



The Significance Effects of Management Information System on Organizational Performance, the Case of Bule Hora University, Ethiopia

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Abstract – This study's primary goal was to investigate how Management Information Systems (MIS) are crucial to an organization's performance on a worldwide scale. Most organizations do not yet completely employ MIS to improve their operations. Both explanatory and descriptive study designs with a combination of quantitative and qualitative research methods were employed by the government higher education institution on Bule Hora University. The study collected data from both primary and secondary sources. The management and non-management employees of the chosen 3583 respondents made up the research population. To reach a sample size of 400 respondents, the study used both stratified random sampling and purposive sampling techniques. Primary data was obtained directly from the 162 respondents using a questionnaire that included both closed-ended and open-ended questions. The results of the study show that the management information system and Bule Hora University's organizational performance are positively correlated. The study concludes that management information systems significantly and favorably affect organizational performance. Accordingly, the research advises management to regularly assess her management information system to maintain organizational effectiveness. However, according to the results of the regression analysis, all the independent variables had relatively strong significant and direct effects on organizational performance with p values <0.05 , with the exception of strategic planning and management, which had an insignificant effect with a p value of >0.05 . It is advised that Bule Hora University regularly assess organizational performance, examine the suggestion box, and take appropriate action considering the research findings.

Keywords: MIS, Organization Performance, budgeting system, decision making, organization culture, strategic planning and management, Bule Hora University.

1. INTRODUCTION

The development of performance management has profoundly altered the nature of company and given employees who recognize and comprehend the relevant impact of management information systems a competitive edge. The culmination of all organizational work processes and activities is referred to as organizational performance (Owing & Jemaiyo, 2015). The assessment of the functional components that try to determine a company's capacity to achieve its desired levels via efficiency and effectiveness is another way to characterize organizational performance (Gede 2025). The way managers assess and manage organizational performance improves management's evaluation, adds value for customers, expands the organization's knowledge base, and aids in monitoring the effectiveness and efficiency of performance metrics (Alene 2018).

Efficiency, on the other hand, is the assessment and evaluation of how an organization's resources are economically utilized through the accomplishment of functions to achieve its objectives, whereas



effectiveness refers to the maximum extent that production functions are able to fulfill and meet the demands and requirements of the customer. As a result, the quality, quantity, and timeliness of output, employee dedication to the task at hand, the effectiveness and efficiency of the work completed, and the strong integration of the management information system are all strongly correlated with organizational performance (Niguse and Adula 2025).

In light of these issues, management information systems are identified as the relevant strategic tactics that would help provide the required competitive advantage as well as the performance indices manufacturing firms need for long-term sustainability (Shiferaw 2022). High quality performance, efficiency, and effectiveness represent the critical challenge that most manufacturing firms face. Additionally, manufacturing companies must embrace new tools and technology that enable them to maintain strategies for competitive economic orientations and achieve healthy advantages in the market.

In this instance, academics contend that management information systems must be able to improve and facilitate pertinent skills and concept knowledge necessary for a strong human capital functioning (Deresso, Amente, and Kant 2024). They must also be able to improve decision-making processes and product costing since they are supplements to the primary competitive strategy for manufacturing businesses and industries and their long-term optimal organizational performance.

Bule Hora University (BHU) was founded in accordance with this strategy in order to contribute to the national efforts to bring quality and excellence in teaching-learning, research, community service, administrative function/good governance, and connecting the development of cultural and natural resources with technology and its applications.

2. STATEMENT OF THE PROBLEM

In this case, scholars argue that management information systems must be able to enhance and assist relevant skills and concept knowledge required for a robust human capital functioning (Deresso, Amente, and Kant 2024). Since they are supplements to the main competitive strategy for manufacturing companies and industries and their long-term ideal organizational performance, they must also be able to enhance decision-making procedures and product costing.

In line with this approach, Bule Hora University (BHU) was established to support national initiatives to bring quality and excellence in teaching-learning, research, community service, administrative function/good governance, and linking the development of natural and cultural resources with technology and its applications.

When making decisions in a scientific manner, information about previous performance should be considered in the current context and predicted for potential future trends. This kind of choice is made only after information has been gathered, processed, and analyzed. Therefore, the management information system (MIS) is a tool that supports management by giving the appropriate information to the right person at the right time in the correct format (Sachem, 2010). MIS may also give managers all the knowledge they need to make well-informed choices and conduct a thorough study of operational difficulties by combining data from several sources into a single database and presenting it logically (Gede and Huluka 2024).

