

Harmonious Competencies and their Role in Enhancing the Effectiveness of Management Information Systems

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Abstract: The study aimed to determine the relationship of the impact of the independent variable (harmonious competencies) and its dimensions (communication and communicating skill, knowledge, leader capabilities, and accumulated experiences) on the dependent variable (the effectiveness of management information systems), and to indicate the level of respondents' response to the variables and the ranking of their dimensions according to priorities and importance, as well as the significance of the hypotheses in the response of the surveyed sample according to personal variables (age, gender, educational qualification, number of years of service in the current job). A total of (60) questionnaires were distributed to the administrative leaders and employees of the Salah al-Din Communications and Post Department, 57 questionnaires were retrieved. The SPSS software was used to extract the statistical data. The study reached a set of conclusions, most notably: The results of the study showed a statistically significant impact at the significance level (0.05) between the two variables (the dimensions of harmonious competencies and the effectiveness of management information systems), where the results indicate a strong direct impact, at (0.63), which indicates a the ratio of responsibility ($R^2 = 0.40$), which indicates that the harmonious competencies through its dimensions is responsible for (40%) of the change that occurs in the management information systems in the directorate, and in light of these conclusions, the study reached a number of recommendations, the most important of which are: the investigated organization should review its policy related to the harmonization of competency modeling in line with meeting its needs, and strengthening it through the use of best practices in the application of management information systems in a more effective manner.

Keywords: harmonious competencies, management information systems, Salah al-Din Communications Directorate.

المستخلص

هدفت الدراسة إلى تحديد علاقة تأثير المتغير المستقل (الجداريات المتناغمة) وأبعادها المتمثلة (مهاراة الاتصال والتواصل، المعرفة، قدرات القائد، الخبرات المتراكمة) في المتغير المعتمد (فاعلية نظم المعلومات الادارية)، وبيان مستوى استجابة المبحوثين للمتغيرين ودرجة ترتيب أبعادها بحسب أولوياتها وأهميتها، فضلاً عن بيان الفروض المعنوية في استجابة العينة المبحوثة بحسب المتغيرات الشخصية (العمر، الجنس، المؤهل العلمي، عدد سنوات الخدمة في الوظيفة الحالية).

فقد تم توزيع (60) استبانة على القيادات الإدارية والموظفين في دائرة اتصالات و بريد صلاح الدين فقد تم استرداد (57) استبانة منها، وبعد فحص الاستبانات تبين أن (3) استبانة غير صالحة للتحليل البيانات، وتم تحليل البيانات من خلال البرنامج لاستخراج الأساليب الإحصائية. (SPSS) الإحصائي

وتوصلت الدراسة إلى مجموعة الاستنتاجات أبرزها: أظهرت نتائج الدراسة وجود أثر ذو دلالة إحصائية عند مستوى الدلالة (0.05) ما بين التغيرين (ابعاد الجداريات المتناغمة وفاعلية نظم المعلومات الإدارية) حيث تشير النتائج إلى العلاقة الطردية القوية مما يدل على أن الجداريات المتناغمة بأبعادها مسؤولة عن $R^2=0.40$ والتي كانت (0.63) مما يشير إلى أن نسبة المسؤولية (

40%) من التغير الذي يحصل في نظم المعلومات الإدارية في المديرية، وفي ضوء تلك الاستنتاجات فقد توصلت الدراسة إلى مجموعة من التوصيات أهمها: ينبغي أن تركز إدارة مديرية اتصالات و بريد صلاح الدين بمراجعة سياستها المتعلقة بتناغم نمذجة الجداريات بما ينسجم مع تلبية احتياجات المديرية , وتعزيز ذلك من خلال استخدام افضل الممارسات في تطبيق نظم المعلومات الإدارية بأكثر فاعلية.

الكلمات المفتاحية: الجداريات المتناغمة، نظم المعلومات الإدارية، مديرية اتصالات صلاح الدين

First: the introduction

Organizations face many challenges as they operate in environments characterized by the dynamics of continuous change, which requires them to maintain their survival, growth and continuity. The efficiency and effectiveness of the organization's systems in the short and long term, and because it is very important to look forward to modeling the competencies of important employees in the organization that are able to bring about the required change in a manner consistent with the privacy of communication organizations.

Therefore, management information systems now represent a vital goal for organizations after the rapid digital transformation in the work environment, and given the increasing role of information technology capabilities in developing communication organizations and enhancing their performance, this study tries to clarify its importance, diagnose its actual reality, and measure the extent to which modeling the competencies of employees harmoniously affects the effectiveness of management information In the Salah al-Din Communications Department, where there are many variables and concepts that we can infer from in general and the Salah al-Din Communications Directorate in particular.

The first axis: the general framework of the study (research methodology)**Third: the problem of the study**

Today, the Directorate of Communications in Salah al-Din Governorate is facing huge and extremely complex challenges, perhaps the most prominent of which are the disruptions of

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technology and information, as well as the lack of (abilities, skills, knowledge and accumulated experiences, which represents a real threat to its permanence, survival and continuity, and in light of all these developments and complexities, the directorate Represented by its departments adopting a new organizational method and skills in dealing with them, and among these methods are harmonious competencies, which is a firm method in which the leader relies on the completion of organizational work through communication and cooperation between employees, and these competencies represent a mixture of several models that refer to flexible handling in solving problems and building teams Working, negotiating with others, respecting their success and helping them in case of poor performance, which contributes to achieving cohesion and continuous motivation between workers and leaders by harmonizing and recognizing their unified energies and efforts, which contributes to enhancing the effectiveness of management information systems.

