, as Pakistani female managers are not empowered, and this is due to their failure to attend conferences, seminars and training programs, as well as the presence of

another obstacle, which is a social obstacle resulting from the conservative Pakistani society that is not open to other cultures. Within the organization and develop the skills of managers in organizations.

-Study (Sapana, 2020)

The study aimed to know the importance of transformational leadership and organizational culture in building the learning organization by conducting the study on a sample of managers and employees in departments of pharmaceutical companies in India and Nepal. Likewise, they did not have an organizational culture that helps them and supports the learning process, and despite that, they have an understanding of the importance of the dimensions of the learning organization within the pharmaceutical companies in India, despite the absence of applying the dimensions of the learning organization.

-Study (Al-Zoubi & Al-Zaidi, 2021)

The study aimed to know the impact of management information systems on knowledge management operations in the centers of the Jordanian ministries, and to know the extent of applying management information systems in the ministries from the point of view of employees. the tasks required of them in a short time, and the results showed that there is an impact of management information systems through hardware, equipment, software, databases, communications and human resources, on knowledge management processes, and the use of technology-based knowledge management not only improved the quality of services, but also works on Low production costs, and management information systems have a positive impact on the variable of knowledge management, and the reason is due to the fact that the process of knowledge management needs to interact with a good information system, and the study recommended the need to build databases that are constantly updated and provide protection and communication, and provide attention to private networks the internet.

-Study (Naseef, 2021)

The study aimed to identify the extent of efficiency and effectiveness of the use of information systems in business organizations, and to identify the extent to which senior management supports the efficiency and effectiveness of the use of information systems, and to identify the extent to which organizational culture contributes to the efficiency and effectiveness of information systems. To support the application of information systems by

providing senior management with the necessary financial capabilities to implement information systems, linking senior management to the organization's strategy, obliging senior management of employees to apply and use information systems, and focus on information systems as the basic foundation for the services and products of the organization, and this is done through the provision of smart software applications To provide the necessary information and knowledge for the organization, to provide the necessary database applications in all departments of the organization, to provide all electronic transaction systems necessary for all the organization's transactions, and organizational cultures in organizations help to apply information systems through the participation of employees in solving their own problems, and the formation of a special team Information systems from all sectors of the organization, its mission is to facilitate communication between employees and management and encourage teamwork.

-Study (Rapine, 2022)

The study aimed to identify the impact of organizational commitment and organizational culture on the quality of accounting information systems, as organizational culture and organizational commitment are two independent variables, expected to have a positive effect on the quality of the accounting information system, and therefore when increasing organizational commitment and organizational culture, and the accounting information system at the level What is required is that the organization obtains more quality that works to increase the quality of accounting information as well. The study found several results, including that organizational commitment to the dimensions of emotional commitment will affect the use of computer information systems and organizational culture, which is one of the important factors in the implementation of information systems for any use of information technology that Followed by a change in culture and behavior. It also concluded that there is an impact of organizational culture on the quality of accounting information systems, and an impact of accounting information systems on the quality of accounting information. The study recommended improving the quality of accounting information systems through the development of sub-systems that form part of the information system.

-Study (Wisa, 2022)

The study aimed to identify the impact of organizational culture on the quality of accounting information systems. The quality of information systems, and the quality of accounting information systems can be improved

by taking into account the factors specific to the institution, including the organizational culture factor. By activating some practices that lead to increasing the effectiveness and efficiency of using management information systems by providing the requirements for applying management information systems.

-Study (Obaid & Rubaiyat, 2022)

The study aimed to find out the degree of availability of the dimensions of knowledge management, and the degree of availability of the dimensions of the learning organization at the Arab American University in Palestine from the point of view of the faculty members, and to know the relationship between them. The descriptive approach was followed to achieve the goal of the study. Knowledge is as follows: in the first place is the dimension of storing and organizing knowledge, then after that sharing and disseminating knowledge, followed by the dimension of applying knowledge, and finally generating and acquiring knowledge. That is the strategic leadership that supports learning, followed by the dimension of encouraging dialogue and inquiry, then after that linking the organization with the external environment, then enabling individuals to have a common collective vision, followed by the dimension of creating continuous learning opportunities, and finally encouraging group learning, and the study concluded that there is a direct relationship between the dimensions of knowledge management And the learning organization, in the sense that the greater the degree of reliance on the dimensions of knowledge management, the greater the chances of the organization becoming a learning organization and fulfilling its requirements.

