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INVESTIGATING EFFECT OF 5 FACTORS INFORMATION SYSTEM MANAGERS' SUCCESS IN PUBLIC AND PRIVATE BANKS OF BRUJEN PROVINCE IRAN

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ABSTRACT

The main objective of the present study is identifying effect of relationship among leadership, desirable landscape, policy making, distributor, provider of relations on success of information system managers. Applied method in this study is survey study and in terms of nature, the study is applied research. In terms of time, the present study is in kind of cross sectional research. Statistical population of the study includes managers and assistants and staffs of public and private banks in Brujen province Iran. Data collection instrument in the present study includes questionnaire, referring documents, using virtual libraries and electronic books, and interviewing scholars. For the purpose of data analysis, SPSS software would be applied. Obtained results from the study have been presented in the section of conclusion.

Keywords: *Information Systems, Success of Managers*

INTRODUCTION

Information and using information in order to develop business affairs has same background as organization and its establishment. Information has been always applied instrument by human for identifying and awareness of self-interact environment with the environment (Diamond, 2006). Information is infrastructure of knowledge formation and development in human. Hence, it could not be claimed that information is important just for human in the current world. However, it could be certainly claimed that rapid changes of effective variables in daily life and business have made its role significantly vital. Hence, scholars have applied concepts such as knowledge age, information age, the information explosion, and similar terms (Stephen and David, 2008). Rapid changes in the societies, environment, and effective environmental conditions in the organizations have made it critical for organization to use information systems with specific features.

Information Systems

The first definition for information systems presented by Evison and Fits (2003) is as follows: “designing, presenting, and utilizing effectiveness of information and communicative technologies in the organization and the society”.

This definition refers to an important part of information systems, which is development of information technology applications in scope of organization and the society (Sarraf, 2010). Domain of information systems has been mostly technology-oriented at the beginning of its establishment; although it has been developed over the time to integrated scope of technology, management, organization, and society.

Types of Management Information Systems

Different types of management information systems are as follows: interaction processing systems, management report system, decision backup system, smart system, administrative automation system, knowledge staff system, information system of senior directors or backup system of senior directors (Rezaiean, 2009).

Advantages of Information Systems

Using information systems can case three advantages for the organization as follows:

- a) Achieving profitability
- b) Improving effectiveness level
- c) Gaining competitive advantage

Research Article

Achievement to these advantages is depended on dominant view on the organization. Each item presented above is significant and should be investigated by management system of the company (Mor, 2001).

Achieving Profitability: profitability is efficiency in a business, when it is performed more or less by the same resources. In such condition, it can be mentioned that achievement to profitability has been realized. In organizations, this issue is depended on commercial processes including good production or service supply and also ability of managers for controlling more activities (Chaster, 1989).

Improving Effectiveness Level: effectiveness refers to abilities of a person or organization for relevant tasks. Individuals such as managers can find effectiveness of such actions, when they take constantly some measures with the most desirable outputs and also they develop suitable strategy in order to improve those (Abbas, 2012). Those managers, who think on problematic situations previously, have more effective action than those managers, who is constantly solving existing problems. In fact, preventive actions can prevent its occurrence. An organization can be also effective while using relevant resources in such manner, so that all affairs can be performed desirably and with high quality (Momeni, 2008).

Gaining Competitive Advantage: finding this issue that how information systems can increase competition in organizations includes many advantages. Those organizations, which have gained success in regard with profitability and effectiveness, have been able to provide potential condition for changing style of organizational competition. They change complete structure of their industries gradually. If application of information systems can give competitive style, it can be strategic. Hence, strategy is a style, through which organization attempts to distinguish itself from other competitors; e.g. Federal Express Company could perform this action through delivery of products overnight and exact loading the (Rezaeian, 2008).

Lin and Hsieh (1990) have proposed this perspective that most of these officials accept that user perspective is an important factor in determining success of the project, comparing to system development. These factors are as follows: behavior of senior manager, from complete support to unwillingness for support, costs, culture of the company, organizational policies, personality, and context of growing user (David and Thomas, 2010).

Success of an information system would be determined based on its quality or based on acceptance level of the system by user. Effective factors in success of an information system are resulted from two things including users' personalities and organizational atmosphere (A'arabi and Haghghat).