In light of the foregoing, the problem of the study revolves around a main question:

What is the role of harmonious competencies in the effectiveness of management information systems?

The following sub-questions emerge from the main question:

1. What are the trends in the relationship between harmonious competences and management information systems in the Directorate of Communications and Salah El-Din Post?
2. What is the effect of harmonious competencies on the effectiveness of management information systems in the Directorate of Communications and Salah El-Din Post?

Fourthly: the importance of studying

The importance of the study is evident in the following:

1. The study gains its importance from the importance of the researched field, describing communication services as a basic requirement for all society, in addition to the fact that the demand for them exceeds their production centers, which necessitates that employees deal with skillful patterns capable of bringing about integration at all administrative and organizational levels.
2. The study gains cognitive importance by addressing two important variables to determine the success and continuity of organizations, which are harmonious competencies and management information systems.
3. Presenting the scientific foundations that can be used by the directorate in question in developing new strategies to ensure that harmonious competencies are directed towards enhancing the effectiveness of administrative information.

Fifth: xv2fg Objectives of the study

The study aims to:

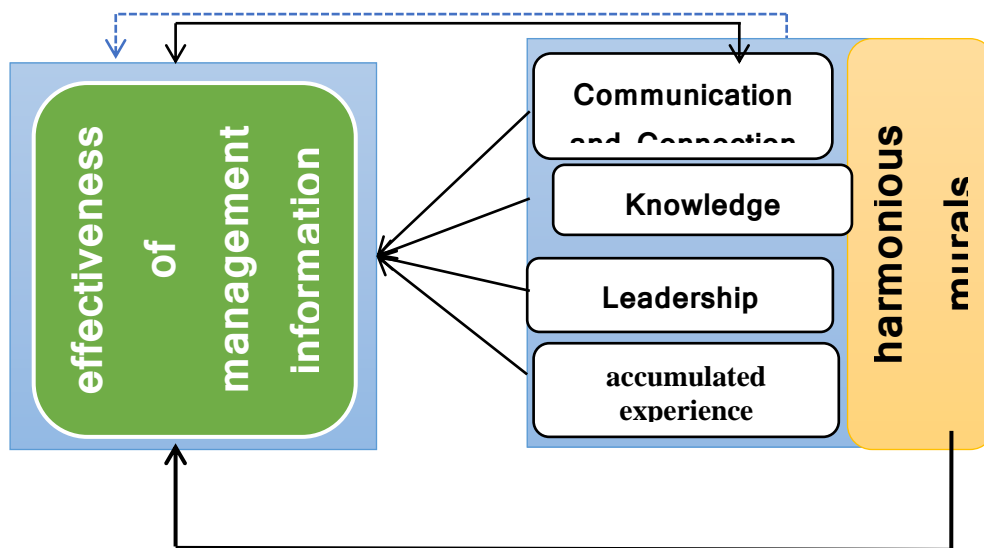
1. Knowing the role of harmonious competencies in enhancing the effectiveness of administrative information in the Salah al-Din Communications Directorate.
2. Identifying the relationship between harmonious competences and the effectiveness of administrative information in the researched directorate.

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3. Identifying the effect of harmonious competences on the effectiveness of administrative information in the researched directorate.
4. Presenting recommendations to the directorate in question to employ harmonious competencies in order to enhance the effectiveness of administrative information.

Sixth: Study plan and hypotheses

The hypothetical study scheme represents an illustration of the researched variables and the relationship of interdependence and influence between its components and dimensions in order to define its theoretical framework and field implications, and analyze the causal relationship between the variables that make up the scheme, as in Figure (1).



Source: Figure prepared by the researcher

Within the framework of the hypothetical study scheme, the following hypotheses emerge:

1. **The first main hypothesis:** There are no statistically significant differences between the mean responses of the study sample towards the variable of harmonious competences and the variable of

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effectiveness of management information systems according to personal characteristics (age, gender, educational qualification, years of service, job level).

2. **The second main hypothesis:** There is no significant correlation between each of the dimensions of harmonious competences (communication skills, knowledge, leader abilities, accumulated experiences) and the effectiveness of management information systems from the point of view of the study sample.
3. **The third main hypothesis:** There is a significant effect relationship between the dimensions of harmonious competences (communication skills, knowledge, leader abilities, accumulated experiences) in the effectiveness of management information systems from the point of view of the study sample individuals.

The second axis: the theoretical framework for the study of harmonious competences

First: What are the competencies?

An overview of the concepts that illustrate the selected literature Where there is no clear and unique concept of “murals” that is presented and adopted internationally. It is commensurate with the variables of the current environment, as it looks at the weakness and lack of clarity about what the murals are. The literature is endless about the difference between modeling murals In the 21st century and other related competences, in fact, analysts generally use the term as an umbrella concept referring to multiple competences (knowledge, skills, abilities, and other characteristics). (Joynes:2019).