-Study (Tang & Zubair, 2022)

The study aimed to demonstrate the impact of transformational leadership in building the concept of the learning organization in the Amway Health Food Company in Malaysia, and the study relied on the descriptive analytical approach. The common that exists among the members of the organization, and the study recommended the need to apply the impact of transformational leadership in building the learning organization in the private sector companies in Malaysia.

-Study (Al-Shehri, et al., 2022)

The study aimed to determine the extent to which the concept of the learning organization is practiced by the principals of the private education schools in Jeddah, and to reveal the degree of differences in the concept of

the learning organization from the point of view of the principals of the private education schools in Jeddah according to the different years of experience and training courses. The highly educated organization, and the arrangement of the dimensions is as follows: the social learning dimension, the common vision, personal excellence, systemic thinking, and finally the mental model. It was also found that there were no statistically significant differences between the average degree of managers' practice of the concept of the learning organization and the managers' years of experience and training courses in the field learning organization.

-Study (Al-Taie, 2022)

The study aimed to explain the role of organizational culture in building an effective organization by defining what the organization is and the organizational structure and defining the contents and theoretical implications of organizational culture in public organizations. It represents a valuable strategic asset during the current century, in addition to being one of the ingredients for the success of public organizations. Organizational culture is also considered a key element within the field of public organizations to carry out administrative reform processes. The new approaches to public administration emphasize the importance of replacing the old culture of public service organizations with a pioneering culture that is flexible and open. In dealing with related parties and the ability to respond quickly to changes in the external environment, the study also found that the organizational structure from 1990 to 2017 is still based on the old bureaucratic culture and has not witnessed any modifications or changes in its principles, and organizations in light of the concepts of globalization and competitiveness require the application of a culture It is new, and the organizational culture brings about fundamental changes in the work and work practices of employees within the framework of providing public services in the best way and in a fair manner.

-Study (Sufyan & Atika, 2023)

The study aimed to clarify the role of empowerment in organizations to reach the goals of the organization by finding effective ways to build an empowered work team, and to determine the appropriate climate for the method of psychological and administrative empowerment of the work team, and the extent to which the principles adopted by the organization match the dimensions of the learning organization, and a personal interview with a manager was relied upon Ooredoo organization as a tool for collecting

information to provide a clear picture of the dimension of the learning organization, and the study reached several results, including empowerment helps to renew the energies and creative abilities of workers, the work team creates added value to the organization, the aspects of learning for this organization are as follows through our efforts to spread the culture of learning among Everyone through different methods, the responsibility of learning is not limited to senior management only, it is generalized at all levels of the organization, mutual trust between members towards the management or towards some of them is a necessary requirement for progress, and the management's confidence in its workers is an important gain for both, and the study concluded that the organization Orid works to develop the spirit of creativity, innovation and adaptation to external variables, and this is what the learning organization is based on. The study recommends reducing the bureaucratic culture that inhibits the possibility of applying empowerment and developing the human element.

-Study (Al-Daqas & Shabil, 2023)

The study aimed to identify the impact of organizational culture on the characteristics of accounting information in Jordanian public shareholding companies. It also aims to identify the impact of organizational culture on the quality of accounting information systems in Jordanian industrial public shareholding companies. Communication In order to ensure an adequate flow of information in the company, the systems work to install information and record errors and accounts in an up-to-date manner in information systems. Light on the organizational culture as it affects the characteristics of accounting information by promoting employee practices related to the quality of information systems.

-Study (Al-Shibawy & Al-Kaabi, 2023)

The study aimed to identify the effect of employing transformational leadership behaviors through the ideal influence, individual considerations, intellectual counseling, inspirational motivation in building and developing the learning organization, because it is given modern and modern directions in the field of higher education, and the study concluded that inspirational motivation has a strong relationship with a constructive variable The learning organization, followed by the intellectual consultation variable, and the ideal influence variable comes in the third place, and in the last place the individual considerations variable, which encourages leaders working at the University of Maysan to take responsibility and direct them towards teamwork.

