The Role Of Financial Information System in Supporting Non-Financial Decisions in the Banking Sector

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Abstract

This study aimed at shedding the light on the ability of financial information systems (FIS) to support non-financial decision making within the commercial and Islamic banks in Jordan during the fiscal year 2020-2021.The variables of non-financial decision pattern were approved and they included (Analytical, Directive, Conceptual and Behavioral). A convenient sample of (84) financial and credit facilities' managers responded to the questionnaire and SPSS was used to screen and analyze the primary data collected from the sample. The results of the study indicated that the main hypothesis was accepted and that FIS has the ability to positively support non-financial decision making within the bank.

Keywords: Financial Information Systems, Decision Making Process, Non-Financial Decision Making, Analytical, Directive, Conceptual and Behavioral .

دور نظم المعلومات المالية في دعم القرارات غير المالية في القطاع المصرفي

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ملخص

هدفت هذه الدراسة إلى إلقاء الضوء على قدرة نظم المعلومات المالية على دعم اتخاذ القرارات غير المالية داخل البنوك التجارية والإسلامية في الأردن خلال العام المالي ٢٠٢٠-٢٠٢١؛ إذ تمَّ اعتماد متغيرات أسلوب القرار غير المالي والتي تتضمن القرار (التحليلي، التوجيهي، المفاهيمي، السلوكي). استجابت عينة ملائمة قوامها (٨٤) من مديري المالية والتسهيلات الائتمانية على الاستبيان، واستخدمت برمجية SPSS لفحص وتحليل البيانات الأولية التي تم جمعها من العينة، وأشارت نتائج الدراسة إلى قبول الفرضية

الرئيسية، وتم التوصل الى أن نظم المعلومات المالية لديها القدرة على دعم اتخاذ القرارات غير المالية بشكل إيجابي داخل البنك.

الكلمـات المفتاحيـة: نظم المعلومـات الماليـة، عمليـة اتخـاذ القرار، اتخـاذ القرارات غير الماليـة، التحليليـة، التوجيهية، المفاهيمية والسلوكية.

Introduction:

Among the important things that must be available during the decision-making process is accurate and reliable information to reach a sound decision that serves problem solving or reach the desired result (Logeais and Ilieva, 2021).In the business world, any decision is actually an adventure that may lead to success or failure of organization and its bankruptcy, and there are many organizations that have gone bankrupt and ended due to making random decisions that weren't based on accurate information, reliable information, or even information connected to interest of particular and not the interest of organization as a whole (Bjerring and Busch, 2020).

Financial information in world of organizations is one of essential elements to provide guidance and workflow plans so as to adopt a sound decision on spot and ensure success of this decision meeting requirements (Odeh, 2019). Suryanto (2019) indicated that financial and monetary data and information provide many directions regarding current and future status of organization, the destination it intends to, and the mechanism for reaching state of achieving the organization's goals in the best way.

According to Ameen and Ahmad (2017), most of financial and monetary information connected to organization usually generate from the programs that the organization adopts in its internal operations, which include FIS, AIS and many other programs and systems related to managing the financial and accounting organizational position. Cepêda and Monteiro (2020) confirm that reality of data and information provided by FIS, for example, and degree of accuracy of this information and its conformity with reality plays a major role in determining next decision regarding external or internal operations, procedures and many others, and therefore, it can be said that taking Non-financial decisions

are very connected to quality of an organization's financial systems output (Elsharif, 2019). Based on the argument above, this study aimed at examining the role of financial information systems (FIS) in supporting non-financial decisions within banking sector.

Problem of the Study:

Decision making within banking environment is usually driven by number of factors that may include nature of internal operations, field of interest of the bank, its assets and size. Depending on FIS results and outcomes might be one of aspects that support banks' managers to take the needed decision according to fiscal information that they have. Santos et al (2018) and Valaskova et al (2019) have touched the area where a relationship was built gathering between FIS and decision making processes for non-financial aspects. In that sense, researcher adopted decision making process styles which included (Analytical, Directive, Conceptual and Behavioral) adopted from Rajapakse and Kiran (2017).

