

ENHANCING ORGANISATIONAL DECISION-MAKING THROUGH MANAGEMENT INFORMATION SYSTEM

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Abstract

The goal of a management information system is to deliver information in a timely and efficient manner to assist decision-making and other management functions. It consists of flow-processing operations based on computer data that are integrated with other procedures. This finding is also true when we take into account the exponential growth of modern business data and information. Efficient business decision-making is only possible with timely, accurate, high-quality information that is managed by qualified personnel, but in most cases, ineffective efficiency is caused by a lack of effective management information systems. Every aspect of life and human activity has been streamlined by the quick growth of information technology and telecommunications technology. To achieve high-quality decision-making at all levels of management, from the top level to the lowest, this technology must be well-organized. Information technology provides excellent options for quick and qualitative manipulation to improve the standard of decision-making preparation by organising the best and optimal database.

Keywords: *Organisation Decision Making, Management Information System, Telecommunication.*

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1. Introduction

The information system is an integrated set of components for collecting, storing and processing data and for delivering information, cards, and digital products. Business firms and The information system is an integrated cluster of parts used to deliver information, cards, and digital goods as well as to gather, store, and process data. Information systems are essential to the management and execution of business operations, interaction with clients and suppliers, and market competition for businesses and organisations. Information systems claim that the most powerful driving force behind the advancement of computers is likely changes in the dynamic area or field of surveillance. It is a system that uses information and functions. Information's primary goal is to remove uncertainty and unpredictable circumstances, providing a firm foundation for managerial and leadership decision-making that is of an exceptional quality.

Mustafa Muhamet frequently refers to computer system processors as inputs to outputs or as information (1995). An information system is defined as a set of related components having properties that allow for the processing of electronic data. Computer use is prevalent across many fields, but it is most prevalent in business. Those who learn how to use this powerful tool will have an advantage over their competitors and be able to provide the information necessary for successful careers and business owners, regardless of whether the fields' profit directions are in finance, marketing, management, or any other area of business. Those who choose not to deal with this powerful tool will be left behind. In system information technology, we learn how to design an information system for the business professional using a combination of software and hardware software. Sadly, this is false; rather than, management information systems are fascinating, logical, and crucial for successful business, and adopting the trailer would be a more appropriate punishment for each. Information system software is frequently perceived as being mysterious, complex, and very difficult to understand.

Information management are essential to the smooth operation of an organization, institutions, and contemporary businesses. Information system technology is used by businesses to outperform their competitors. By using information systems, many fundamental business operations are expected to produce more work and be more productive. According to James O. Hicks, Jr. (2003), system information systems are usually viewed as formally defined computer networks that can gather, feed, process, and report data from various sources to provide the necessary information for management decision-making processes. These formal and

structured computer systems can also consist of people, equipment, and procedures to gather, arrange, evaluate, assess, and disseminate timely information to the decision receiver.

Problem

Due to their interconnectedness, failure in one portion inevitably results in collapse of the entire system. As a result, strong information system management influences business decision-making in the same manner that poor management influences bad decision-making. This research will cautiously examine the functions of management systems in decision-making based on this fundamental concept. Notably, the framework of this study will start by providing a brief outline of the business decision-making process and establishing how it connects to MIS. In essence, management is only possible when there are people or things to manage else management fails.

Also, information analysis is with basic statistical principles and theories advanced by various macroeconomists which most management are not adhering to. Thereby making poor decisions that fundamentally affect growth and performance.

Objectives

1. To examine the relationship between telecommunications and decision-making in the organization.
2. To examine the relationship between computer software and decision-making in the organization.
3. To examine the relationship between computer hardware and decision-making in the organization.

Hypotheses

H01: There is no significant relationship between telecommunications and decision making in organization.

H02: There is no significant relationship between computer software and decision-making in the organization.

Ho3: There is no significant relationship between computer hardware and decision-making in organization.