Transformational leadership behaviors in its four dimensions provide a significant contribution to building the learning organization in The University of Maysan, and the study recommends supporting and encouraging the practice of transformational leadership behaviors through holding periodic seminars with university leaders, working to encourage group learning, encouraging workers.

Comments on previous studies:

The previous studies agreed on the following:

-Shedding light on the organizational culture as it affects the characteristics of information by promoting employee practices related to the quality of information systems.

-Activating some practices that lead to increasing the effectiveness and efficiency of using information systems.

-Improving the quality of information systems through the development of sub-systems that form part of the information system.

-Building constantly updated databases that provide protection and connectivity, and provide attention to Internet networks.

-Paying attention to the concept of information systems and emphasizing its application in business organizations, because of its importance in achieving the efficiency and effectiveness of using information systems in business organizations.

-The higher the degree of reliance on the dimensions of knowledge management, the greater the chances of the organization becoming a learning organization and achieving its requirements.

-The organizational structure from 1990 to 2017 is still based on the old bureaucratic culture and has not witnessed any modifications or changes in its principles.

-Helping to renew the energies and creative abilities of workers, the work team creates added value to the organization.

-The culture of the learning organization has a significant impact on organizational knowledge and works to improve performance, and the development of practical knowledge affects positively on improving perceived performance.

-The existence of an impact of transformational leadership in achieving and building the learning organization, and that the strength of organizational learning lies in the shared learning that exists among the members of the organization.

-Employees have a high level of awareness of mandatory provision of leadership for the work of the learning organization.

However, all of these studies did not address the problem of the current study, which is the role of information systems on building a strong culture for the transition to learning organizations.

Research Methodology:

1- Standing on the reality of the current culture.
2- Understanding the role of information systems on building a strong culture.
3- Understanding the required cultural transformation.
4- Distinguish the desired behavior.
5- Creating modern programs to involve employees in behavioral change.
6- Make systems compatible with cultural processes.
7- Field study.

Theoretical framework:

1- Standing on the reality of the current culture:

Organizations face many challenges resulting from economic, technological and social changes, and changing consumer requirements, which works on organizations seeking to improve their means of collecting and employing information in a way that enables management to solve problems in an effective manner to achieve its future goals, and the emergence of some modern management concepts such as management engineering , Total quality management, which needs creativity and continuous improvement, and this is done by maximizing the organizational learning process and changing the organization's culture (Balay, 2019)

Organizations are characterized by a bureaucratic culture pattern, in which employees depend on specific rules and procedures from the organization's senior management, whether in the field of dealing by workers within the organization, or in the field of service delivery (Rice, 2014), as specified (Cleverer et al, 2019: 459). A set of characteristics of bureaucratic organizational culture are as follows: -

- A high degree of oversight and an authoritarian administrative leadership model.
- Single management and lack of receipts.
-A high degree of submission.
-Decisions are made repetitively and centrally.
- Obey orders and instructions.
-Hesitation and fear of starting creative processes.

As a result of the above, the learning organization must adopt a new organizational culture based on transparency, clarity, openness, and

continuous improvement, which helps the organization's success and enhance its competitiveness.

2- The role of information systems on building a strong culture.

Information systems contribute to enabling business organizations to achieve competitive advantage when using information systems efficiently and effectively, and business organizations that are leaders in their industry are pioneers in the field of developing and applying information systems, and use them to build an integrated and flexible relationship in the internal organizational environment and establish interactive relationships between suppliers and beneficiaries, and works to market the organization between the local and international markets, and the value that information systems provide to business leads to improving the quality of the organization's products, and applying information systems efficiently and effectively by providing all the necessary requirements, and organizations within the markets use information systems, but Providing the requirements for application and development, diversifying the use of information systems, and effective management of information systems resources will provide these organizations with the efficient and effective completion of work within the organization (Al-Najjar, 2020).