Concept of competences:

The concept of competences emerged in the eighties of the last century as a response to organizational changes, especially those related to globalization and its implications for human resource management. This scope includes medium performance practices on all activities of the organization, and there have been many definitions of the concept of merit, where ((Fleishman 1995) defined it as a combination of knowledge, skills, abilities, motivation, beliefs, values and interests, while (Mirabile, 1997) defined it as knowledge, skill, ability and characteristics associated with areas of performance which the working individual must possess in order to perform his work in the required manner.

Al-Skafi (2019) refers to the dimension of merit, the sense of eligibility or the personal understanding related to the performance of the responsibilities entrusted to the workers and the focus on the work efficiency of each individual in the work team. From facing new challenges, which gives you the self-efficacy that necessitates the confidence of the staff team.

Second: The importance and role of human resources in determining competencies:

Ibrahim (2016) providing the required competencies in every job and at every administrative level in accordance with the required standards plays an important role in influencing the employee’s job

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behavior and converting it from negative behavior to positive behavior, and then improving the level of job performance, which is definitely reflected in the employee’s productivity, creating competitive advantages, developing intellectual capital and achieving job stability of workers and so on.

Human resource management plays a key role in developing these competencies through analysis and identification. In the sense that the human resources management system must be built on competencies. After analyzing and defining them, that is, relying on the results of analyzing the elements of competencies within the organization in the processes of job design, selection and appointment of workers, promotion and transfer, training and motivation, and others.

In other words, closing the gaps between what the individual has in terms of skills and capabilities, and what the job needs in terms of distinct competencies (the required competencies), but it is considered the basis for developing the human resources management system. Therefore, determining the competencies related to outstanding performance (the required competencies) should be the guiding basis for all human resource activities. Then a comparison is made between the competencies that the person possesses (actual competences) and those related to outstanding performance (which are determined according to the standards), and then the gap between them is identified. And that gap is closed by managing the human resources system in terms of characterization, selection, appointment, training, and others.

If there is a real desire in the organization to manage on the basis of merit, then the starting point is to design jobs on the basis of merit, and then the other human resources management system is designed. Hence, other jobs in this system will be based on merit.

Therefore, closing competencies gaps through decision-making in human resources management contributes to achieving excellence in performance, starting from job analysis and description, then selection, appointment, promotion, transfer, and performance evaluation, which ultimately affects improving the level of exploited ability to work.

Among the most important indicators of increased ability to work:

- Positive influence in building a bridge of trust with all parties.
- Understanding and empathizing with all relevant parties.
- Control himself when facing crises.
- Striving for continuous achievement without talking about problems and obstacles.
- A source of new ideas at work.
- Permanent loyalty to the position he occupies.
- Self-confidence.
- Ensuring teamwork.
- Initiative in facing problems.
- A source of new ideas at work.

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Third: Characteristics of administrative merit.

Through the previous presentation, we note that competence is deep and rooted in the personality of the individual sufficiently to enable it to predict behavior in many situations and job tasks. Competencies are considered implicit characteristics of a person and refer to ways to act, think, or generalize across situations, and are characterized by their stability for a reasonable period of time (Al-Kurdi 2020).

From here, we find that merit has a set of properties, namely:

1. **Motives:** are the things that an individual constantly thinks or desires that cause him to take action. The motives choose behavior, lead it, and direct it towards certain actions and goals, “example” (people with high achievement motives always set difficult goals for themselves and take personal responsibility for achieving them), and they also benefit from feedback in improving work continuously, and motives and competencies are fundamental influencing factors or Self-generating basic traits that predict what people do in their work over the long term without supervision.
2. **Qualities:** They are physical characteristics and response to conditions or information, “example” (response time and visual acuity are two physical characteristics of a fighter pilot), and self-control of feelings and initiative are among the qualities that must be characterized by a successful manager.
3. **Self-concept:** It is an individual's attitudes, values, or self-image, "example" (self-confidence, that is, a person's belief that he can be effective in almost any situation, is part of a person's self-concept), and a person's values are reflexive or interrogative motives that can predict what The person will do it in the near term in cases where the responsibility is in the hands of a jealous person.
4. **Knowledge:** It is the information that a person has in a specific field of knowledge, “example” (a surgeon’s knowledge of the nerves and muscles in the human body). At work, he notes that many tests of knowledge measure the ability of memory to be recalled when what matters is the ability to find information.
5. **Skill:** It is the ability to perform a mental or physical task, “example” (the physical skill of a dentist is to fill a tooth without damaging the nerve). Mental or mental competences also include analytical thinking (i.e. processing information and data, determining cause and effect, organizing data and planning). Conceptual thinking i.e. recognizing patterns in complex data.