Because of this, MIS can help managers make the best decisions by providing them with adequate information in a fast and accurate manner. According to Shiferaw (2022), the availability of MIS has a direct or indirect impact on managers' decision-making in several institutions.



Using software to mine vast amounts of data to assist executives in making wise decisions is a management information system strategy. Employees can obtain a competitive edge over other organizations by gathering, assimilating, and evaluating both internal and external information with the use of a management information system. Therefore, an effective management information system gathers, codes, stores, synthesizes, and displays data in a way that addresses critical operational and strategic questions, marketing, finance, production, and personnel issues internally, as well as social, cultural, demographic, environmental, economic, political, governmental, legal, technological, and competitive organizational performance (Shiferaw 2022).

The long-term operational performance of Bule Hora University has been impacted by issues with cost reduction, increased ineffectiveness, low efficiency in terms of quality and values generated from limited resources, and production lead time (Roba et al. 2025). The majority of organizations lack the necessary business analytical techniques to take advantage of the opportunities (knowledge) that result in more effective and efficient organizational performance as competition intensifies, more and more products become commodities, and competitive advantage tinkers toward improvements to decision making processes. These days, employing predictive analytics in management information systems to identify strategies for enhancing employee productivity, managerial performance, talent acquisition, retention, and management. (Warie, Huluka, and Bariso 2025).

Empirical studies indicate that several researchers carried out investigations in related fields and reported their results. These studies do, however, provide a rationale section that indicates findings that are still open to further investigation. In order to create an appropriate decision-making process, the researcher will thus examine the components that assess how management information systems affect organizational performance. Additionally, prior empirical study has found that in order to develop an appropriate decision-making process, it is necessary to assess how management information systems affect organizational performance.

Finally, as a result, the purpose of this study was to fill a research gap that has not addressed by any previous studies, problems related to decision-making process in Bule Hora University, as well as to fill a literature gap regarding to MIS and its effectiveness of Organizational performance in Bule Hora University.

3. OBJECTIVE OF THE STUDY

- To examine the effects of Strategic planning and management on effectiveness Organizational Performance
- To assess effect of organizational culture on organization Performance.
- To determine the extent the existing Budgeting system that enhancing on organization Performance.
- Examine whether Decision making has any impact on organizational performance.

4. LITERATURE REVIEW OF THE STUDY

4.1 Definition of Management Information System (MIS)

The last ten or so years have seen the development of the Management Information System (MIS). It has been interpreted and explained in a variety of ways. Other names for it include the Computer-Based Information System, the Information System, and the Information and Decision System (Syaifullah, 2018). A widely used



definition of MIS is "an integrated, user machine system providing the necessary information to support core functions of the firm such as operations, management, and decision making," according to Davis and Olsen (Doni, 2019), despite the lack of agreement on a standard definition in the information systems literature. Computer hardware and software, manual processes, models for analysis, planning control, decision making, and databases are commonly used in these systems (Warie et al. 2025).

The system of Management Information System shows that communication is needed to carry out the managerial roles and for networking the organizations with its outside environment. Management Information System provides communiqué link that makes the actions and responsibilities immediate management or managers possible, Burns, J.M. (2018).

Bottlenecks associated with the management process have decreased as a result of the emphasis on management information systems and enhanced processing. For years, managers have reorganized, making traditional accounting data used to calculate profit less useful for control. However, this has been the sole form of data that is regularly gathered and examined in many businesses. Managers require a wide range of non-accounting data on the external environment, including political, social, economic, and technological advancements. Managers also require non-accounting data on internal operations. Quantitative data is required (Shiferaw 2022).

A management information system is a functional system that collects, compares, analyzes, and distributes internal and external information to the organization in a timely, effective, and efficient manner (Wehrich and Koontz, 2011). According to Kenneth and (Warie et al. 2025) Dos Santos (2011), a management information system is a planned system of gathering, processing, storing, and disseminating data in the form of information required to carry out the functions of management. Documented reports of the planned and carried out actions are another option.