The relationship of culture in organizations is based on the perceived benefit on the basis of the influence of culture on the use and success of information systems, as this benefit is one of the important dimensions of the success of information systems, because it is the first indicator of user acceptance of systems, and it is considered the main variable affecting the use of the system, and the use of information systems and technology directly or Indirect, and its role is highlighted by influencing the behavior of the human element within the organization, and thus the realization of the benefit of technology and how to interact with it (Al Koura et al, 2016)

The success factors of the system are sometimes based on the support provided by the administrative level, and management support for the system and training of employees may lead to an increase in their awareness of the benefit and ease of use, and the presence of leaders who have a future vision in resource management leads to support for information technology initiatives, and thus the availability of a supportive culture For the success of information systems, and in the absence of communication between users of

the system and management, this leads to hindering the success of information systems (Seng et al. 2020)

Information systems work in a collective team on the existence of an exchange of experiences and mutual respect between departments, which affects the functioning of the information system positively and works on employee acceptance of information technology, and thus its use and success, while the unwillingness to work as a team leads to greater effort and the presence of a number between departments. Which makes this matter the failure of the information system and working in an atmosphere of trust and in the manner of the work team leads to the success of the application of the information system (Seng et al, 2020)

Also, creativity in information systems leads to a good response to the development of information technology, while not adopting the idea of creativity leads to limiting the success of the information system. Depends on laws and discipline has a low impact on the success of the application of information technology, compared to cultures that care about individuals and the work team and enjoy flexibility and information flow (Van skyke et al, 2020)

It is clear from the foregoing that both the strong culture and the presence of information systems affect the benefit of the system, and the organizational culture affects the strength of the relationship between the quality of the system and its use. It has an impact on the perceived benefit of users, which works to raise the quality of the information system by increasing the culture that helps to increase the benefit of the organization, while the existence of a culture that is not conducive to reducing the impact of the quality of information systems on the perceived benefit of users within the organization.

3-Understanding the required cultural transformation.

The speed of change that organizations are exposed to at the present time imposes on the organization the necessity of adapting with continuity, and this means the need to increase knowledge for the ability to absorb emerging changes, as well as the absence of organizational leaders who understand the importance of the learning process, which requires the organization to adopt a culture that encourages it to learn and is able to Solving problems and trying to acknowledge, solve and correct mistakes (Bilai, 2019)

The behavior of management and the behavior of employees are among the most important influences on the behavioral and ethical standards of the organization. Managers need a thorough understanding of the culture of the organization, in order to manage activities in an efficient manner, which requires them to continue work and reduce positive cultural values through activities (Al-Ta'i, 2022)

Modern administrative approaches also require an innovative culture that encourages initiative and risk, in which employees enjoy a degree of independence and freedom to express their opinions and ideas, and the culture of the organization reflects the personality of the organization, and it represents the part responsible for linking the components of the organization in a coherent organizational framework, which forces the organization to work to achieve Integration between the levels of the organization according to the nature of the internal environment in terms of creating compatibility between the strategy and the organizational culture, which requires changes and certain structures Kefela, 2020, pp. 8)), and (Bijur, 2021: pp4) identified five variables for a successful culture as follows:

1- Changing the values that guide the organization to achieve the common vision.
2- Changing motivation to motivate individuals and make them stakeholders in change.
3- Participatory strategies and ideas by creating an environment that enables and encourages freedom of expression.
4- Goals by clearly linking individual and group goals.
5- Performance ethics in light of the emphasis on recognition and appreciation that supports the organization's performance culture.

4- Distinguishing the desired behavior.

Effective organizations are those that have a set of behaviors that enable them to keep pace with their work to achieve competitive advantage, such as less knowledge between the organization's departments and between organizations quickly and easily, using systemic thinking in decision-making and problem-solving, and they also have the ability to use a common language among the employees of the organization And the availability of mutual trust between them, strengthening the pursuit of acquiring new skills and welcoming new ideas and solutions, flexibility in thinking, the ability to remove barriers and obstacles, joint leadership, and empowering all

employees towards achieving a common vision, having a clear strategic plan for continuous learning in the organization and encouraging collective cooperation, establishing systems Effective access to knowledge, with the possibility of supporting the organization's relationship with the external environment by seeing and interacting with its factors, using information to adjust work practices, and providing strategic leadership that supports learning to achieve quality outputs (Hijazi, 2018)

5 -Creating modern programs to involve employees in behavioral change.