Weakness of Management Information System

Lack of success in most information systems is not only based on technical problems, but also it is rooted in inability of individuals in order to select and design and also use these systems properly.

In general, if organizations have the best technology and use best facilities, while they have no efficient human resource or have not ability of properly use of existing resources, they can't affect the environment and be successful in competition domain. However, it could be mentioned that main weakness of information system is rooted in management, which can't meet specific needs of every one and can't mostly provide required exact information system. The concept "DSS" has been created in order to meet the mentioned needs (Madhooshi, 2010).

Lyytinen and Hirschheim (1987) have claimed that just limited number of information systems is successful. They believe that those people that consider their information systems successful are wrong and this is resulted from improper classification of success evaluation styles. This improper classification is usually based on success rate of a system in order to provide predetermined requirements. Main evaluation criteria are negative, which are named as adjustment failure. Based on the criteria, objectives would be determined previously and hence, failures would be defined based on lack of realization of these objectives (Steve, 2003).

A report about failure of this system makes it clear that implementation of every system in future needs sufficient consultations. However, technical aspects and management of project implementation in this system were significantly less than expected level. There were other human dimensions, which were not

Research Article

considered sufficiently such as weak training and imperfect ownership of system (Rahnavard and Arshadi, 2010).

Failure of information systems are classified in 4 groups as follows: adjustment failure, process failure, interaction failure, and expectation failure. Adjustment failure is failure of an information system for supplying predetermined requirements and can be considered as a rational perspective for development of evaluation system. The second type of failure is process failure and would be appeared when a system can't be produced according to certain budge or in certain period (Khaki, 2005).

Interaction failure would present a kind of indirect evaluation for failure of information systems, which assumes that a system can be successful, if it is under a lot of user interactions and it is unsuccessful, if it has not been applied by user or has been applied improperly. Expectation failure means that information system fails meeting expectations of users and it is a combination of other 3 failures mentioned above (Sarmad *et al.*,).

Effectiveness of Information Systems

Every system is similar to a living microorganism in terms of some dimensions; meaning that it would be born, it would be grown up, and it would achieve maturation step. Then, it would be responsible for its tasks and finally it would die. The mentioned process is known as system lifecycle and its stages are as follows:

- 1- Designing
- 2- Concentrating
- 3- Maintaining and utilizing
- 4- Wasting

Sarafizadeh and Panahi (2002) have reported that lifecycle of information systems may last just a few months or last several years. However, dynamic nature of business has been integrated to information systems and has been updated. Information system acts effectively, when it can meet information needs of users; otherwise, it would enter fourth stage that is wasting stage. In order to prevent early entrance of information systems to wasting stage, effectiveness of system should be evaluated cyclically, so that the system can be improved through identifying probable inefficiencies of it (Sarraf, 2002).

Evaluation of Information System

The term evaluation refers simply to determining value for everything or value judgment. Seif (1996) has presented more comprehensive definition of evaluation as follows: evaluation refers to a systematic process for collecting, analyzing, and interpreting data in order to determine that whether desired goals have been realized or are realizing and to how extent (Asoosheh *et al.*, 2009).

Gey (1991) and Parker (1989) have proposed 5 indicators for evaluation of information systems as follows:

- 1) Cost/advantages: analyzing that to what extent desired system helps organizations' efficiency?
- 2) Communicating value: analyzing that to what extent desired system helps matching affairs?
- 3) Speed value: analyzing that to what extent desired system can accelerate service providing?
- 4) Restructuring value: analyzing that to what extent desired system can improve profitability through restructuring?
- 5) Innovation: analyzing that to what extent desired system can cause innovation in the work? (Hamlyn, 1993).

Improving Performance of Information Systems

Performance of information systems refers to a degree of effectiveness and efficiency in the organization, which can be gained through information systems. Lin and Kim (2004) have reported that improving performance of information systems refers to this issue that their performance would be improved according to changes of internal and external environment and different requests of users (Lyytinen and Hirschheim, 1987).

Model of Improving Information Systems' Performance

Models of improving information systems' performance refer to evolutionary process of organization, which can be gained through improving role of information systems. In general, information systems pass

Research Article

3 evolutionary steps including data processing, management information systems, and strategic information systems. In every step, they have performed their function in organizations' life respectively for increasing efficiency, effectiveness, and gaining competitive advantage (Ives and Oslan, 1984).