2. Review of Related Literature

Conceptual Review

The Concept of Management Information System

Three different types of systems can be used to conceptualize information systems: expert systems, management information systems, and transaction processing systems. Executive Information Systems and Decision Support Systems are two examples of the many subsets of MIS. It is best to consider the function of MIS in decision support within the framework of the subset known as Decision Support System (DSS). A DSS is a computer-based system (an application programme) that may analyse organisational (or business) data and deliver it to the user in a form that facilitates more effective and efficient business decision-making. It is an informational application that relies on the data already entered to respond to a specific inquiry. As an illustration, a decision support system could offer:

- a. Sales comparisons between one week/month and the next
- b. Projected revenue estimates based on assumptions about the sales of new products
- c. Consequences of various decision-making options, given experience

The broad areas of IS and DSS might occasionally overlap, and a DSS may be able to visualise information using an expert system or artificial intelligence (AI). The DSS is typically utilised by individuals at various levels within a company organisation. DSS is used by top management for strategic decisions, middle management for tactical decisions, and first-line supervisors for daily operational decisions. As a result, the decision-making process is an intrinsically important part of any business, not just for organisations but also for individuals who heavily rely on these choices to survive in the fiercely competitive world of entrepreneurship (Al-Zhrani, 2010, p.1249-1251). More significantly, the Management Information System, or MIS, has become a more prevalent tool for judgment and institutional.

DSS, which support informed choice, are a part of MIS. However, despite the enormous amount of computer gear that comes with employing MIS in decision-making, some detractors have apparently been quietly but definitely stating that MIS poses severe risks to organisations and should thus be utilised with caution or avoided if at all possible (Demetrius, 1996).

Decision Making in MIS

Decision making is a crucial aspect of management. Some people have even asserted that management and decision-making constitute the same thing because both are intricate processes that require lots of choices involving human behaviour. The roles of managers, particularly planning, organising, staffing, coordinating, reporting, and budgeting, were highlighted in early classical management models. Which managerial functions vary depending on the level at which managerial decision-makers are working? Strategic, technical/tactical, and operational decision - making process are the three main tiers of decision-making and management. These three stages of decision-making had a close relationship with one another. In its simplest form, management refers to the tasks that a manager performs, the levels at which choices are made, and the kinds of choices taken.

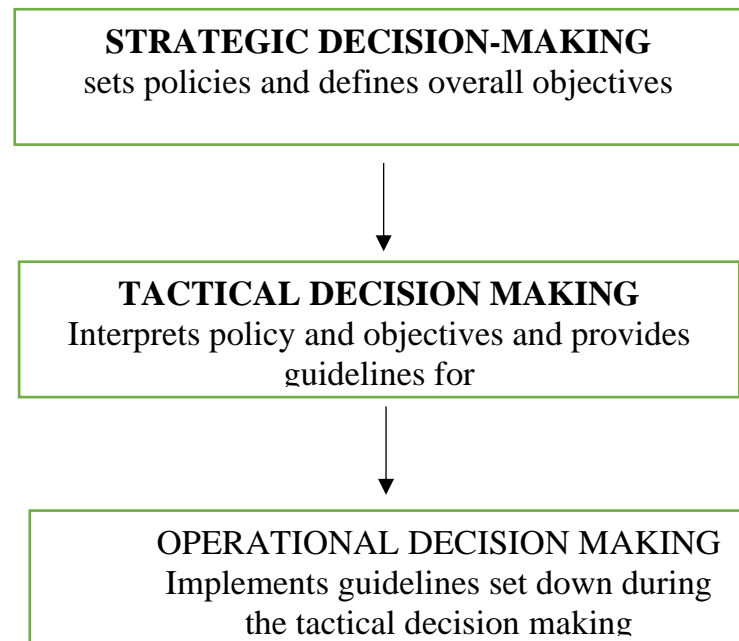


Fig: Decision-making process

Types of Decisions

There are two types of decision-making used in MIS. They are; Structured decisions and Unstructured decisions.

The decisions that can be programmed are the structured ones. These choices can be made unbiasedly. They involve a clear strategy for addressing them and are fundamentally repetitive and systematic. Structured decisions are known as programmed decisions, according to Herbert

A. Simon. The decisions that are made by a policy, regulation, or process are known as programmed decisions since they do not need to be addressed manually every time they take place. These factors account for why such managerial issues are restricted to the supervisory level. While unstructured decisions involve the decision-maker to use judgement, assessment, and understanding of the problem definition. These choices must be made on a case-by-case basis.