So that, the main problem of this study is to answer the following Question: What is the role of financial information systems (FIS)in supporting non-financial decision making within banking sector?

Model and Hypotheses:

As an approach to focus on the problem statements; researcher developed a model that highlighted relationship between variables and how they are related to each other as in figure 1 below:

Independent Variables   **Dependent Variables**

*Non-Financial Decision Making Style
Analytical
Directive
Conceptual
Behavioral
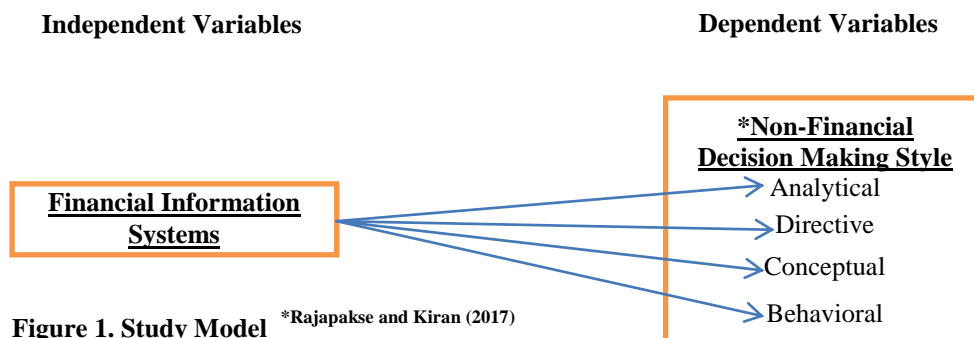
Financial Information Systems

Figure 1. Study Model ***Rajapakse and Kiran (2017)**

Previous Studies:

According to Naveed et al (2020) financial information systems are set of financial information that are supplied to the various administrative levels of users, meaning that it might be possible for FIS to supply financial data to the director of the production or marketing department or the director of human resources, this information would give an impression of workflow Within a department or organization, and through this information, quality of financial and accounting work within organization is determined and the weaknesses and strengths are indicated, and by judging quality of financial and monetary work within the department or organization, decision makers can create important assumptions so as to develop organizational operations and increase its competitiveness with longing, by making multiple decisions based on information obtained through FIS.

As for Munteanu et al (2011), he emphasized importance of FIS outputs in guiding decision-makers even through making non-financial decisions, as FIS not only helps in guiding the financial decisions of organization, but it also helps in showing weaknesses and strengths in the internal operations of organization. An example of that is when there appears an increase in internal expenses of the departments would direct the attention of the financial management or accounting regarding expenses in their department, leading to the working individuals who are designated to make decisions regarding internal expenses of the departments must be reviewed and evaluate their behavior and stand on the mechanism of their expenses decisions and develop their performance so as to Reducing costs and expenses.

Saraite-Sariene et al (2020) made a comparison between importance of "financial and non-financial information" in influencing involvement of decision-makers in internal operations of organization. Saraite-Sariene et al (2020) stated that both types are important because decision makers depend on a lot of information from different sources so as to make a single decision process that can achieve the desired interest of organization.

Saraite-Sariene et al (2020) confirms that the idea of relying on FIS information to reach a non-financial decision is a very logical idea, as financial information, forms, logical projections, and matrixes provided by FIS, have implications not only for financial performance of a bank, but can be among many of bank's tendencies, its

work patterns and deficiencies are all information according to its source, and therefore financial information generated by FIS and connected to marketing department is read in a different way from financial information that relates to the human resources department, sales or any other department.

From above model and development of hypotheses, study researcher was able to extract following set of hypotheses:

Main hypothesis:

H: FIS has a positive role in supporting non-financial decision making within banking sector.

Sub-Hypotheses:

H1: FIS has a positive role in supporting analytical non-financial decision making within banking sector.

H2: FIS has a positive role in supporting directive non-financial decision making within banking sector .

H3: FIS has a positive role in supporting conceptual non-financial decision making within banking sector.

H4: FIS has a positive role in supporting behavioral non-financial decision making within banking sector.