Considering Information Systems in Programming for Future

One of the most useful issues is how to specify value of information systems in organization in its program; meaning in relevant decisions of production, services, location, and customers. Here, 3 options are proposed for this purpose as follows:

Considering Information Systems without Considering Organizations' Strategy

Information systems may be developed without considering their effect on companies' strategies or plans. It doesn't mean that such systems have not strategic interests but it isn't a factor for their development. Many relevant systems of profitability, which are not aimed at improving performance costs, enhance ability of the company in order to perform business. Using automation, organizational tasks would be performed rapider than common activities during certain period (Lyytinen and Hirschheim, 1987).

Development of such systems may simply result in solving a responsibility problem such as having insufficient proficiency. In this regard, certain imagine has been developed about adjusting different systems.

Development of Information Systems for Implementing Companys' Strategies

Awareness of managers has been gradually increased about styles, through which information systems can support goals and strategies or the organization. Managers currently follow growth of their interests in order to use information systems for supporting some strategies as follows:

- 1- Senior directors specify some strategies in the company for gaining competitive advantage and position.
- 2- Necessity of supporting information systems would be defined.
- 3- Programs of information systems are provided in order to help implementing organizational strategy.

Considering Development of Organizational Strategy by Information Systems

Although two mentioned items are applied mostly more expanded, they are not focused on a method that information systems can affect competitive strategy of the organization. This method can affect organization in 4 key domains (McLeod, 1988).

Preparing and Utilizing Information Systems of Executive Managers

Today, ESS includes many types of equipment including Excel software, Lotus-2-3, or Spread Sheet and senior directors can evaluate selling of different products through comparing relevant data of regions and products and also they can compare their prediction with the thing that is practically occurred. EIS can even record and report to senior directors the minutes that customers wait for receiving response from after-sale service department. Strategically, it is expected that senior directors can specify that what signs in organizations' environment can show a crisis and a success. ESS should be designed in such a manner, so that these alarming signs can be sent to senior directors even in external environment of the organization. This can be achieved through specifying some items as follows:

- Specifying a series of issues that can result in critical and sensitive events.
- Extracting viewpoints of senior directors about effect of critical events on their goals and specifying a series of vital issues
- Extracting 3-5 important criteria in view of senior directors, which can be applied for following vital issues
- Providing a list from information resources, which is related to mentioned criteria in view of senior directors
- Extracting exceptional solutions for the mentioned criteria in view of senior directors

Through considering the mentioned issues, utilization of ESS is possible gradually. Hence, producers would firstly provide a prototype of the system, which should be understandable and trainable for senior directors. Experiences have shown that the number of managers that become familiar with the system and utilize it is very low at the first and through solving gradual problems with the system, it would be provided for all senior directors. As this system provides more supervisory power for senior directors in

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regard with middle managers' activities, these managers can gain power of resisting against this system (Maymounkov and Mazieres, 2002).

Advantages of Using Information System of Senior Directors (ESS)

- This system includes high flexibility and providing required instruments and data for senior directors has not presented specific problem and has not also imposed specific solution on them.
- This system acts as a part of work process of senior directors and enables them to investigate organizational problems in different required forms.
- The system is not a decision making system, but also it is an instrument that helps managers in decision making process.
- Another clear advantage of this system is its ability to analysis and comparison of direction of activities.
- Senior directors can have more supervision on their work performance through this.
- Using graphics developed by these systems allows users to analyze more statistics and digits than traditional systems, which used to consume many days and weeks for this purpose.
- Using the system, problems like imposed losses on the company would be identified
- Opportunities would be applied for success and development of the company through this (Wennberg and Gittelsohn, 1973).

Research Literature

Asosheh *et al.*, (2009) have conducted a study under the title of “investigating vital factors of success in risk management of outsourcing information systems in Irans' commercial banks”. Obtained results from their study indicated that many vital factors are existed in risk management of outsourcing information systems, which the most important one can be making short-term contracts for enhancing flexibility and maintaining key capacities in the country.