The organization must use a set of methods that are directed towards the behavioral determinants of individuals, such as interpersonal relations, and teamwork standards, and there is a focus on removing obstacles to change and on facilitating change as a continuous process, and development in the organization is an appropriate strategy to promote organizational creativity, as it helps employees to be creative As a basic organizational criterion, and to promote organizational qualities that help creativity, and organizational development is used to raise awareness of concerns and interests and to formulate comprehensive general goals (Al-Faouri, 2019)

The knowledge and vision resulting from employee learning is increasingly needed with use and practice. This requires organizations to work to attract knowledge-makers and ensure their retention through motivation, social interaction, and the provision of an encouraging environment. Organizations tend to hire temporary workers because they have greater flexibility and greater benefit. From the available mental and innovative capabilities, and therefore these factors justify the development of the emergence of learning organizations that are keen to acquire knowledge and disseminate it among employees, and how keen they are to develop their abilities to learn quickly and benefit from their successful and failed experiences and to provide an organizational environment that encourages self-learning (Abdul Qader & Faisal, N/A)

6- Make systems compatible with cultural processes.

The organizational culture represented by a set of approved basic values came intertwined and interacted with the components of the organization, which shows its basic role in controlling and running the functions of the organization, in making it clear that the organization is a

communication system characterized by transparency and openness for decision-making in a collective manner and high levels of trust and mutual respect, clarity of roles and levels and the availability of skills Appropriate leadership and participation by the members, and this means that the existence of such a culture is considered an essential determinant for creating an effective system (Vigoda, 2023).

Culture is considered one of the constituent dimensions of an effective organization. Management's commitment to cultural values that are in line with the rapid changes in the environment will lead to control and consolidation of the system in a way that enhances and improves its performance levels (Al-Ta'i, 2022).

Organizations differ according to the intellectual and ideological style that operates according to the way they interact and adapt to the environment. The rapid environmental changes and modern technologies classify organizations into three categories: organizations that live in the past, organizations that learn from the past and look to the future, and organizations that learn from the past and encourage progress. (Saleh, 2016).

7- Field study:

-The purpose of the questionnaire:

This questionnaire aims to measure "the role of information systems on building a strong culture of transformation into learning organizations."

-Determine the nature of the questionnaire:

One of the most important reasons for measuring questionnaires is that it facilitates researchers' prediction of behavior, and sheds light on the validity or falsity of existing theoretical studies. It is the most widely used and widespread scale, so the researchers relied on it in this study, and based on the Likert scale, the following five possibilities were developed (completely agree - agree - hesitant - disagree - completely disagree), and the person is asked to put a tick (correct) in front of the response that corresponds to its direction.

-Formulation of the questionnaire statements:

After analyzing the scales related to the subject of the research, the expressions of the scale were formulated for the first axis, "The effect of information systems on building a strong culture in twenty-six phrases, and the phrases for the second axis, "The effect of a strong culture in transforming

into learning organizations" were formulated in fifty phrases, and the following was taken into account. Phrases are simple, clear and easy, avoiding phrases that represent facts, avoiding specialized terminology, avoiding phrases that can be interpreted in more than one way or that contain more than one idea, that all phrases are directly related to the subject of the scale (Fathi, 1994).

-Presentation of the scale to the jury members (external validity)

The questionnaire was presented in its initial form to a group of experts in the field of management information systems, and by surveying the opinions of the jury members, the percentage of agreement between the arbitrators was 87.1%, and the poll resulted in some amendments that the two researchers formulated.

-Calculate the reliability of the scale.

The reliability of the scale relates to the extent of the stability of the measurement "degrees" if there is no change in the direction of a particular person. Is the measure of direction given in the same order for him in relation to others and in a fixed way? using the Alpha Cronbach's method, and it was found to be 0.835, and thus the scale is considered to be largely stable, as shown in Table (1).

Table (1)
The Stability of The Questionnaire axis Using Cronbach Alpha method

No	Domains	Cronbach's alpha coefficient
1	The effect of information systems on building a strong culture	0.826
2	The impact of strong culture in the transition to learning organizations	0.781
Reliability total score		0.835

-Participants:

The Participants' group included some employees, administrators, and labor leaders in the governorates of the Central Delta (Gharbia - Kafr El-Sheikh), and the sample size was 85 people, as shown in Table No.(2) .