Literature Review :

Financial Information System (FIS):

Financial information system is a sub-system derived from functional information system in organization, and what distinguishes it is that it depends on electronic systems, specifically the computer, including the sensitivity of human expertise. FIS specializes in collecting, processing and analyzing data related to financial activities in organization and converting it into information capable of helping decision-makers to take the necessary decisions on spot (Alsufy, 2019).

According to Elsharif (2019), importance of financial systems has increased during the past 3 decades, as the organization has become in need of a system that handles and monitors its accounting matters, also, financial activities have also

become urgent matters need to be monitored up in a direct and periodic manner so as to facilitate an understanding of current situation of organization and Thus facilitating the decision-making process for the decision-makers.

It is worth noting that FIS isn't designated only for processing financial data, but the information and outputs issued by FIS can be utilized to analyze and understand the non-financial situation of an organization, example of that is differences between annual profits can be an indication of a certain idea such as the success or failure of a marketing plan, weak performance of methods adopted in departments or even wrong entries on the part of employees (Bello, 2020). These hints and information that are derived and analyzed according to end results of FIS may be utilized in making non-financial administrative decisions that are able to solve the problem or addressing it or avoiding potential risks that take a place in organization (Santos et al, 2018).

Decision Making

Decision-making process is "managerial process that aims to create radical solutions to a specific problem that hinders and slows down the operations of the facility, which requires a deep search for the best solution among a group of existing solutions by differentiating between them, and the management at this stage is with the highest degree of caution" (Donalds and Osei-Bryson, 2020). The term is also defined as process of finding an answer, decision, or final opinion and the specific will of the decision-maker for a matter, and the decision-maker is urged to know what to do and what must be avoided to reach a sound, specific and final result (Torres and Augusto, 2017).

According to Azeska et al (2017), there is a difference between decision-making and decision-taking, differentiation between two processes is the first is group of systematic steps aimed at putting the problem under study and the urge to dive into it closely so as to reach a strict decision with caution and caution by avoiding falling into negative matters. Decision-taking process, it is nothing but the individual's reaction to all the influences that surround them and it can take place suddenly, but, a successful manager is characterized by constant readiness for this sudden timing as according to Venturelli et al (2019) too.

Decision Making Process Dimensions

Whether a decision maker leads or manages a small team or a large entity, it is essential to obtain a specific pattern of decision-making / decision-taking so as to achieve a productive, healthy, and more collaborative work environment (Azeska et al, 2017). Laurans et al (2020) adds that a good decision, especially the non-financial one, will lead to improving leadership and managerial qualities of the individual, identifying the patterns and ways of dealing with problems and reaching a stage of mastering the position the individual is in front of them.

There are different patterns to decision-making process, but the most essential, common and frequent within the business world and organizations are summarized as follows:

- **Analytical**

Analytical decision making comes to a decision based on a deep analysis of the information and data in front of them. By nature, they are careful and adaptable. The principle of analytical decision-making invests time so as to gather information in all its forms and deduce something important from it before reaching a decision.(Torres and Augusto,2017).

- **Directive**

Directive decision-making is based on quick and decisive thinking based on actually existing, realistic and real information that helps in reaching a solution, and therefore, the directive decision must be unambiguous or ambiguous and based on clear inputs so as to deal with outputs that are vivid and clear. And Ceschi et al (2019) confirmed that the directive decision-makers are usually logical individuals in their orientation, rational, capable to make an effective decision based on clear data.

- **Conceptual**

Conceptual decision-making is usually characterized by being receptive to ambiguity, here, it can be said that CFOs cannot make decisions according to conceptual approach because they are not ready to take risks and therefore cannot be among their choices to make conceptual decision and be creative in their decisions.(Azeska et al,2017).

- **Behavioral**

Behavioral decision in which the focus is on individuals more than things, that is, the manager or leader makes decisions about individuals according to data and information that might be digital or based on specific notes and notes (Adibi et al, 2019). And also here there is a large proportion of ambiguity because it isn't possible to link individuals and numbers except in groups, for example, in the case of financial information due to the low financial performance of the marketing department, for example, it is not possible to make a decision about a specific person in the department as negligent, but all members of the department They fall short and their performance needs to be improved to address the problem.