To enable management at all levels in all functions to make timely and efficient decisions for planning, directing, and controlling the activities for which they are responsible, management information systems employ formalized procedures to provide management with pertinent information based on data from both internal and external sources.

To handle data that represents the company's daily activities, an efficient management information system usually uses computers and other advanced technologies. According to the aforementioned, a management information system is an integrated manual computer system that offers data to assist management operations and a company's decision-making processes.

A Management Information System (MIS) is a collection of computer hardware and software that collects, arranges, summarizes, and reports data for use by managers, clients, and other users. Decision-making, which is the core of management, is congruent with the wide definition of MIS, which includes using information systems to give value to external clients (Shiferaw 2022). The most recent computer hardware and software specifications are not the only components of a management information system. Videotext, video conferences, cellular conferences, and PABX [Private Automated Branch Exchange] are just a few instances of how information technology has recently been integrated with telecommunication expertise. Several regions of the world have already seen the introduction of image phones (Shiferaw 2022).

In the past, managers used management information systems mainly to increase internal operations' accuracy, speed, and efficiency. These days, people who utilize management information systems to add

value for external clients are the most interesting users. If managers learn how to create value for their external clients using the corporate management information system, their market shares will rise.

In the past, managers employed management information systems primarily to improve the speed, accuracy, and efficiency of internal processes. These days, the most fascinating users of management information systems are those that provide value for external clients. Managers will increase their market shares if they figure out how to use the company management information system to generate value for their external clients.

4.2 Management Information System and Organizational Performance

Information systems (IS) have greatly improved organizational performance. In essence, an information system manages the flow and upkeep of data on important individuals, locations, and objects in a commercial setting or organization (Jackson, 1997). It is crucial to remember that IS plays a role in improving productivity, strategic planning, and effective decision-making. Additionally, "it has been claimed that organizations need to offer specialized services and develop an innovative strategy that employs new technologies, especially IS, in order to be competitive in today's high-tech environment" (Williams, 2005). With the use of these technologies, businesses are able to identify the positive effects of IS as a means of achieving high performance standards. "The majority of modern organizations face critical challenges related to high quality performance, efficiency, and effectiveness."

Given these difficulties, "IS becomes an important strategic ingredient that helps create competitive advantage and supports organizational survival" (Warie et al. 2025). However, businesses must embrace new technological tools and devices to help them reap greater benefits, particularly in economic orientations, which have emerged as one of the most important technologies. According to Mathis (2006), IS accounts for more than 70% of the capital invested in the service sector. As a result, there is a widespread perception that IS (Information System) is essential to the survival and success of companies due to its quick expansion and the ensuing effects on businesses, markets, and industries (Shiferaw 2022).

The fundamental connection between information systems and organizational effectiveness is still difficult for researchers to pinpoint. "Effective and efficient use of information systems is a major factor differentiating successful organizations from their less successful equivalents," according to research (Robert, 2006). Additionally, firms nowadays are implementing new organizational mechanisms, such as IS, to increase performance due to difficulties like cutting costs, boosting efficiency, and enhancing performance. Accordingly, IS is an effective way for businesses to address these issues (Akata, 2003). From this pragmatic perspective, IS is extremely important to companies, particularly when it impacts organizational processes, procedures, and methods of operation.

4.3 Strategic Planning and Management

An organization's strategy serves as a bridge between its operational actions and its aims and objectives. One definition of strategy is the art of creating value. It offers conceptual models, guiding principles, and intellectual frameworks that enable managers of a business to find ways to create value to clients while making a profit (Marian and Mihai, 2011). Overall cost leadership, distinctiveness, and focus are three potentially effective general strategic methods to outperform other companies in an industry while dealing with the dynamics of competition (Porter, 1998). According to Langfield Smith (1997), "the MCS should be tailored explicitly" (Shiferaw 2022).

4.4 Organizational Culture



Amah (2006) and Elizabeth and Mang (2016) define culture as an organization's common philosophies, values, beliefs, attitudes, expectations, and standards. In addition to tribes, religions, nationalities, and organizations, it is a distinct identity that sets humans apart from one another. The way things are done, the rights and rituals, the organizational climate, the incentive system, and the fundamental principles of the company are all examples of how culture manifests itself. These include languages, values, norms, and other behavioral patterns (Warie et al. 2025). Organizational leaders, including the organization's founders and top executives, have the primary responsibility for its culture.