Unstructured decisions tend to be more randomly occurring, one-off events for which there are typically no preset replies. Therefore, people need a creative approach to problem-solving that is specifically designed to match the needs of the current circumstances. Higher level managers in an organisation typically deal with more ad hoc decision-making scenarios. As compared to the tactical orientation of the structured decision at a lower level of management, some have accurately described the situation as being somewhat strategic. Strategic decisions are irrevocable, crucial, and important because they strive to create or modify the goals or methods of an enterprise.

Systems of intelligent support

Intelligent support systems are those that enable decisions requiring the use of knowledge, intuition, experience, and expertise (ISS). This group includes executive information systems, artificial intelligence (AI), and expert systems (ES), as well as decision support systems (DSS). Brief explanations of these systems and how they affect organisational decision-making are provided.

Decision support system

Decision support system: Decision support systems are interactive, fully integrated platforms that give managers access to information, resources, and models to help them make tactical or semi-structured decisions. It supports the use of intuition and judgement while automating the routine and repetitive aspects of an issue. DSS is most suited for issues like choosing a site, choosing new items to sell, planning staffing levels, and analysing how price increases for resources affect earnings. DSS are man/machine systems that work well with semi-structured issues. The manager must be concerned about the issue, and a critical decision must be made. Additionally, some of the following requirements need to be fulfilled in order to use an interactive computer-based system:

- a. There should be a large database
- b. A large amount of computation or data manipulation
- c. Complex interrelationships
- d. Analysis by stages
- e. Judgment required
- f. Communication

Given the aforementioned conditions, it follows that DSS are ineffective for solving unstructured problems and superfluous for solving fully organised problems since both may be handled entirely by computers. In general, DSS calls for a database, database management software, and decision support tools including modelling, spreadsheet and analysis software, expert systems, etc. A DSS enables goal seeking, which outlines the steps a manager should take to achieve a specific objective. The fact that DSS can be used by one person or a group of people is another crucial characteristic. Group Decision Support Systems (GDSS) are DSS that facilitate group decision-making (GDSS). In the majority of organisations, a group, not a single individual, makes any significant decisions. A collection of interactive, seamlessly connected systems called GDSS are used to support and facilitate group decision-making..

Executive Information Systems

EIS are types of data retrieval systems that give senior executives access to curated and condensed information for long-term planning. Managing crises and making other strategic choices. It is an interactive system that is user-friendly. It can make beautiful menu graphics. An EIS typically operates by reporting exceptions and going in-depth to look into their reasons. A director of a company, for instance, might be informed that a certain department is significantly over budget. The manager would then pursue ever-increasing levels of detail to drill down the facts.

Main Discussion Role of MIS in improving decision making

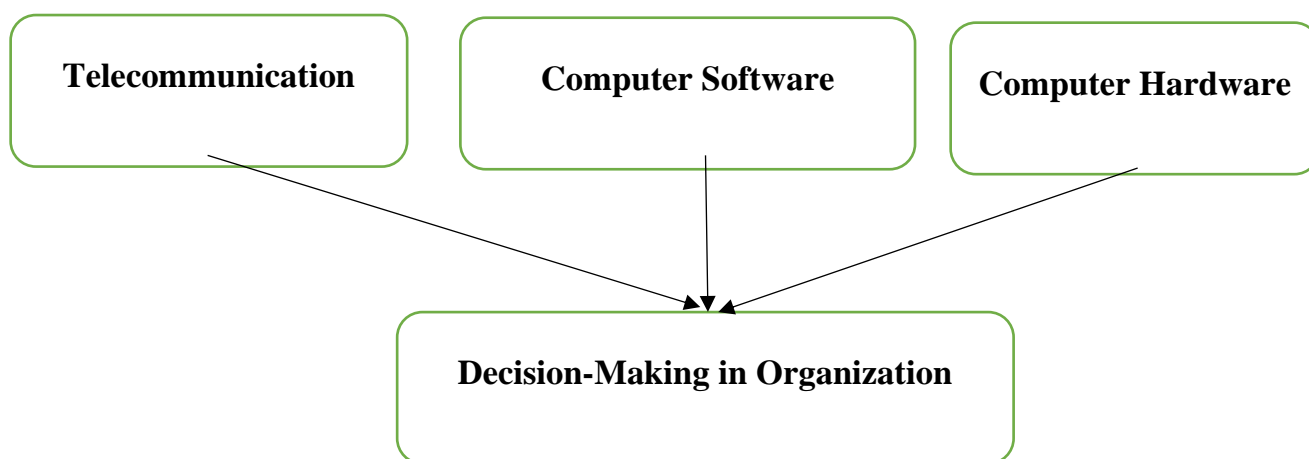
First off, it goes without saying that making decisions is a crucial aspect of any organisation (The maniac, n.d.). This is due to the fact that most business decisions are made by management and other important stakeholders inside an organisation. Similar to how decisions are based on information available, a good information system is essential for decisions to be made effectively (Kifordu, et al). According to Jahangir (2005), companies need to make sure they have a good management information system because of the important part information plays