Askarian (2012) has investigated acceptance of hospitals' information system by nurses of academic hospitals in University of Medical Sciences of Shiraz based on integrated theory of acceptance and utilization of technology. Acceptance of IT by people and utilization of it by users is one of the most important factors in success of implementing it and is required condition for reliability of profitability an investment of the health care organizations. Acceptance and usage by nurses, who are main users of hospital information systems, can be considered a key factor in success of these systems in clinical centers. The present study has been conducted in order to investigate effective factors in accepting hospital information system using integrated theory of accepting use of technology.

Ansari *et al.*, (2008) have investigated role of information system of human resources in improving managers' decisions in early decade of 21th century and third millennium related to information communication age. Current face of the world indicates explosion of information resulted from information technology advancements. Huge flow of information has made decision making process to need for managers to be familiar with information systems and optimized using of them.

Rezaie *et al.*, (2010) have investigated efficiency and existing challenges in management information systems. In first commercial businesses and other organizations, intra-organization reports used to be managed manually and periodically. Very soon, commercial computers were applied, which were mostly related to relatively simple operations like selling transactions or plan of salary payment that have had no relevant details. Over the time, using information systems became more and more complicated than before and more data were sent to those persons, who should analyze the data and begin to provide and store management reports from raw data.

Aref *et al.*, (2012) have conducted a study under the title of determining effective factors in success of information systems: focusing on role of organizational factors and organizational learning (case study: Organization of Industries and Mines of Isfahan). Obtained results from their study indicated that organizational factors an learning can positively affect success of success of information systems in Isfahans' Organization of Industries and Mines.

Esmi *et al.*, (2011) have conducted a study under the title of “role of management information system and decision making defense system for decision making of managers”. In this study, they have investigated

Research Article

role of management information systems (MIS) and decision making defense system (DDS) in decision making process of managers. Obtained results from this study indicated that DDS can expand its defense along with decision making steps and on the other hand, it has more roles in solving relevant problems with MIS. Zhytmel *et al.*, (1990) have introduced measurement criteria for information systems as follow: tangible factors, reliability, response of guarantee and agreement. Fetitek and Lapas (2000) have described tangible factors and national culture. Mad and Mad (2000) have introduced factors of evaluating service quality as follows: tangible factors, reliability, storage ability, servicing ability, security and system integration, web storage strategies. Van (2000) has considered validity, responsibility, agreement and information; Zhytmel (2002) has considered tangible factors, reliability, guarantee responding, employing, and service compensation; finally Cocso (2001) has described factors such as tangible factors, agreement, customer satisfaction, and resources.

MATERIALS AND METHODS

Methodology

According to main objective of the present study, identifying effect of relationship among leadership, desirable landscape, policy making, distributor, provider of relations on success of information system managers, the present study has been applied research in terms of objective. In terms of method, the study is descriptive and survey study in branch of field study. The study has been conducted in cross sectional manner and data collection instrument has been a combination of library and questionnaire. The questionnaire was distributed among all managers of public and private banks of Brujen province Iran and after collecting required data; they were analyzed using SPSS through using descriptive statistical methods including frequency tables.

Statistical Population

Statistical population includes those persons and objects, which are common in one characteristic and are commonly displayed by (Khaki, 2003).

Statistical population in this study includes managers of public and private banks in Brujen province. The main objective in this study is investigating effects of 5 variables on success of information systems' managers. As the subject is downsized, statistical population of the study has been public and private banks in Brujen Province.

Statistical Sample

Statistical sample refers to a series of similarities, which are selected from a bigger community or group and is commonly displayed by "n" (Khaki, 2003).

Estimation of Sample Size

For this purpose, random sampling method has been selected among different types of sampling. Exact size of the sample has been estimated firstly using Cochran Formula after conducting preliminary studies and estimations in whole area according to following data.

$$N=160 \quad P=0/5 \quad q=0/5 \quad t=1/96 \quad d=0/05$$

$$n = \frac{\frac{t^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{t^2 pq}{d^2} - 1 \right)} = \frac{384.16}{1 + \frac{1}{160} (383.16)} = 113/16 \cong 113$$

Research Variables

Independent variables in this study are leadership, desirable landscape, policy making, provider of relations, and distributor system. Dependent variable is also success of information system managers.

Data Collection Instruments

According to objectives of the study, an alternative questionnaire was applied for data collection as follows.

Questionnaire of Managers' Success

Applied questionnaire in this study included 4 options, which has been applied in order to collect required demographic information like age, education, job experience, and gender.