Methods:

So as to realize the main aim of study, in addition to testing and measure the reality of the previously presented study hypotheses; researcher adopted the quantitative approach based on primary data that numerical in its nature and able to be transformed into understandable language for reader.

A questionnaire was adopted in that sense to represent the main tool of study, it was chosen that the scale of the questionnaire was liker 5 scale (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. The questionnaire was built by researcher through the aid of previous studies including Ameen and Ahmad (2017), Cepêda and Monteiro (2020) and Suryanto (2019).

Population of study consisted of all commercial and Islamic Banks in Jordan with total of (23) bank (CBJ.gov.jo, 2021). A convenient sample of (115) financial and facilities managers were chosen to represent population of study. For that sake (5) questionnaires were distributed on each bank. Due to COVID19 health precautions, there was no ability for researcher to hand out the questionnaire themselves, for that sake, the questionnaire was uploaded online through Google forms and left there for a whole of 7 weeks so as to collect as much data as possible. After the time of 7 weeks, researcher extracted the responses from Google forms on an excel sheet which indicated total of (84) responses which made the response rate (73%) as statistically accepted.

So as to screen and analyze gathered data, SPSS was used and statistical tests were applied on the entered data that included:

- Descriptive statistics :frequency, mean, standard deviation and percentages .
- Linear regression: to test the study hypotheses because there is an independent variable and we test its effect on the dependent variable.
- Cronbach's Alpha test and it was found that alpha = 0.882 was accepted since it was greater than 0.60 that means the scale is reliable.

Results and Discussion:

Demographics

Frequency and percentages were calculated for the study sample demographics. It can be seen through the table that most of individuals who responded to the questionnaire were males forming as much as 84.5% of the sample who held master degree forming 72.6% of the sample with an experience of +17 years forming 44% of total sample.

Table 1. Descriptive Statics of Sample

%	*f	
Gender		
84.5	71	Male
15.5	13	Female
Education		
9.5	8	**BA
72.6	61	***MA
١٧.٩	١٥	****PhD
Experience		
14.3	12	5-10
41.7	35	11-16
44.0	37	+17
100.0	84	Total

*F= Frequency **BA = bachelor ***MA= Master ****PHD= doctorate

Questionnaire Analysis:

Table 2 below presented statistics done on sample responses to questionnaire. For that sake, both mean and standard deviation were calculated and results indicated that individuals had positive attitudes towards statements of questionnaire based on the fact that all of them scored higher than mean of scale 3.00 which was statistically positive.

The highest mean was for the benefit of statement articulated "Data presented as information is a clear approach by FIS to make non-financial decisions" which scored 4.13/5.00 compared to the least mean for the statement articulated "The quick reaction and response of FIS helps in non-financial decision making" with mean of 3.52/5.00.

Such results indicated that individuals managed to answer statements according to scale with full understanding, they were aware of the orientation of statements and the language represented was understandable, clear and easy to digest.

Table 2. Descriptive Statistics of Responses

Std. Deviation	Mean	
		Financial Information Systems
.977	3.64	FIS can collect and interpret data on the whole organization not only financial sides
1.197	3.81	FIS presents the organization as one whole unit that influences each other
.920	3.86	FIS results are precise, final and comprehensive for all operations in organization
.980	3.75	FIS can predict malfunction in performance through financial performance
.902	4.07	Gaps in financial performance can be highlighted by FIS and led to overall performance evaluation
		***Non-Financial Decision Making Style**
		Analytical
1.062	3.70	FIS helps in finding the best answer to urgent questions

.827	3.94	FIS is a good approach to problem solving based on data and information is presents
.863	3.95	FIS can process large amount of data so it can be analyzed into decisions
.877	4.05	FIS can support innovative non-financial decisions
.863	3.95	FIS present variety of answers to one question which fives freedom to make decisions
Directive		
.931	4.00	Non-financial decisions can be driven by information extracted from FIS
1.034	4.12	The fact that FIS relies on rules and processes facilitates non-financial decisions
1.312	3.52	The quick reaction and response of FIS helps in non-financial decision making
1.092	3.85	FIS is informative, so it can support non-financial decisions
.954	4.13	Data presented as information is a clear approach by FIS to make non-financial decisions
Conceptual		
.948	3.67	FIS gives possibilities for the "what if questions"
.932	3.89	Broader decisions can be made based on FIS information
.857	3.85	Based on FIS information, the decision maker is always conscious of what is happening
.783	3.96	FIS can predict future orientation which helps in taking non-financial decisions
.810	4.08	The ability of FIS to predict future facilitate non-financial decisions
Behavioral		
.984	3.92	FIS supports team members with its decisions
.849	4.05	FIS can relate to weak gaps in departments and support decisions to develop them