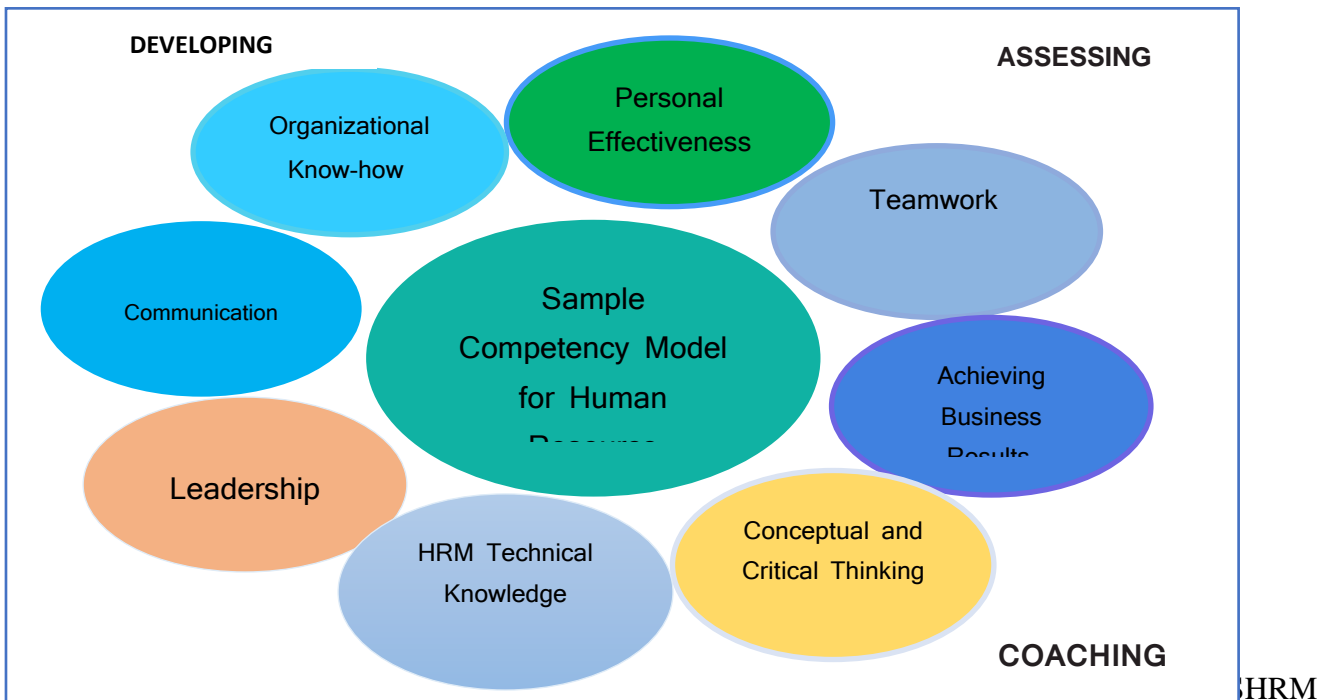
Organizations must choose according to the competencies of the underlying motivation and characteristics, and then train them in the information and skills necessary to perform the work, or as one personnel manager said, “You can teach the turkey to climb, but it is easier to hire a squirrel.” Competencies are increasingly important in predicting superior performance in Complex jobs compared to the importance of intelligence, work skills, or academic degrees.

Fourth: Human Resources Efficiency Model:

The modern human resource systems used to improve and develop human capabilities and skills, we have reached a fruitful output of high quality and distinguished performance in the company's administrative activities, which is matched by obtaining material and moral compensation, promotions and other human resource management practices according to the level and effectiveness of each employee, by evaluating work performance Which every employee performs within his

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duties, as indicated ((Pulakos: 2004) in the following figure No. (2) Human resource efficiency model:



Foundation, an affiliate of the Society for Human Resource Management, Printed in the United States of America p9

There are three approaches to determining job competence (Bakhit, 2016):

The first: the scientific approach; As competence is based mainly on the analysis and characterization of the role, and the results of this analysis and characterization are the identification of the skills, knowledge and attitudes required to perform the role, and these competencies are evaluated by criteria that are often behavioral criteria.

The second: the psychological entrance; Merit is based on the characteristics of the personality, including its technical and behavioral repertoire, motives, and intelligence coefficient, as it is considered the best means of predicting professional success.

Third: Business Entrance; Whereas merit is a competitive advantage, higher performance determines job competence.

The third axis: the effectiveness of management information systems

Introduction:

Building and integrating the management information system needs to prepare the necessary supplies to activate this system. The success of this system is achieved by providing the basic initial needs of human resources and material, software and organizational requirements, followed by planning to build management information systems to reach an integrated system of quality that

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serves the administrative work in the company and develops its performance. Therefore, this topic came to show the requirements for the operation of management information systems, the sub-systems of management information systems, the quality of management information and the performance of employees.

First: the concept of management information systems (MIS).

The management information system is one of the most important fields of management theory and its modern applications in various companies, especially at the present time, as information has become the primary material in the practice of administrative activities in light of the rapid changes (Al-Abadi 2012), but there is a difference about the scientific concepts of the management information system among researchers.

Badr(2012) believes that management information systems are a group of sub-information systems linked together in order to integrate with each other to be a comprehensive information system, whose mission is to convert data into information in different ways and forms that are appropriate and in line with the characteristics of managers.

Laudon(2010) defines management information systems as special design and classifications that provide managers with the necessary historical reports and information on corporate performance in order to support planning, control and decision-making functions, and it is a specific classification of management information systems that serve middle management in the company.

As defined (Watson, 2010) "The concept of management information systems is a group of individuals, equipment, programs, networks, communications and data resources that collect, operate, store and distribute information necessary for decision-making, coordination and control within companies."