Research Article

In order to evaluate reliability of the questionnaire and its reliability, Cronbach alpha has been applied. Data collection instrument in this study has been questionnaire and library. According to indicators for measuring information of public and private banks, these instruments have been used. After performing required adjustments with bank authorities, required permission was gained. Afterwards, applied questionnaires were copied and distributed among managers and then was collected in order to conduct statistical calculations. The questionnaire included 107 options based on 5-point Likert scale. Feasibility of the questions was confirmed and also reliability of questionnaire was confirmed by Cronbach alpha. Data analysis method in this study has been based on descriptive and inferential statistics and also using SPSS software. After extracting collected data, they were analyzed through descriptive statistics and also implementation of statistical tests related to Cronbach alpha, Friedman, and Pearson Coefficient of Correlation, and also SPSS software.

RESULTS AND DISCUSSION

According to figure 1, 2 persons (1.9%) from sample individuals have been below 30 years old; 44 persons (41.1%) 31-40; 36 persons (33.6%) 41-50; and 25 persons (23.4%) have been above 50 years old.

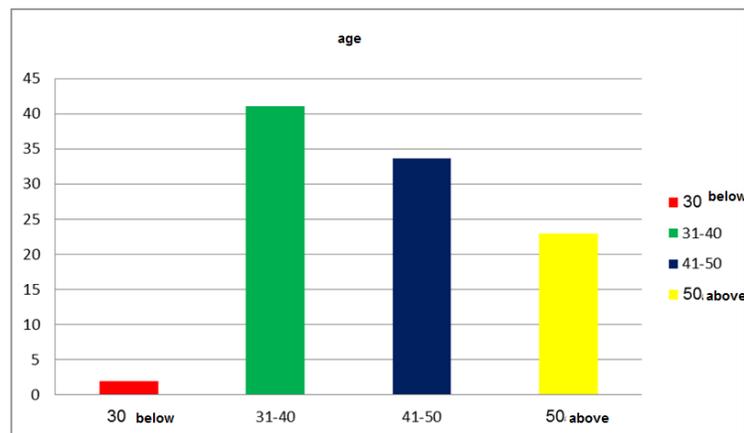


Figure 1: Diagram of frequency distribution for gender

According to figure 2, 7 persons (6.5%) have diploma degree; 23 persons (21.5%) have post diploma; 65 persons (60.7%) have BA; and 12 persons (11.2%) have MA and higher degrees.

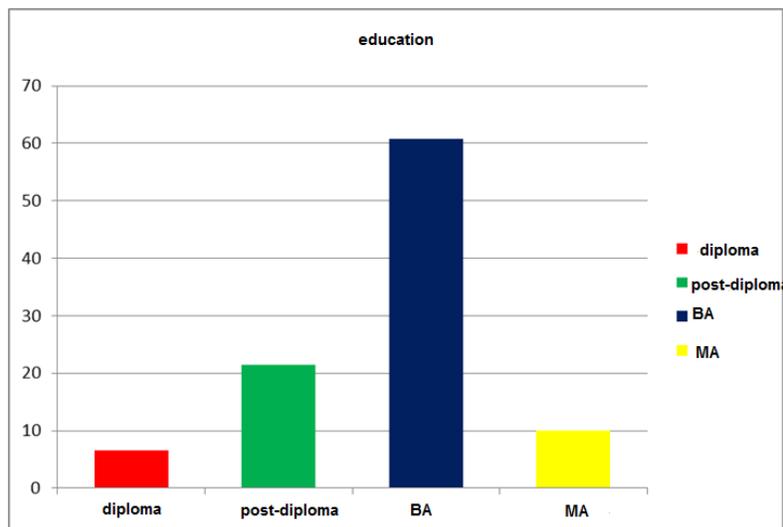


Figure 2: Diagram of frequency distribution for education level

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According to figure 3, 21 persons (19.6%) have job experience below 10 years; 65 persons (60.7%) 10-20 years; and 21 persons (19.6%) have job experience of 20-30 years