in the decision-making process. One interesting generalisation is that good MIS ensures good decision-making, just as bad MIS encourages the taking of wrong decisions. The managers should therefore foster an environment that promotes the growth and viable sprouting of quality information, according to UStudy. (2010), which supports the aforementioned observation by stating that "The quality of managerial decision-making depends directly on the quality of available information.

In essence, it's crucial to make sure your chosen MIS strategy is completely compatible with your existing system before choosing it. This will not only assist in preventing unpredictable decisions, but it will also help you avoid wasting time and money that person would have otherwise wasted (Rhodes, 2010; Jahangir, 2005). Furthermore, it is important that the MIS approach or tool employed be in harmony with the decisions that need to be taken.

To put it another way, a person or corporate business owner should be able to connect the decision they are going to make with the MIS they will use (Jarboe, 2005). One important factor to keep in mind is that management information systems is a very delicate and intricate field that requires managers to exercise great prudence. For this reason, it is advised that businesses make sure they carefully choose the people who will be in charge of managing their systems. A person's chances of success in MIS with regard to decision-making and other associated business sectors are better guaranteed the more careful and professional they are.

Conceptual Framework



Source: Adapted from Lingham, 2006

Telecommunication and Decision Making in Organization

This element ties the hardware together to create a network. Wire connections, such as Ethernet cables or fibre optic connections, are also possible, as are wireless connections, like Wi-Fi. Through a local area network, a network can be created to connect computers in a particular space, such as an office or a school (LAN). A wide area network is one where computers are more widely spaced apart (WAN). You may think of the Internet as a network of networks. Thus, the manager or system operator can allocate the time and resources that would have been spent on monitoring or resolving issues to other crucial tasks. The firm will inevitably advance by regularly programming a management information system since time and resources can be conveniently directed in the direction of the proper business paths (Allen, et al., 2010). Fundamentally speaking, a majority of MIS in use today are capable of carrying out several activities concurrently. The ability to multitask makes a firm more efficient because it allows for the simultaneous performance of numerous tasks. The ability to multitask guarantees that decisions are made quickly in comparison to those systems that can only handle one activity at a time. This is especially true in regards to decision-making. Jahangir (2005) claims that some MIS allow numerous users to access the same content all at once without any differences, which is closely related to the issue made above. This possibility increases business owners' accountability because it allows for multiple users to view the same content and check to see if it is consistent or not. Most businesses suffer as a result of insufficient accountability from those tasked with managing specific details. Macroeconomists refer to this safeguarding activity of some MIS as the "gate-keeping" role of MIS in decision making and the general health of the business.

Computer Software and Decision Making in Organization

The function of software is to instruct the hardware on what to do. System software and application software are the two categories into which the software can be separated. The operating system, such as Windows or iOS, is the main component of the system software that controls how the hardware functions. Application software is made to perform particular activities, such as managing a spreadsheet, writing a document, or developing a website. First of all, MIS offers an appropriate setting for wise decision-making (Kumar, 2006). In essence, it would be very challenging for enterprises to make decisions without the established mechanisms of acquiring information in MIS. This is because, in the absence of verified knowledge, they would be obliged to create unfounded information. Through its methodical

tools, timely information, and suitable managerial policies and regulations, MIS often lays a solid foundation for the development of tangible judgments. The laws pertaining to management information systems in enterprises can serve as a guide for business owners when they are making important choices for their companies. As a result, managers and other important decision-makers are restrained from going beyond their authority or their mandate. This is highly important since it keeps firms in check and balanced, ensuring that only tried-and-true judgments are taken into account and untested ones are rejected. More significantly, the ability to direct decision-making promotes development and enhancement of an organization's operations (Lingham, 2006; Chambers, 1964, p.15-20).