Haag & Cummings, 2009 define management information systems as “involving planning, developing, managing, and using information technology tools to help users perform all tasks related to information processing and management. While (kroenke, 2011) sees it as developing and using systems that help companies to achieve its goals and objectives, as this concept includes the three main elements of management information systems (development, information systems, company goals)

Second: the importance of management information systems:

Management information systems are of paramount importance in increasing management effectiveness by satisfying its information needs that assist managers in dealing with their administrative responsibilities efficiently and effectively, providing them with information to be used in solving administrative problems, control, decision-making, and developing employee performance. Management information systems include: Data processing responsibilities and tasks that include creating and generating digital information, through analytical processing, and communicating and

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transferring information to those who need it inside and outside the company. From this point of view, management information systems are called (administrative warning systems), as they warn human resources in middle management of the existence of problems that need urgent solutions, or the availability of available opportunities that should be seized; (Alooti: 2008)

(Al-Kilani and others: 2003) explained to us the importance of management information systems with the following points:

- 1) Provide information to the various administrative levels, when needed, for the purpose of exercising their functions of planning, organizing and controlling.
- 2) Determine and clarify the channels of communication, horizontally and vertically, between the administrative units to facilitate the retrieval process.
- 3) Evaluating the company's activities and evaluating the results in order to correct deviations.
- 4) Creating the conditions for making effective decisions by preparing brief information in a timely manner.
- 5) Predicting the future of the company in order to take the necessary needs in case there is a defect in achieving the objectives.

Third: success factors of management information systems:

The success of management information systems in achieving its objectives depends on a set of facts that enable it to satisfy the needs of the beneficiaries by providing the necessary administrative information, which the higher the availability, the greater the company's success chances of obtaining the results of applying the management information system, as shown in the following (Al Murad: 2012):

- 1- Providing the appropriate amount of information to meet all the requests of the administrative levels.
- 2- Providing expertise from the manpower based on the use and maintenance of the management information system.
- 3- The possibility of investing in the modern information resource in the company and organizing it well.
- 4- The ability of the organizational structure in the company to contain the requirements of applying information systems.
- 5- Orientation towards senior management's support for the idea of applying a management information system
- 6- The extent of awareness, understanding and wide awareness of the importance of the management information system by all officials, system users and information providers.

The fourth axis: presenting and analyzing the results of the field study

Introduction:

After reviewing and studying the concept of competencies and administrative information systems from the previous investigations, we will devote this topic to conducting a field study on the Directorate of Communications and Post of Salah Al-Din Governorate.

A field study will be conducted on the directorate, and data related to the subject of the study will be obtained. These results will be analyzed according to the (SPSS) program, in order to reach the

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type of relationship and how to be affected with respect to each variable. We will discuss a description of the study methodology that was used, which shows the study population, how to select the sample, and the characteristics of the sample members in light of the demographic features, and then reviews the study tools used. In collecting data and information needed for the study.

First: Characteristics of the study sample:

- 1) **Analysis of the first axis statements:** dimensions of harmonious neighbors: measuring the extent to which the study sample agrees with the first axis statements (communication skills, knowledge, leadership ability, accumulated experiences) and will be stated as follows:

Table No. (1) shows the respondents' opinions about the availability of the communication and communication skills axis for them

The table was prepared by the researcher based on the outputs of the SPSS V.22 program

The total arithmetic mean related to the first axis was (3.77), which is greater than (3.40), with a standard deviation of (0.47). It was also confirmed that these statements are positive in the sense that the respondents agree with their content, which generated an idea. The greater the horizontal

Rank	Relative importance	standard deviation	Arithmetic mean	Dimensions related to the first axis (communication and communication skills)
5	0.736	0.88	3.68	X1
4	0.746	0.97	3.73	X2
6	0.634	1.31	3.17	X3
4	0.746	1.02	3.73	X4
2	0.816	1.02	4.08	X5
1	0.83	0.75	4.15	X6
3	0.77	0.81	3.85	X7
	0.754	0.47	3.77	The general arithmetic mean for the first axis

communication between the parties, the greater the capabilities

aimed at sustainable improvement.

Table No. (2) shows the opinions of the respondents about the extent to which they have leadership capabilities

Rank	Relative importance	standard deviation	Arithmetic mean	Dimensions related to the first axis (leadership capabilities)
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4	0.726	0.95	3.63	X8
5	0.686	1.10	3.43	X9
1	0.94	0.32	4.70	X10
3	0.756	0.86	3.78	X11
2	0.81	0.91	4.05	X12
	0.784	1.21	3.92	The general arithmetic mean for the first axis

The above table No. (2) shows that the sum of the arithmetic mean related to the second axis was (3.92), which is greater than (3.40), and a standard deviation of (1.21), all of which reflects the positive view of the respondents towards the total expressions of this axis. It was also confirmed that these statements are positive in the sense that the respondents agree with their content, since the leader and subordinate have the ability to interact in learning skills and formulating the decision to enhance the efficiency of the directorate's work.

Table No. (3) shows the opinions of the respondents about the availability of the knowledge axis to them

Rank	Relative importance	standard deviation	Arithmetic mean	Dimensions related to the first axis (knowledge)
4	0.728	0.97	3.64	X13
2	0.792	0.77	3.96	X14
6	0.658	1.17	3.29	X15
5	0.712	0.88	3.56	X16
3	0.746	0.89	3.73	X17
1	0.97	0.66	4.85	X18
	0.768	1.21	3.84	The general arithmetic mean for the first axis

The above table No. (3) shows that the total arithmetic mean related to the third axis was (3.84), which is greater than (3.40), and with a standard deviation of (1.21), all of which reflects the positive view of the respondents towards the total expressions of this axis. It was also confirmed that these statements are positive in the sense that the respondents agree with their content, for the reason for the employees' involvement in the specialized training in information technology, which generated knowledge in the spirit of one team towards voluntary work that achieves the goals of the Directorate.