Power gap within the company, individuality, masculinity, and aversion to uncertainty are more examples of organizational culture (Alaro et al. 2023). Organizational culture is like to an onion with several layers; norms and values are the most significant yet invisible layers. According to Tousi (2003), culture in its broadest sense refers to sophisticated human products such as the arts, philosophy, knowledge, and technology; in the social sciences, it refers to a set of shared norms that are accepted by a group of people at a specific time, and group behavior is based on the system. The way workers execute tasks and engage with one another within a company is defined by its organizational culture (Shiferaw 2022).

According to study by Debebe (2022), organizational culture has an influence on management control systems and staff performance to support corporate strategy. As a result, strategy is crucial to the creation and use of MCS. According to accounting academics, MCS must be adjusted in line with a company's strategy (Warie et al., 2025). This is because a company's strategy and goals are a key contingency variable. In a way, it is not a component of context; rather, it is a way for managers to affect the MCS, structural arrangements, and technology (Gada Gizachew Wakjira 2022).

(Banti 2025) asserts that when culture is employed to influence behavior, it functions as a control system. As a result, the authors make the explicit assumption that it really depends on whether or not managers want to employ culture as a control system. Although this study recognizes that culture is generally stable over time and may occasionally be outside of managers' control, it is anticipated that culture may be used as an MCS to some extent (Wakjira 2022a).

4.5 Budgeting System

According to researchers in the banking sector (Warie et al., 2025), budgeting is an essential instrument with profit maximization as its objective, which can only be achieved when resources are appropriately planned and handled with the necessary dedication and skill. (Gerina, Wariyo Guyo, and Elema 2026) state that as banks are profit-driven businesses, they must have an efficient budget and budgetary controls since they are essential to internal control systems and management. A study by the researcher Hartmann (2000) found a favorable correlation between managerial pressure and budgetary performance.

Budgets continue to be one of the most used MCS approaches in modern enterprises, as seen in (Wakjira 2022b). Budgets may be used as a forecasting tool in the near term (about a year) to align strategy and company objectives; in the long term, they are required for advanced forecasting (roughly five to ten years), as stated (Ayele 2022). According to the author (Warie et al. 2025), budgeting is a common accounting tool that organizations use to plan and control what they must do to satisfy customers and succeed in the marketplace. When strategically planned and implemented, it provides a framework for evaluating performance, inspires managers and employees, and fosters coordination and communication among submissions within the organization S (Wakjira 2022a).

4.6 Decision Making



Heidi et al. (2006) state that qualitative methodologies research is crucial to achieving MCS in Energy Co. at various stages of the decision-making process. In order to achieve organizational performance, it first seems to have helped with problem identification, clarity, and procedural problem solving.

According to research in (Warie et al. 2025), the branches with authority make decisions based on employee and customer comments, while the board of directors has the authority to evaluate and make potential decisions in cases where branch managers and officers are unable to do so. As mentioned, decision making is the process of creating better decisions by using planning.

4.7 Organization performance

It has been suggested that MCS should be explained clearly in maintaining the business strategy, which could lead to a greater performance (Jio 2022). A review of various literature reveals many definitions of business strategy, most of which define it as how a business will gain a competitive advantage. The outcomes of an organization's or investment's operations over a specific time period are referred to as a performance. The literature study indicates that it is difficult to forecast how MCS will affect an organization's performance. There is some evidence in the performance sector S that there is a positive correlation between performance and the use of MCS, which is important information for learning and coordination (Wakjira 2022a).

4.8 Empirical Evidence

According to Raymond (2016), a quantitative, survey-based correlation design was used in U.S. minority-owned manufacturing companies to examine the relationship between financial and nonfinancial-based management control systems, low-cost leadership, and differentiation strategies, as well as how these practices affected organizational performance. The results showed that low cost, differentiation strategies, and financial and nonfinancial-based management control systems were significantly and favorably related to organizational performance.

Researchers (Nartey et al., 2014) used a five-point Likert scale to measure respondents' knowledge and perception of internal controls and the bank's "internal control system effectiveness," with average means of 4.72 and 4.66, respectively. The study found that strong management controls exist in the control environment and monitoring activities components of the internal control systems of banks in Ghana quantitatively (Wakjira 2022a).