Computer Hardware and Decision Making in Organization

This is the information-using physical technology. Hardware can range in size from a pocket-sized smartphone to a supercomputer that takes up a whole building. Additionally, hardware includes computer peripherals like keyboards, routers, and external hard drives. Sensors that communicate with computers are becoming more commonplace as a result of the Internet of Things, which will enable anything from home appliances to cars to clothing to be able to receive and transmit data. Additionally, the majority of MIS solutions have the ability to provide real-time updates on events occurring within the business or system. Scholars merely refer to instantaneous updating of events in a system when they use the term "real-time." These quick updates assist managers in taking action as soon as it is thought necessary, particularly when identifying and managing crises. This promotes advancement and enhancement of business operations through prompt decision-making. This is crucial for businesses in the modern era since even the smallest error in judgement can result in enormous losses (Allen, et al., 2010) However, management information systems are crucial for enhancing corporate securities (Davenport & Short, 1990). For instance, the owner may frequently easily programme the majority of management information systems to carry out specific tasks at specific times. In practise, managers can configure the system to carry out specific routine checks that can help in enhancing a company's productivity by making it simple to find flaws or issues. Additionally, most MIS may be programmed, saving owners a great deal of important time and money. In other words, because the systems are programmable, corporate managers can set them up to automatically identify and even fix certain flaws.

3. Theoretical Review

Economic Authority Theory

According to the economic authority model, the economic nature of the various sectors and the products and services they offer determine the disparities between public and private enterprises. The market is typically the most effective mechanism for allocating goods and services, and government should only intervene in times of market failure, according to the market failure approach's main argument. Several things can cause a market to fail. It may happen when the information that economic players have access to is incomplete or skewed. Due to information's qualities as a public good, there might occasionally be a shortfall. There may be a substantial need for information, but due to the challenges of exclusion, there may not be a market for the economically advantageous acquisition of knowledge.

Market failure can occasionally result from a breakdown in competition, especially when monopolies are present. Although transaction costs are too high, the market can sometimes determine costs and facilitate exchange. Public goods and the externalities that come from the public nature of products and services are a special kind of market failure problem. Herber asserts that the main attribute of public goods is their shared consumption, making them indivisible in the sense that some or all of their computer hardware cannot be valued on the market. In these situations, the market is ineffective at allocating goods and services. The existence of externalities is a relevant concern. Externalities occur when a good or service's pricing or the resources it uses do not accurately reflect all of its value—whether positive or negative.

In addition to the well-known public goods and market failure criteria for separating public and private sector organisations and their activities, economists have developed arguments about property rights and ownership. Property rights theorists assert that the primary distinction between private and governmental organisations is the inability of individuals to transfer ownership of governmental organisations to another person. Since there are no shares of government stock, the individual cannot trade his "portfolio" of investments in government initiatives. It is argued that the ability to trade ownership and economic efficiency are related. Ownership is seen by economists as a useful input that helps manage risk and coordinate managerial activities. In public organisations, the capital risk is so evenly distributed that it essentially vanishes.

The theory of political authority

In the company, power is based on financial incentives. The delegation of authority is substantially different in public institutions. Political authority is legally incorporated in a legal and constitutional structure, but it is ultimately mirrored in core beliefs and peoples' psychological allegiances to the government. In the US, the division of powers between the three departments of government is a particularly important constitutional principle. Public organisations are governed by executive superiors, reliant on legislators for funding, and subject to judicial branch regulations, interpretations, and orders. It becomes obvious that the political authority of public organisations is exercised in a very different structural framework than the economic authority of a private firm when one also takes into account the external control of procurement and facilities management, personnel procedures, and reorganisation of the fragmentation of authority imposed by the structure of federalism

The interdependence of political authority is just as significant as its fragmentation. In the end, the private company is motivated by internal objectives linked to profit and steady growth. The public organization's objectives are, at least in part, determined outside and go beyond the self-interests of the individual organisation and its initiatives. Competition between private businesses is a social good, but it is typically not the case for governmental organisations. 30 Public agencies are seen as ineffectual when they operate in opposition to one another. Mandatory representation and the electoral process are additional aspects of the legal and constitutional framework that distinguish public from private organisations. Private organisations are frequently prohibited from discriminatory behaviour, but neither are they compelled to be representative, nor does private management ultimately report to elected public officials. Political authority over a public entity has no equivalent in the private sector.