Table (2)
Statement of the survey forms distributed and received

s	categories The effect of information systems on building a strong culture	Distributed forms			Response Percentage
		Distributed	Received	Incomplete	
1	The impact of a strong culture in the transition to learning organizations	100	85	15	%85
2	Total	100	85	15	%85
	categories	200	170	30	%85

-Statistical Analysis:

After coding the data and entering it into the computer, the researcher analyzed the data contained in the survey list through the program (SPSS 19.0)

Field study:

Main hypothesis:

There are no statistically significant differences between the effect of information systems on building a strong culture on the transition to learning organizations at the level of.(0.05)

From the previous main hypothesis, the following sub-hypotheses are derived:

-There are no statistically significant differences between the effect of information systems on building a strong culture at the level.(0.05)

-There are no statistically significant differences between the impact of strong culture in the transition to learning organizations at the level.(0.05)

Hypotheseis testing:

Main premise:

There are no statistically significant differences between the effect of information systems on building culture on the transition to learning organizations at the level of.(0.05)

Table(3)
Discretionary scale according to the five-point Likert scale (Subedit, 2016)

No	Response	Weighted average	General trend
1	Strongly Disagree	From 1 to 1.80	Strongly disagree
2	I do not agree	From 1.81 to 2.60	the disapproval
3	Somewhat true	From 2.61 to 3.40	neutral
4	I agree	From 3.41 to 4.20	approval
5	I totally agree	greater than 4.20	Strongly agree

Table (4)
The correlation coefficient between the independent and dependent variable

R	R Square	Adjusted R Square	Standard error
0.391	0.143	0.97	1.984

Table(5) .
ANOVA test summary

Sig.	F	Mean Square	Degrees of Freedom	Sum of Squares	
0.003	3.577	19.71	3	41.78	Regression
		4.79	67	347.38	Remaining

			71	454.71	Total

It is clear from Table No. (4) that the independent variable included in the study, which is: (information systems), and it is related to the dependent variable (learning organizations) by (0.391), which is a weak and direct correlation (positive), and we note from Table No. (5) the ANOVA test that the value of (F) calculated amounted to approximately (3.577) and degrees of freedom 3 67, which is statistically significant, as the level of significance is (0.003), which is less than (05). The transition to learning organizations at the level of (0.05), which indicates the significance of the model as a whole and we accept the alternative hypothesis as follows: "There are statistically significant differences between the effect of information systems on building a strong culture on the transition to learning organizations at the level of (0.05).

First sub-hypothesis:

-There are no statistically significant differences between the effect of information systems on building a strong culture at the level.(0.05)

Through the statistical analysis of the first axis, "The effect of information systems on Building a Strong Culture," it was found that the weighted average is from 4.355, and through Table No. (3) it is clear that the general average of the axis is completely ok because it is greater than 4.20, and a group of phrases in the axis got an Weighted Average Strongly Agree Such as: Information systems help create organizations that are more resilient to adapt to powerful new cultures. Information systems work to easily exchange information between workers in organizations. Information systems promote the exchange of strong common cultures among the employees of the organization. Information systems have methods that help to use knowledge as a means to reach a strong culture faster in the organization. Information systems increase knowledge about the assets of the organization. Information systems make the culture more inclusive of the organization. Information systems contribute to enabling strong cultural values, and a group of statements obtained a weighted average agreement, such as: Information systems provide information that helps spread strong culture within the organization. Information systems work on acquiring strength and applying it within organizations. Information systems help to form a strong cultural awareness of the employees of the organization. Information systems provide information to increase knowledge of the

environment surrounding the organization. Information systems help modernize the strong culture of the organization. Information systems provide organizational memory that helps generate knowledge within the organization. Information systems provide information for the development of various skills within organizations. Information systems are flexible in order to increase their ability to continuously evolve. Information systems provide information to develop strong cultural experiences in the organization, and a group of neutral sentences came, such as: Information systems contribute to enhancing creativity and innovation in organizations. Information systems emphasize being the reference for a strong culture. Information systems facilitate the use of strong culture on the diversity of different thinking styles in the organization. Information systems transform strong culture into knowledge associated with the acquisition of semantics. Information systems using strong culture helps to solve problems within the organization. And a group of phrases came to disagree and completely disagree, such as: Information systems facilitate the measurement and evaluation of a strong culture within the organization. Information systems facilitate the measurement and assessment of a strong culture within an organization. Information systems increase the ability of a strong culture to objectively perceive the relationships between things within the organization. Information systems transform culture into knowledge that is acquired automatically within the organization. Information systems provide new mechanisms to open up to the sources of different strong cultures in organizations. Information systems aim to provide information to come up with ideas to solve problems within the organization.