Using a case study of two businesses, Channell and Langfield-Smith (2007) claim that the best performance is achieved when management controls are applied to strategy. Three conclusions are supported by the results: (1) mass service organizations apply more bureaucratic management controls than professional service organizations; (2) cost leaders apply more bureaucratic management controls than differentiators; and (3) organizations in the mature stage of their life cycle apply more bureaucratic MCs than organizations in the growth stage of their life cycle.

According to Joni (2009), using mixed methods study of several findings emerge from the study. First, it was discovered that the business units' control packages were nearly identical to one another, but they were equally effective in handling various emergencies. Second, compared to formal and "mechanistic" controls, the packages appeared to depend more on informal and "organic" controls. Third, incentive and compensation controls were said to stay largely apart from other package components, even if cultural controls were said to offer a contextual framework for other controls. However, in actuality, planning, cybernetic, and administrative controls seemed to be closely related. Lastly, it was suggested that the business units' MCSs packages may help promote organizational ambidexterity (Wakjira 2022a).

4.9 Conceptual Framework

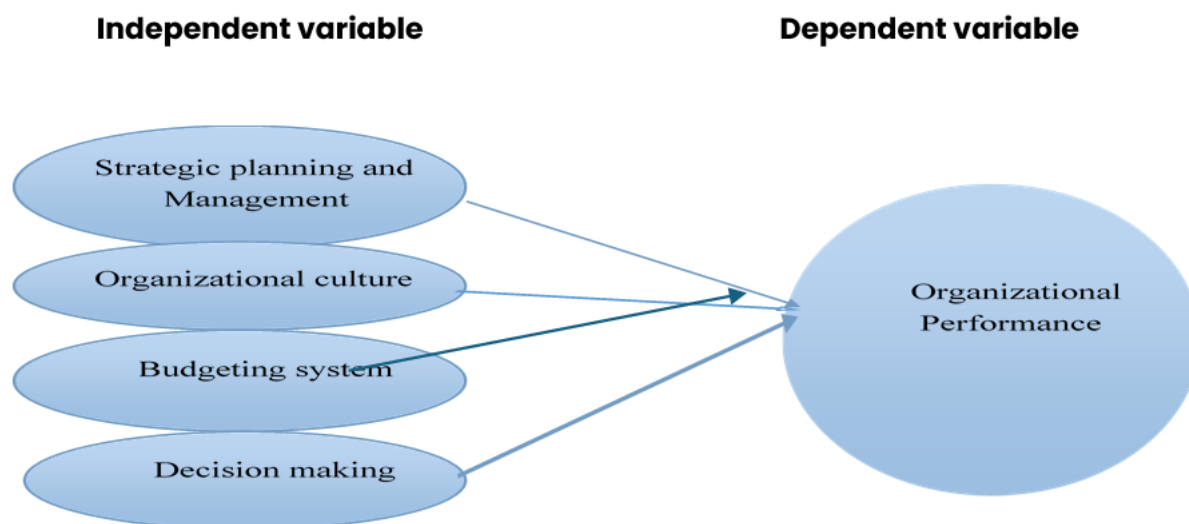


Fig -1: Conceptual Framework Model

5. METHODOLOGY

5.1 Research Design

Descriptive and explanatory research using a basic random sample design will be used in this study. Members of Bule Hora University's Finance, Procurement, Property Administration, General Services, Project, Student Services, College Deans and Vice Deans, Department Heads, and all university directors were the respondents to the self-administered questionnaire used to gather the data. Thus, a mixed research technique was used to finish this study.

5.2 Sample Technique and Procedures

To ensure equal possibilities of selection, the researcher employed simple random sampling from the probability sampling approach in this investigation. There are nine colleges, over 70 departments, and over 26 directorates at Bule Hora University. Finance, Procurement, Property Administration, General Services, HR, Project, Student Services, College Deans and Vice Deans, Department Heads, and all university directors will be selected by the researcher (Wakjira and Sora 2026).

All individuals or objects (the unit of analysis) with the qualities that one wants to examine might be referred to as a population. According to Kelley, Clark, Brown, and Sitzia (2003), the unit of analysis might be any individual, group, nation, item, or other thing about which the researchers want to make scientific conclusions.