Empirical Review

The Impact of Management Information Systems Adoption on Managerial Decision Making

MIS has made a significant contribution to managers' greater competitiveness and effectiveness in decision-making as well as the resolution of various issues that have arisen in managing a company (Nath & Badgular, 2013). MIS creates information products that help managers and other business professionals with many of their daily decision-making needs. These decision-makers have defined in advance that the reports, displays, and replies generated by MIS

sufficiently suit their information demands (O'Brien & George, 2007). A management information system is made up of human or computer-based processes that produce timely, accurate, and valuable information. In a company environment that is changing quickly, this information must help managerial decision-making. Managers must receive accurate, timely, and comprehensive information from the MIS system. An MIS is specifically created to offer information on a timely manner. Good decision-making demands excellent data and timely information. In order to increase efficacy and efficiency, a MIS additionally offers various sorts of information based on user requirements (Shim, 2000). Managers have more authority when information systems are used effectively in management decision-making, which benefits the organisation (Namani, 2010). Decision-making and information systems are closely related, according to Canils and Bakens (2012). Additionally, Abdel and Mahmoud's (2009) findings supported the existence of a significant, sustainable association between management information systems and managerial decision-making processes (Kifordu, 2022).

Quality of Managerial Decision Making

Selecting a solution from a range of options is what is referred to as managerial decision making (Djamasbi, Strong, & Dishaw, 2010). Items like a perceived improvement in decision quality and a decrease in the amount of time needed for decision-making make up the quality of the decision-making construct (McLeod, 1990). Reducing the time spent making decisions, helping me manage the budget for activities better, helping me better allocate resources, helping me better monitor activities, and improving the quality of my decisions are all examples of decision quality (Canils & Bakens, 2012).

4. Methodology

The research was carried out in Nigeria. The management staff at various strata at the selected privately owned enterprises were the subject of the inquiry. Nigeria is the research country or geographic location. The study's population consists of a small number of manufacturing companies with readily available time series data that have been in business for a significant amount of time and are drawn from the food and beverage, cement, rubber, oil and gas, and six geopolitical zones of Nigeria with an operational office. Using the table from Krejcie & Morgan (2013), the sample size was calculated, and 152 members of the management staff were included. The selection of the sample elements was done using a straightforward random procedure.. The statistical programme for social sciences (SPSS) version 20.1 yields a

Cronbach's alpha return value of 0.75. The findings demonstrate a very high level of instrument and measure dependability.

Data analysis and hypothesis testing

We now examine the three null hypotheses for the investigation in chapter one. In order to examine the hypotheses, linear regression and correlation analysis were used as analytical tools. The study's hypotheses are tested using the p-values listed in the tables of regression coefficients.

Determination Rule

The null hypothesis will be rejected and the alternate hypothesis accepted if the estimated probability value is less than the critical threshold of significance, which is (5% or 0.05), and vice versa. For instance, we can infer that the supplied parameter is statistically significant if the probability value of 0.00 is less than the critical value of 5% (i.e., 0.00 0.05).

Multiple Regression Analysis

Table 4.1 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.914 ^a	.799	.649	1.5617

- a. Predictors: (Constant),
- b. Telecommunications, computer software, Computer hardware

According to Table 4.1's modified R square, which reveals that 91% (.914) of the organization's decision-making is influenced by the management information system, the management information system accounts for a significant portion of decision-making in the company. R is 0.799, the correlation coefficient. Therefore, since there is a positive association between management information systems and decision-making in an organisation of roughly 49%, we can draw the conclusion that these systems are important. The management information

system, on the other hand, has an R2 of 0.649, which indicates that it accounts for nearly 48% of the variation in organisational decision-making.