Second sub-hypothesis:

-There are no statistically significant differences between the effect of strong culture in the transition to learning organizations at the level.(0.05)

Through the statistical analysis of the axis, the impact of strong culture on the transition to learning organizations, as in the table, we find that a group of questionnaire statements obtained a general weighted average of "agree", while there is a group of statements that got a weighted average of "completely agree", i.e. greater than 4.20 as stated in the Likert scale The five-fifth table is Table (3), and the phrases are: - A strong culture creates a spirit of innovation in learning organizations - A strong culture contributes to building learning organizations Strong culture gains learning organizations new ideas - A strong culture helps transfer new ideas within the learning

organization - A strong culture is a means of communication Between individuals within learning organizations - Modern technology helps to transfer ideas within learning organizations - Strong culture helps eliminate destructive ideas within the organization - Diversity in culture that reaches the point of contradiction leads to the demolition of learning organizations - Culture is an integrated whole and cannot be separated within Learning organizations - the participation of all employees within the learning organizations in the responsibility leads to the progress of the organization - a strong culture is the main element in building effective organizations - the learning organizations help workers within the organization to continuous learning - the workers within the learning organizations feel that they are the leaders of each one in his position - the learning organizations contribute In supporting their members with new knowledge to improve their performance - Workers in learning organizations provide support to their colleagues when facing problems - Learning organizations reinforce the ideas of their employees when they present new positive or negative solutions - Organizations allow individuals to participate in formulating the organization's vision - The learning organization maintains an up-to-date database on capabilities And the skills of its employees - Learning organizations reward their members for learning new things - Organizations use sources of communication between workers and administrative leaders - Learning organizations have a knowledge base through which they can solve future problems - Learning organizations allow individuals to formulate the organization's message - Strong culture is one of the most influential means on organizations Educated - A strong culture helps eliminate destructive ideas within the organization - Educated organizations encourage their members to participate in seminars, conferences and workshops to develop their culture.

There is also a set of questionnaire statements that obtained a weighted average of "OK" from 3.41 to 4.20 as in the five-point Likert scale, Table (3), namely: Strong culture leads to the formation of a network of good relationships and strategic alliances within the learning organization - Strong culture is characterized by continuity and permanence - Culture decreases Strong culture within educated organizations contributes to job satisfaction - strong culture leads to the consolidation of values within learning organizations - learning organizations support their members with the latest modern technological devices - a set of systems that are provided to individuals within learning organizations helps in motivation and achievement - organizations Learners apply new ideas and advanced policies

for development in their performance - Continuous change within the organization hinders the organization from progress - Cultural values are a cornerstone in building learning organizations - Learning organizations provide their members with new sources of culture such as books, paper and electronic periodicals - The success of learning organizations depends on the behavior of their members - Organizations The learner discusses development plans with the workers - the learning organizations spread the spirit of trust among the workers - the decision-making takes place collectively within the learning organizations - the learning organizations encourage their members to engage in effective dialogue and accept constructive criticism - the workers within the learning organizations view mistakes as positive points - a strong culture is one of the most effective means Impact on Learning Organizations - A strong culture helps eliminate destructive ideas within the organization.

There is also a set of questionnaire statements that obtained a weighted average of "disagreeable" from 1.81 to 2.60 as in the five-point Likert scale, Table (3), which is: - Strong culture is a broad and deep concept that cannot be applied in our current society - Strong culture is acquired within educational organizations Only - language standardization is considered an essential factor in creating a strong culture within the learning organizations - differentiation, variation and disparity within the frameworks. - Specialization in work leads to the complexity of culture and the intertwining of its patterns within the learning organizations.

There were no sentences in the questionnaire about the completely agreeable, and there were "neutral" sentences that were neglected by the researchers due to their lack of importance.