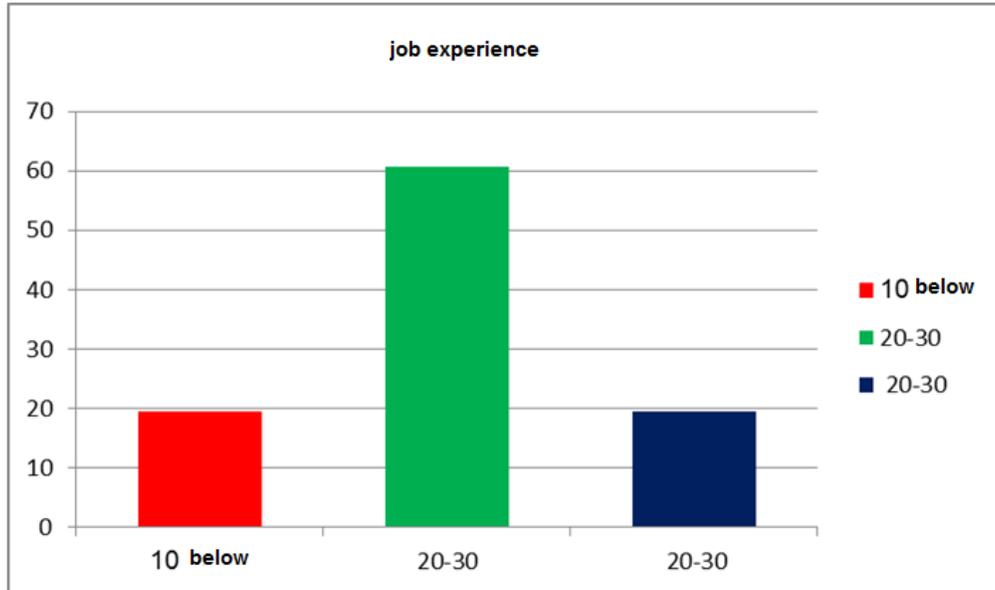


Figure 3: Diagram of frequency distribution for job experience

Testing Hypotheses

Hypothesis 1

- Leadership can affect success of information systems’ managers.

In order to investigate effect of leadership on success of information systems’ managers, one-way t-test has been applied. Firstly, descriptive statistics would be estimated as it is presented in table 1.

Table 1: Results of t-test for leaderships’ effect on success of information systems’ managers

Variable	Number	Mean	SD
Leadership	107	3.6070	0.68819

According to table 1, mean value for this variable in sample has been equal to 3.60.70, and standard deviation has been also equal to 0.68819. Now, t-test statistics would be considered as presented in table 2.

Table 2: Estimating t-test statistics for leadership and success of information systems

One-way t-test					
Test value=3					
Variable	T	DOF	P-value	Confidence level of 95%	
				Low level	High level
leadership	9.124	106	0.000	0.4751	0.7389

According to test value of 9.124 and p-value, H0 would be rejected; meaning that leadership can significantly affect success of information systems’ managers. In addition, it could be mentioned in confidence level of 95% that mean value of responding of population for effect of leadership is (3.1319-4.3459).

Hypothesis 2

- Desirable landscape can affect success of information systems’ managers.

Research Article

In order to investigate effect of landscape on success of information systems’ managers, one-way t-test has been applied. Firstly, descriptive statistics related to table 3 have been investigated.

Table 3: Results of t-test for landscapes’ effect on success of information systems’ managers

Variable	Number	Mean	SD
Landscape	107	3.5005	0.64911

According to table 3, mean value for this variable in sample has been equal to 3.5005, and standard deviation has been also equal to 0.64911. Now, t-test statistics would be considered as presented in table 4.

Table 4: Estimating t-test statistics for landscape and success of information systems

One-way t-test					
Variable	Test value=3		P-value	Confidence level of 95%	
	T	DOF		Low level	High level
Landscape	7.975	106	0.000	0.3761	0.6249

According to test value of 7.975 and p-value, H0 would be rejected; meaning that landscape can significantly affect success of information systems’ managers. In addition, it could be mentioned in confidence level of 95% that mean value of responding of population for effect of landscape is (3.1244-4.1254).

Hypothesis 3

- Policy making can affect success of information systems’ managers.

In order to investigate effect of policy making on success of information systems’ managers, one-way t-test has been applied. Firstly, descriptive statistics related to table 5 have been investigated.