The study's whole population consisted of Bule Hora University staff. According to data from the Human Resource Management Department as of January 2025, there were 3,583 employees working at Bule Hora University, of which 2370 were administrative staff and 1213 were academic staff. In general, 3583 people were used as the study's population (woreda office, 2022).

5.3 Sample size

According to Cooper and Schindler (2013), the sample size is a smaller subset of the wider population. In quantitative research, sample size may be calculated using a specific formula; however, in qualitative research, sample size determination is completely subjective and lacks established guidelines (Cohen, Manion, and Morrison, 2000).

Therefore, Yamane's (1967) finite and large population sample size formula with a 95% confidence level was used to obtain a representative sample for the population. The following formula was utilized to determine the study's sample size:

$$n = \frac{N}{1 + N(e^2)} =$$

$$n = 3583 / 1 + 3583 (0.05)^2$$

$$\text{So, } 3583 / 1 + (3583 \times 0.0025) = 3583 / 8.95 \times 100 = 400$$

5.4 Correlations

Table –6: Pearson's Correlation Coefficient Matrix

				Correlations					
			OP	SPM	BS	OC	RC	DM	
OP		Pearson Correlation	1						
		Sig. (2-tailed)							
	N	162							
SPM	Pearson Correlation	.559**	1						
	Sig. (2-tailed)	.000							
	N	162	162						
BS	Pearson Correlation	.742**	.542**	1					
	Sig. (2-tailed)	.000	.000						
	N	162	162	162					
OC	Pearson Correlation	.366**	.136	.211**	1				
	Sig. (2-tailed)	.000	.085	.007					
	N	162	162	162	162				
DM	Pearson Correlation	.574**	.602**	.628**	.020	.050	1		
	Sig. (2-tailed)	.000	.000	.000	.796	.526			
	N	162	162	162	162	162	162		

** . Correlation is significant at the 0.01 level (2-tailed).

Source: survey result, (2025)

The results of the table show that the organization's budgeting system has a strong correlation with its performance ($r = .742$), its decision-making skills and strategic planning and management have a moderate

correlation ($r = .574$ and $.559$), and its culture and reward and compensation have a weak correlation ($r = .366$ and $.384$), respectively.

Additionally, according to Evans (1996), correlation is an impact size that may be characterized with an absolute value of r as follows: 00 up to .19 is "very weak," and .20 up to .39 is "weak." .40 to .59 is considered "Moderate." .60 to .79 is considered "strong." .80 to 1.0 is considered "very strong." Bule Hora University is based on this.

Organization performance is strongly correlated with organization budgeting system and moderately correlated with decision making capabilities and strategic planning and management and weakly correlated with reward and compensation and organization culture.

5.5 Regression Analysis Results

Regression analysis allows the prediction or estimation of the value of one variable, the criterion dependent, or predicted variable; called as Y from one or more predictor variables called X (Keith, 2006).

The usual regression approach was used to do the multiple regression analysis. The purpose of the study is to determine the relative significant influence of the independent variable—strategic planning and management, budgeting system, organizational culture, and decision-making—on the dependent variable, which is the performance of the organization at Bule Hora University. Multiple regression analysis was used to examine the suggested hypotheses. The percentage of the dependent variable's volatility around its mean that can be accounted for by the independent or predictor variables is known as the coefficient of determination, or R-square (Hair et al., 1998). A higher R-square value indicates that the regression equation has more explanatory power.

The relationship of dependent variable Y to the independent variables $X_1, X_2, X_3, \dots, X_n$ can be expressed as: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \mu_i$, where $\alpha = \beta_0$ is constant, μ_i is error term and β is coefficient of independent variables.

Model	R	Model Summary		Std. Error of the Estimate
		R Square	Adjusted R Square	
1	.826 ^a	.682	.672	1.323120

- dependent variable: organization performance
- Predictors: (Constant), decision making, organization culture, strategic planning and management, budgeting system

Source: survey result, (2025).

From Table the R-square value in the model summary tells the goodness of fit of the model. R-square value for this model is .682, which means management control system components independent variables are able to measure organization performance, dependent variable at 68.20 percent. However; the remaining 31.8 percent could be some other variables which had not been considered in this study.

Model	Sum of Squares	ANOVA		F	Sig.
		df	Mean		

				Square		
1	Regression	5.852	5	1.1704	66.853	.000b
	Residual	2.731	156	0.0175064 1026		
	Total	8.583	161			

- Dependent Variable: organization performance
- Predictors: (Constant), decision making, rewards and compensation, organization culture, strategic planning and management, budgeting system.