Table No. (4) shows the opinions of the respondents about the availability of the axis of their accumulated experience

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Rank	Relative importance	standard deviation	Arithmetic mean	Dimensions related to the first axis (accumulated experiences)
1	0.742	1.03	3.71	X19
3	0.718	0.97	3.59	X20
4	0.644	1.25	3.22	X21
2	0.722	1.09	3.61	X22
5	0.62	1.04	3.10	X23
	0.69	0.77	3.45	The general arithmetic mean for the first axis

The above table No. (4) shows that the sum of the arithmetic mean related to the fourth axis was (3.45), which is greater than (3.40), with a standard deviation of (0.77), all of which reflects the positive view of the respondents towards the total expressions of this axis. It was also confirmed that these expressions are positive in the sense that the respondents agree with their content, for reasons of boldness in presenting personal ideas through accumulated experiences that enable seizing valuable opportunities that achieve balance in the information technology environment.

Table No. (5), showing the respondents' opinions about the availability of the management information systems axis for them

Rank	Relative importance	standard deviation	Arithmetic mean	Dimensions related to the second axis (management information systems)
2	0.704	1.03	3.52	X1
2	0.704	0.98	3.52	X2
3	0.694	1.10	3.47	X3
1	0.712	0.86	3.56	X4
2	0.704	1.00	3.52	X5
5	0.61	1.12	3.05	X6
4	0.652	1.02	3.26	X7
	0.682	0.71	3.41	The general arithmetic mean for the second axis

The total arithmetic mean related to the fourth axis was (3.41), which is greater than (3.40), with a standard deviation of (0.71). It was also confirmed that these statements are positive in the sense that the sample members agree with their content, because all the material components of the management information systems in the Directorate have achieved a desire and motivation for responsibility from the competencies inhabited by the employee, which expresses the ability to

employ best practices for the human resource in the Directorate of Salahuddin Postal Communications .

Second: discussing and testing the hypotheses of the study:

- **First Hypothesis:** There are no statistically significant differences between the mean responses of the study sample towards the variable of harmonious competences and the effectiveness of management information systems according to personal characteristics (age, gender, educational attainment, job level, years of service).

Table No. (6) shows the demographic differences in the answers of the respondents

Gender			Age		
25	Valid	Male	3	Valid	25-30 years
3.77	Mean		3.76	Mean	
0.42	Std. Deviation		0.72	Std. Deviation	
32	Valid	Female	11	Valid	31-35 years
3.61	Mean		3.87	Mean	
0.41	Std. Deviation				
Qualification			0.47	Std. Deviation	
9	Valid	Prep	14	Valid	36-40 years
3.75	Mean		3.62	Mean	
0.57	Std. Deviation		0.59	Std. Deviation	
16	Valid	Bachelor's	5	Valid	41-45 years
3.76	Mean		3.79	Mean	
0.43	Std. Deviation		0.41	Std. Deviation	
31	Valid	diploma	6	Valid	46-50 years
3.63	Mean		3.56	Mean	
0.37	Std. Deviation		0.39	Std. Deviation	
1	Valid	Master's	18	Valid	51 years and over
3.71	Mean		3.61	Mean	

Years of service			Career Level		
6	Valid	1-10 years	29	Valid	administrative employee
3.97	Mean		3.70	Mean	
0.47	Std. Deviation		0.44	Std. Deviation	
21	Valid	11-15 years	1	Valid	supervisor
3.60	Mean		3.28	Mean	
0.43	Std. Deviation			Std. Deviation	
4	Valid	16-20 years	10	Valid	unit administrator
3.74	Mean		3.62	Mean	
0.42	Std. Deviation		0.45	Std. Deviation	
6	Valid	21-25 years	12	Valid	Division official
3.77	Mean		3.61	Mean	
0.58	Std. Deviation		0.29	Std. Deviation	
8	Valid	26-30 years	4	Valid	Head of the Department
3.69	Mean		4.08	Mean	
0.39	Std. Deviation		0.50	Std. Deviation	
12	Valid	31 years and over	1	Valid	Deputy General Manager
3.61	Mean		3.50	Mean	
0.28	Std. Deviation			Std. Deviation	

Source: Prepared by the researcher based on the results of the statistical analysis (SPSS).

1.By looking at Table No. (6), we find that the value of the arithmetic mean for the respondents' responses was (3.77) with regard to male answers, while the arithmetic mean for female answers was (3.61), which indicates that there are statistically significant differences in the respondents' responses about the dimensions of harmonious competences on the effectiveness of management information systems according to gender variable.

2. In Table No. (6), we find that the value of the arithmetic average for the respondents' responses was (3.76), with regard to the answers of the age groups (25-30 years), while the arithmetic average of the answers of individuals between the ages of (31-35 years) was (3.87). The answers of the age groups (36-40 years) were with an arithmetic average of (3.62), while we find that individuals between the ages of (41-45 years) had an average of (3.79) answers, and also the answers of the age groups between (46-50 years). It reached (3.56), but the age groups that exceeded (50 years and over), the average of their answers was (3.61), which indicates that there are statistically significant differences in the respondents' responses about the dimensions of harmonious competencies on the effectiveness of management information systems according to the age variable.