Table 5: Results of t-test for policy makings’ effect on success of information systems’ managers

Variable	Number	Mean	SD
Policy making	107	3.5098	0.60984

According to table 5, mean value for this variable in sample has been equal to 3.5098, and standard deviation has been also equal to 0.60984. Now, t-test statistics would be considered as presented in table 6.

Table 6: Estimating t-test statistics for policy making and success of information systems

One-way t-test					
Variable	Test value=3		P-value	Confidence level of 95%	
	T	DOF		Low level	High level
Policy making	8.647	106	0.000	0.3929	0.6267

According to test value of 8.647 and p-value, H0 would be rejected; meaning that policy making can significantly affect success of information systems’ managers. In addition, it could be mentioned in confidence level of 95% that mean value of responding of population for effect of policy making is (3.1169-4.1365).

Hypothesis 4

- Provider of relations can affect success of information systems’ managers.

In order to investigate effect of provider of relations on success of information systems’ managers, one-way t-test has been applied. Firstly, descriptive statistics related to table 7 have been investigated.

Research Article

Table 7: Results of t-test for provider of relations and success of information systems’ managers

Variable	Number	Mean	SD
Provider of elations	107	3.4224	0.64812

According to table 7, mean value for this variable in sample has been equal to 3.4224, and standard deviation has been also equal to 0.64812. Now, t-test statistics would be considered as presented in table 8.

Table 8: Estimating t-test statistics for provider of relations and success of information systems

One-way t-test					
Variable	Test value=3		P-value	Confidence level of 95%	
	T	DOF		Low level	High level
Policy making	6.742	106	0.000	0.2982	0.5467

According to test value of 6.742 and p-value, H0 would be rejected; meaning that provider of relations can significantly affect success of information systems’ managers. In addition, it could be mentioned in confidence level of 95% that mean value of responding of population for effect of provider of relations is (3.1242-3.9691).

Hypothesis 5

- Distributor system can affect success of information systems’ managers.

In order to investigate effect of distributor system on success of information systems’ managers, one-way t-test has been applied. Firstly, descriptive statistics related to table 9 have been investigated.

Table 9: Results of t-test for provider of relations and success of information systems’ managers

Variable	Number	Mean	SD
Distributor system	107	3.4776	0.56606

According to table 9, mean value for this variable in sample has been equal to 3.4776, and standard deviation has been also equal to 0.56606. Now, t-test statistics would be considered as presented in table 10.

Table 10: Estimating t-test statistics for system distributor and success of information systems

One-way t-test					
Variable	Test value=3		P-value	Confidence level of 95%	
	T	DOF		Low level	High level
Policy making	8.727	106	0.000	0.3691	0.5861

Table 11: Ranking studied indicators using Freidman test

Indicators	Mean value of Freidman	Freidman statistics	Sig
Leadership	3.36		
Desirable landscape	3.11		
Policy making	2.93	11.463	0.022
Provider of relations	2.75		
System distributor	2.85		

According to test value of 8.727 and p-value, H0 would be rejected; meaning that system distributor can significantly affect success of information systems’ managers. In addition, it could be mentioned in

Research Article

confidence level of 95% that mean value of responding of population for effect of system distributor is (4.06373-3.1085).

Ranking Studied Indicators using Freidman Test

According to table 11, it could be found that significance level of Freidman test in less than 5% error level and hence, effect of 5 factors on success of information system managers is not equal and similar and there is a significant difference among indicators. Mean value of ranks for studied indicators indicates that “provider of relations” has the smallest mean value and is considered as the most important indicator. In addition, “leadership” has the highest mean rank and hence, it has lowest significance among studied indicators.

Conclusion

The present study has been in kind of correlative study and in terms of nature, it is applied research. In terms of time, the study has been cross sectional and has been conducted in public and private banks of Brujen Province. Statistical population includes managers of public and private banks in Brujen Province. Obtained results from the study indicated effect of 5 factors of mutual relations, leadership, policy making, distributor system, and desirable landscape on success of information systems’ managers. Mutual relation had the most effect and leadership had the lowest effect. According to obtained results from the study it could be found that:

- Leadership can significantly affect success of information systems’ managers.
- Desirable landscape can significantly affect success of information systems’ managers.
- Policy making can significantly affect success of information systems’ managers.
- Provider of relations can significantly affect success of information systems’ managers.
- Distributor system can affect success of information systems’ managers significantly.

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