Table 4.2 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	185.255	3	62.581	52.244	.002 ^b
	Residual	195.632	90	2.271		
	Total	360.887	93			

Dependent Variable: Constant

Predictors: (Constant), Telecommunications, computer software, Computer hardware

Table 4.2's F-ratio measures how well the total regression model fits the data. According to the table, $F(3,90) = 52, 224$ $P.005$ indicates that the management information system significantly predicts decision making in an organisation. This suggests that the regression model fits the data well. Additionally, the findings of the analysis of ANOVA demonstrate that the dependent variables are statistically and significantly predicted by the independent variables of communications, computer software, and computer hardware (Decision making in the organization).

Table 4.2 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.680	1.387		.715	.522
	Telecommunications	.373	.074	.235	3.951	.001
	Computer software	.291	.092	.342	6.045	.002
	Computer hardware	.283	.087	.381	.847	.001

a. Dependent Variable: Constant

The outcomes of the organization's management information systems and decision-making were shown in Table 4.2. The null hypothesis, which states that there is no significant relationship between Telecommunications and decision making in organisations, is hereby rejected while the alternate is a positive relationship between Telecommunications and decision making in organisations ($=.373, p0.001$). This implies that the p-value critical $0.05(5\%)$ level of significance is greater than the calculated level of significance ($0.05 > 0.001$).

The second variable, computer software, has a positive impact on decision-making in an organisation ($=.291, p0.002$), which demonstrated that the calculated level of significance ($0.05 > 0.002$) is greater than the p-value critical 0.05 (5%) level of significance. Accordingly, the null hypothesis, which states that there is no significant relationship between computer software and decision-making in organisations, is rejected while the alternate is accepted.

The third variable, computer hardware, has a positive impact on decision-making in an organisation ($=.283, p0.001$), indicating that the computed level of significance ($0.050.001$) is less significant than the p-value of 0.05 (5%) level of significance. As a result, the alternative is accepted, indicating that there is a significant statistical relationship between computer hardware and decision making in an organisation, rejecting the null hypothesis that there is no significant relationship between computer hardware and decision-making in organisations.

5. Conclusion and Recommendations

When making decisions, one should always consider both the positive and bad effects on the business and should lean toward the favourable results. By doing this, the organisation may minimise potential losses and maintain steady growth. Sometimes it appears easier to postpone making decisions, particularly when you encounter a lot of conflict after making a difficult choice. But the only way to maintain control over your work and time is to make the decisions and live with the results. Resources are important force multipliers in the postindustrial information society, so developing a knowledge management information system will be beneficial for boosting the effectiveness and competitiveness in comparison with the previous condition essential to the existence and growth of businesses is computerization and better database organisation, including structuring the database for research activities and organisation of database management requirements. Centralized systems where communication between subsystems has been more challenging.

This conclusion is supported by the fact that the volume of current business data and information is increasing exponentially, and effective business decision-making is only possible with timely, accurate, and high-quality information that is managed by a sufficient number of people. In most instances, insufficient efficiency is the result of poor management information systems. The development strategy and business plan serving as the foundation for the construction of the information system is a fundamental requirement for success. This is

related to the enormous chance for procedure, short-term plan, and business plan harmonisation provided by the expansion of information technology.

Changes in the hardware and software support fields Systems that process information in decision-making (DSS) provide decision-makers with a vital and useful tool and open up a variety of new options. When knowledge based on SIM contemporary becomes the primary driver of economic development based on the knowledge economy and digital economy, successful management is necessary..

1. MIS should be more closely monitored to prevent falling prey to unnoticed MIS, which has serious consequences. That is to say, managers and company owners need to figure out how to modify information so that it fits different decision-making processes in diverse firms.
2. Business entities should find a way to instil lessons about new MIS to reduce the trend of businesses being left behind on new inceptions. This requires the management to encourage the implementation of a mutually interdependent and balanced MIS where employees and automated systems are treated with due respect
3. To create a conducive working environment for MIS, firms should fully implement a well-defined decision-making system. A decent place to start in this situation would be to create a central location where all company decisions are made. Therefore, business managers need to make sure they hire (or outsource) qualified staff who are passionate about managing both MIS and the decision-making process.

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