3. By looking at Table No. (6), we find that the arithmetic average value for the respondents' responses was (3.75), with regard to the answers of individuals who hold a (preparatory) qualification, while the arithmetic average of the answers of individuals holding a bachelor's degree was (3.76), as were the answers of holders of Diploma with an arithmetic mean of (3.63), while individuals who hold a master's degree had an average of (3.71) answers, which indicates that there are statistically significant differences in the respondents' responses about the dimensions of harmonious competences on the effectiveness of management information systems according to the variable of educational attainment.

4. By looking at Table No. (6), we find that the value of the arithmetic mean for the respondents' responses was (3.97), with regard to the answers of individuals whose services range from (1-10 years), while the arithmetic average of the answers of individuals whose services ranged between (11-15 years) (3.60), as were the answers for years of service between (16-20 years), with an arithmetic average of (3.74), while we find that individuals whose services ranged between (21-25 years) had an average of (3.77) answers, and service owners between (26-30 years). amounted to (3.69), however, for those with service that exceeded (31 years and over), the average of their answers was (3.61), which indicates that there are statistically significant differences in the respondents' responses about the dimensions of harmonious competencies on the effectiveness of management information systems according to the variable years of service.

5. The previous table No. (6), we find that the value of the arithmetic mean for the respondents' responses was (3.70), with regard to the answers of the administrative staff, while the arithmetic mean for the answers of the supervisors was (3.28), and the answers of the unit officials were with an arithmetic average of (3.62), While we find that the divisional officials had an average of (3.61) answers, and the answers of the department heads amounted to (4.08), but the job position deputy general manager had an average of (3.50), which indicates that there are statistically significant differences in the respondents' responses about the dimensions of harmonious competencies on The effectiveness of management information systems according to the job level variable.

We conclude from the first hypothesis by rejecting the null hypothesis and accepting its alternative hypothesis, which indicates the existence of statistically significant differences between the averages of the respondents' responses about the dimensions of harmonious competences on the effectiveness of management information systems, which indicates demographic variables.

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- **The second main hypothesis:** There is no significant correlation between each of the dimensions of harmonious competences (communication skills, knowledge, leader abilities, accumulated experiences) and the effectiveness of management information systems from the point of view of the study sample.

Table No. (7) proves the study's second main hypothesis.

effectiveness of management information systems					Dimensions of harmonious murals
Sig	T	N	R ²	R	
0.003	3.06	57	0.14	0.38	Communication and Connection skills
0.001	3.58	57	0.19	0.43	Knowledge
0.000	5.45	57	0.35	0.59	Leader abilities
0.000	5.43	57	0.35	0.59	accumulated experience

Source: prepared by the researcher based on the results of the statistical analysis (SPSS).

1- By looking at Table No. (7), we find that the correlation coefficient was (0.38), which indicates that there is a moderate direct correlation between communication skills and the effectiveness of management information systems, and the responsibility ratio was ($R^2 = 0.14$), which indicates that the axis of Communication and communication skills are responsible for 14%) of the change that occurs in management information systems. The value of (T) is (3.06), which is greater than (2), and the value of (Sig = 0.003), which is less than (0.05), which indicates Rejecting the null hypothesis and accepting the alternative hypothesis, which indicates that there is a statistically significant effect between communication skills and the effectiveness of management information systems.

2- By looking at Table No. (7), we find that the correlation coefficient was (0.43), which indicates that there is a moderate direct correlation between knowledge and the effectiveness of management information systems, and the responsibility ratio was ($R^2 = 0.19$), which indicates that the knowledge axis is responsible for (19 %) of the change that occurs in management information systems. As for the value of (T), it is (3.58), which is greater than (2), and the value of (Sig = 0.000), which is less than (0.05), which indicates the rejection of the null hypothesis And accepting the alternative hypothesis, which indicates that there is a statistically significant effect between knowledge and the effectiveness of management information systems

3- By looking at Table No. (7) above, we find that the correlation coefficient was (0.59), which indicates that there is a good direct correlation between the capabilities of the leader and the effectiveness of management information systems, and the responsibility ratio was ($R^2 = 0.35$), which indicates that the leadership capabilities Responsible for 35%) of the change that occurs in the administrative information systems of the Directorate. As for the value of (T), it is (5.45), which is greater than (2), and the value of (Sig = 0.000), which is less than (0.05), which indicates Rejecting

the null hypothesis and accepting the alternative hypothesis, which indicates that there is a statistically significant effect between leadership abilities and the effectiveness of management information systems.

4. Table No. (7), we find that the correlation coefficient was (0.59), which indicates that there is a good direct correlation between the accumulated experiences and the effectiveness of management information systems, as was the responsibility ratio ($R^2 = 0.35$), which indicates that the focus of control systems Information security is responsible for 35%) of the change that occurs in management information systems. As for the value of (T), it is (5.43), which is greater than (2), and the value of (Sig = 0.000), which is less than (0.05). This indicates the rejection of the null hypothesis, which says, and the acceptance of the alternative hypothesis, which indicates that there is a statistically significant effect between the accumulated experience and the effectiveness of management information systems.

- **The third main hypothesis:** There is no significant effect relationship between the dimensions of harmonious competences (communication skills, knowledge, leader abilities, accumulated experiences) on the effectiveness of management information systems from the point of view of the study sample.