Study results and recommendations

There are three main steps in changing an organization's culture:

1- Determine the position of the current culture.

2- Understanding the reality of information systems to build a strong culture

3- Understanding the reality of behavior required to carry out cultural change.

1- Determining the position of the current culture:

We must understand the current reality of the organization, define the culture of the current organization, and identify its strengths and weaknesses. The following are some important tips and recommendations for defining leaders within organizations in evaluating the culture of their organization: -

There are various research lists of the types of cultures that are good within the organization and leaders need to identify those types and understand what should be followed to advance the organization.

Determining the strengths and weaknesses of the organization through clear facts and figures and not through sensation, by answering the following questions:

- What are the acceptable strategies that take place within the organization and what are the unacceptable strategies?
- What is the behavior that needs to be reinforced?
- What is the behavior that needs to be corrected?
- What should management pay attention to?
- How are decisions made?
- How are decisions made within the organization?

2- Understanding the reality of information systems to build a strong culture

We must understand the reality of information systems in general and management information systems in particular and define our concept of a strong culture. Here are some important tips and recommendations to introduce leaders within organizations to information systems and their role in building a strong culture: -

- Using and applying information systems in order to achieve efficiency in completing tasks in a short time.
- Using software, hardware, equipment and databases to create a strong culture within the organization.
- The use of technology-based knowledge management leads to lower production costs.
- The management of the organization should implement information systems by providing the necessary material resources.
- Use and provide all electronic transactions to create a strong culture within the organization
- The quality of information systems can be improved by taking into account the factors specific to the organization, including the organizational culture factor.

Information systems design provides communication channels in order to ensure adequate information flow in the organization.

3- Understanding the reality of behavior required to carry out cultural change.

- Determining what is the image and form of the organization in the future and what the organization must do in the future?
- And how do the workers benefit in the organization and how does society benefit from the organization?
- Examine your role, vision and values for the strategic and value components of the organization?
- Knowing the desired behavior of cultural transformation.
- The management team within the organization needs to answer the following questions:
- What are the values that we want to see within the organization?
- How compatible are the values with the current corporate culture?
- Do the values already exist within the organization and we just need to develop them?
- Is what we want to develop within the organization clearly defined and understood by all employees, or does it need clarification?
- What are the cultural elements within the organization that need to be changed?

4 -Recommendations:

- To use information systems on building a strong, clear and new culture, we need to understand and define strategies and try to apply them and adopt the following directions:
- -Shedding light on the organizational culture as it affects the characteristics of information systems by promoting employee practices related to the quality of information systems.
- Activating some practices that lead to increasing the effectiveness and efficiency of using information systems by providing the requirements for the application of information systems in organizations.
- Improving the quality of information systems through the development of sub-systems that form part of the information system.
- Building constantly updated databases that provide protection and connectivity, and provide interest in the Internet.

- The need to pay attention to the concept of information systems and to emphasize the possibility of its application in business organizations, because of its importance in achieving the efficiency and effectiveness of the use of information systems in business organizations.
- Work on the use of modern technology in the transfer of ideas within the learning organizations.
- Involving all employees within the learning organizations in the responsibility.
- Supporting the learning organization and its members with new knowledge to improve their performance.
- Learning organizations should reinforce the ideas of their employees when they present new solutions, positive or negative.
- Organizations allow individuals to participate in formulating the vision of the organization.
- The learning organization should maintain an up-to-date database on the abilities and skills of its employees.
- Learning organizations reward their members for learning new things.
- Organizations should use sources of communication between workers and administrative leaders.
- Learning organizations should have a knowledge base through which they can solve future problems.
- Learning organizations allow individuals to formulate the organization's mission.
- Learning organizations encourage their members to participate in seminars, conferences and workshops to develop their culture.
- Any change within the organization must be opposed, hence a clear vision is required to overcome the obstacles that the leadership encounters during the change process.
- Change requires more audacity, courage and seriousness, and the organization's employees must see that from the leadership.
- The leadership within the organization should encourage the talented and correct the lazy ones.
- Developing a system of rewards within the organization enjoyed by individuals who are capable of change and who help in it.

- -Monitoring progress in performance, measuring results seriously, and holding defaulters accountable.
- Work to overcome obstacles and reduce bureaucracy to a large extent.

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