Source: survey result, (2025)

The sum of the explained sum of squares (5.852) and residual sum of squares (2.731) equals the total sum of squares (8.583), as can be seen in the table. From the perspective of regression, an analysis of variance (ANOVA) is a study of these components' total sum of squares. Table 12 shows that the F-statistic, which is significant at a p value of 0.00 ($p < 0.05$), is 66.853 (mean square of regression divided by mean square of residual). The management control system and organizational performance were statistically significantly correlated, and the whole model suited the data rather well. Therefore, it can be said that Bule Hora University's organizational performance is significantly impacted by the components of the management control system taken together.

Model Unstandardized Coefficients			Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	-3.139	0.059			-5.251	0.000
Strategic planning and Mgt	0.149	0.016	0.058		0.924	0.357
Budgeting system	0.330	0.039	0.512		8.299	0.000
Organization culture	0.847	0.022	0.180		3.713	0.000
Decision making	0.216	0.069	0.203		3.113	0.002

Dependent variable: organization performance

Source: survey result, (2025)

The relationship of dependent variable Y to the independent variables $X_1, X_2, X_3, \dots, X_n$ can be expressed as; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_i$. Here, β_0 is constant and $\beta_1 - \beta_5$ are the coefficients of independent variables (Satendra et al., 2011).

The researcher used unstandardized coefficients to constructing a regression equation (Pallant and Julie, 2005). From the coefficient table 13, the substitution of the equation becomes:

Organization performance = $-3.139 + 0.149$ strategic planning and management + 0.330 budgeting system + 0.847 organization culture + 0.216 decision making.

5.5.1 Hypothesis test result

Five hypotheses have been tested to answer the research questions based on the research problem and objectives. The hypotheses address each management control system such as; strategic plan and management, budgeting system, organization culture, and decision making effects on organization performance. The hypothesis test results were presented as follows.

Hypothesis 1

H1: strategic planning and management has no positive and significant effect on organization performance in Bule Hora University; at p value of < 0.05 and β value .149.

In the above coefficient Table 13, value of $p > 0.05$ with contribution of $\beta = .149$ revealed that, strategic planning and management has no significant effect on organization performance. So that, null hypothesis would not be rejected.

However, the beta value of .149 suggests that strategic planning and management have no beneficial impact on Bule Hora University's organizational performance. Furthermore, the beta value of .149 suggests that an organization's performance increases by .149 units for every unit rise in strategic planning and management effectiveness. Consequently, greater investment in the application of a strategic plan that is feasible in terms of skill management, an analysis of leadership strengths and weaknesses, a differentiation strategy that is implemented in accordance with offering employees a unique service, a focus strategy that involves specializing in one of the major activities, a leading service that provides high-quality service, providing at new strategic, efficiency, market share analysis and forecast, employee satisfaction and performance analysis, for adopting alternative strategies using modern equipment, technology and appearance of personnel results more organization performance.

Hypothesis 2

H2: organization budgeting system has a positive and significant effect on organization performance in Bule Hora University; at p value of < 0.05 and β value 0.330.

The organization budgeting system has a considerable impact on the performance of the organization, as indicated by the coefficient Table 13's $p < 0.05$ and contribution of $\beta = 0.330$. Thus, the null hypothesis was disproved. However, the research region selected banks' organizational performance is positively impacted by the budgeting method, as indicated by the beta value of .330. Furthermore, the beta value of .330 indicates that an organization's performance level increases by 0.330 units for every unit rise in the budgeting system's effectiveness. As a result, chosen banks should enhance the budgeting system's features, such as budgeting for new technology, investing in others, and promoting and facilitating communication and information exchange with staff.

Hypothesis 3

H3: At $p < 0.05$ and $\beta = 0.847$, organization culture at Bule Hora University has a favorable and substantial impact on organizational performance.

Organizational culture has a considerable impact on performance, according to coefficient Table 9, $p < 0.05$, with a contribution of $\beta = 0.847$. The null hypothesis was therefore disproved. Additionally, the organization culture at Bule Hora University has a favorable impact on the company's performance, as indicated by the beta value of 0.847. Furthermore, the beta value of 0.847 indicates that an increase of one unit in organizational culture effectiveness results in an increase of 0.847 units in organizational performance.