Table No. (8), proving the third main hypothesis.

Sig	T	N	R ²	R	hypothesis statement	sequencing
0.000	6.02	57	0.40	0.63	There is no statistically significant effect at the significance level (0.05) between the variables of the dimensions of harmonious competences and the effectiveness of .management information systems	3

Source: Prepared by the researcher based on the results of the statistical analysis (SPSS).

Table No. (8) above, we find that the correlation coefficient was (0.63), which indicates that there is a strong direct correlation between the study variables (the dimensions of harmonious competences and the effectiveness of management information systems), as was the responsibility ratio ($R^2 = 0.40$), which indicates The harmonious competencies, with their dimensions, are responsible for 40%) of the change that occurs in the management information systems in the directorate. As for the value of (T), it is (6.02), which is greater than (2), and the value of (Sig = 0.000), which is less than (0.05), which indicates the rejection of the null hypothesis that says, "There is no statistically significant effect at the level of significance (0.05) between the dimensions of harmonious competences and the effectiveness of management information systems, and the acceptance of the alternative hypothesis that indicates" there is a statistically significant effect at the level of significance (0.05).), between the variables of the dimensions of harmonious competences and the effectiveness of management information systems.

Conclusions of field studies:

1- We conclude that the practice of competency models together in one program produces an impact on the directorate's superiority in using best practices towards management information systems.

2- We conclude that the individuals whose services range between (11 years), constitute (36.8%) and this category is considered the most of the old employees with cumulative experiences, chain of ideas in building the essence of administrative activities and employing them in the advanced management information systems in the Directorate.

3- The rate of university degree holders is balanced, as they amounted to (54.4%) of professional diploma holders, and this is evidence that the Directorate needs a study to develop practical plans that select its employees based on academic qualifications that indicate interest and awareness of the importance of certificates and competencies, to upgrade the system Service Directorate.

4- The rate of employees in the Directorate constitutes the highest percentage, reaching (50.9), an indication of its reliance mainly on the competencies of the employees as they are the main core of the administrative work that contributes to the success of the Directorate.

5- We conclude that there is a medium direct correlation between employee skills and information sharing in the directorate to build interaction that serves management information systems, so the responsibility ratio is ($R^2 = 0.14$), which indicates that communication and communication skills axis is responsible for (14%) of the change that takes place. in management information systems

6- We conclude that the correlation coefficient was (0.59), which indicates that there is a good direct correlation between the interactive and transformational capabilities of the leader towards the administrative levels to implement management information systems effectively, and the responsibility ratio was ($R^2 = 0.35$), which indicates that the leadership capabilities are responsible for 35%), from the change that occurs in the administrative information systems of the Directorate.

7- We conclude that there is a statistically significant effect at the level of significance (0.05) between the two changes and a strong direct correlation between (the dimensions of harmonious competences and the effectiveness of management information systems), where the correlation coefficient was (0.63), which indicates that the responsibility ratio ($R^2 = 0.40$), which indicates that competencies consistent with their dimensions are responsible for 40%) of the change that occurs in the management information systems in the directorate.

Study proposals:

In order to complete the methodological requirements and based on our results and for the purpose of benefiting from them in the future, these paragraphs have been allocated as proposals that serve the Directorate.

1- It requires the Human Resources Department in the Directorate of Telecommunications and Post of Salah Al-Din to synthesize capabilities in a harmonious manner towards achieving greater flexibility in work, which leads to shortening the time and increasing the speed of decision-making

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by interacting with the outputs of the quality of the management information system in the Directorate.

2- Allowing those with qualifications to share knowledge with their potential at all administrative levels

3- The performance results in the directorate must be based on the human capabilities in the organization through the investment of human capital.

4- Training courses on communication and computer programs should be intensified, especially courses in the field of office and programs directly related to communications, because of their importance in developing the capabilities of employees in the Directorate.

5- The management of the Salahuddin Communications and Post Directorate should increase the material and moral incentives provided to employees by setting up a system for compensation and promotions that contributes to creating a happy work environment.

6- Provide the opportunity for each individual in the Directorate to acquire the necessary skills and knowledge to integrate into the information society, whether in the internal or external environment, and take full advantage of it, which will reflect positively on the Directorate in general.

7- The need to support the capabilities of human cadres specialized in the use of management information systems, that is, taking into account the specialization and the acquired qualifications.

8- The need for the Directorate's management to realize the importance of the management information system and its impact on the internal system of the Directorate, by promoting awareness in a highly important manner at all levels.

• **Mechanism of work for the Directorate of Telecommunications and Post of Salah al-Din:**

1. By developing a special strategy that diagnoses skills according to future visions that are compatible and adaptable to changes in the technological environment.

2. Demonstrating the effective influence of the administrative leadership in conducting the spirit of initiative and cooperation with participatory knowledge, as it is an important part of the employees.

3. Work to deepen the state of harmony and understanding among employees.

4. Directing employees towards raising the level of performance, by focusing on the status of knowledge in the area of management information standards base.

5. Extensive and continuous efforts by the Human Resources Department in the Directorate to enhance the efforts and activities aimed at enriching the organizational creativity of employees with expertise and ideas.

6.Reducing the level of differences that occur between employees by involving them in training courses that make them all have similar skills and experiences.

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