Hypothesis 4

H4: Organizational performance at Bule Hora University is positively and significantly impacted by university decision-making, with a p value of less than 0.05 and a β value of 0.216.

According to coefficient table 13, decision-making significantly affects an organization's performance, with a contribution of $\beta = 0.216$ and $p < 0.05$. The null hypothesis was therefore disproved. Additionally, the beta value of 0.216 shows that decision-making improves the organization's performance at Bule Hora University. Additionally, the beta value of 0.216 indicates that an increase of one unit in decision-making effectiveness results in an increase of 0.216 units in organizational performance.

To make it easier to compare them, the standardized beta values for each of the several variables have been transformed to the same scale (Pallant and Julie, 2005). In order to compare or rank the effects of independent variables (strategic planning and management, university budgeting system, organizational culture, and university decision making) on dependent variable organization performance at Bule Hora University, the researcher employed standardized beta coefficients. Accordingly, the university budgeting system had a comparatively substantial and direct impact on organization performance at β value of 0.512, followed by decision making at β value of 0.203, strategic planning and management at β value of 0.058, and organizational culture at β value of 0.180.

6. CONCLUSION

This study serves a variety of purposes in managing employees at Bule Hora University to improve organizational performance. The researcher employed both descriptive and inferential statistics during the examination, and he concluded the study by summarizing the following well-known findings.

Descriptive statistics generally led to the conclusion that management information system components are used or practiced with varying priorities and effectiveness levels because organizational culture is the most effective and usable in the university. This is followed by budgeting systems, organizational decision-making to achieve organizational goals, compensation and benefit plans that are comparatively less focused on employee performance, and strategic planning and management, which are moderately actual at Bule Hora University because nearly all strategies are implemented at the corporate level.

The findings of the study showed that the employees in university management information system of strategic are planning and management, organization budgeting system, organization culture, and decision making. Therefore, the researcher can convincingly conclude that the concept of management information system is well understood by the majority of employees of the selected university and they were able to relate them with organization performance.

The correlation analysis result shows that management information system components budgeting system such as, budget for growth, monthly or quarterly, budget for the organization capital structure, the university



used budget for industry as a whole in terms of new competitors and new concepts, new technology, budget for investing in others, encourage and facilitate dialogue and information sharing with employee are strongly correlated. The other factors, such as strategic planning and management and the company's decision-making structure, have a modest correlation with both the performance of the business and its culture. This makes it relevant to draw the conclusion that the independent factors have the ability to influence the Bule Hora University's organizational performance.

The results of the multiple linear regression model analysis demonstrate that every variable in the management information system has a positive and significant impact on organizational performance, with the exception of strategic planning and management, which has an insignificant impact. Both descriptive and inferential statistics indicate that the current management information system focuses on behavioral factors, sociocultural aspects, and economic approaches to achieve overall organization performance.

7. RECOMMENDATIONS

- According to this study, the government, policy makers, and Bule Hora University should focus heavily on management control elements that directly affect performance in order to improve organization performance. The company must reach a wider market for its goods in order to fulfill its corporate aims and objectives.
- Education organizations should focus more on creating a strong and effective management information system in order to achieve this.
- Based on the study's findings, I advise that the government directly fund MIS in the majority of educational institutions in order to foster economic growth and development, given its enormous potential to create jobs for the general public.
- A central database management system should be implemented and run so that information may be generated and shared with different users at any time.
- Additionally, there should be flexibility in the nature, pattern, and structure of management systems in organizations to enable easy and informed information flow and accessibility to all information end-users, as well as seminars and staff training to strengthen the organization.
- Additionally, organizations should focus more on communicating through media outlets. The organization's leadership control over technology is greatly enhanced by this.
- Ethiopian educational institutions should create and acquire relevant technological programs to accommodate their ongoing development and expansion.
- Similarly, the company's IT department should be managed by competent and experienced IT personnel. This is due to the fact that the organization cannot have the proper impact without skilled workers.
- Lastly, adequate time should be allocated for information transmission to prevent mistakes, and there should be efficient communication at all levels to support management control and foster a positive reputation. Predicting mutual understanding and reducing disputes between Bule Hora University employees and management also depend on effective communication.



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