.835	4.05	Through FIS, stakeholders are always aware of reality and can make fast non-financial decisions
1.063	3.75	FIS can imply individuals' performance through numerical input

Variables' Analysis

The same process in table 2 was done on variables within table 3. Researcher calculated means and standard deviation of study variables in whole. It was seen through analysis that results were for the benefit of behavioral non-financial decision as it appeared with mean of 3.94/5.00 followed directly by directive non-financial decision which scored 3.92/5.00 appearing as positive.

Table 3. Descriptive Statistics of Variables

Std. Deviation	Mean	
.60423	3.8262	*FIS
.66450	3.9190	Analytical
.55529	3.9238	Directive
.63732	3.8905	Conceptual
.61924	3.9405	Behavioral
.50504	3.9173	Dep

* FIS=Financial Information System

Hypotheses Testing

There is a significant role of Financial Information System in supporting non-Financial Decision within banking sector.

Table 4. Testing Main Hypothesis

Model Summary

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.35569	.504	.510	.714[a]	1

ANOVA

Sig.	F	Mean Square	df	Sum of Squares	Model	
.000[b]	85.333	10.796	1	10.796	Regression	1
		.127	82	10.374	Residual	
			83	21.171	Total	

Coefficients

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
.000	6.527		.250	1.633	(Constant)	1
.000	9.238	.714	.065	.597	FIS	

Testing main hypothesis through linear regression confirmed that "FIS" explained **51%** of the variance with non-financial decision making with high correlation between the two variables since r=0.714 and beta is positive. F value= 85.333 was significant at 0.05 level so we accept the hypothesis there was a significant role of Financial Information System in supporting non-Financial Decision within banking sector.

There is a significant role of Financial Information System in supporting Analytical dimension of non-Financial Decision within banking sector.

Table 5. Testing 1st Hypothesis

Model Summary

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.46428	.512	.518	.720[a]	1

ANOVA

Sig.	F	Mean Square	df	Sum of Squares	Model	
.000[b]	88.021	18.974	1	18.974	Regression	1
		.216	82	17.676	Residual	

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
				83	36.650	Total

Coefficients

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
.008	2.729		.327	.891	(Constant)	1
.000	9.382	.720	.084	.791	FIS	

Testing 1st sub-hypothesis using linear regression uncovered that "FIS: explained **51.8%** of the variance with analytical non-financial decision with high correlation between two variables since r=0.72 and beta is positive. It was also found that F value= 88.021 was significant at 0.05 level, this accepted the hypothesis there is a significant role of Financial Information System in supporting Analytical dimension of non-Financial Decision within banking sector.

There is a significant role of Financial Information System in supporting Directive dimension of non-Financial Decision within banking sector.

Table 6. Testing 2nd Hypothesis

Model Summary

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.43412	.389	.396	.629ᵃ	1

ANOVA

Sig.	F	Mean Square	df	Sum of Squares	Model	
.000ᵇ	53.795	10.138	1	10.138	Regression	1
		.188	82	15.454	Residual	
			83	25.592	Total	

Coefficients

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
.000	5.601		.305	1.711	(Constant)	1
.000	7.335	.629	.079	.578	FIS	

Linear regression was used to test 2nd hypothesis; using linear regression uncovered that "FIS: explained **39.6%** of the variance with directive non-financial decision with high correlation between two variables since r=0.629 and beta is positive. F value= 53.795 was significant at 0.05 level so we accept the hypothesis there was a significant role of Financial Information System in supporting Directive dimension of non-Financial Decision within banking sector.

There is a significant role of Financial Information System in supporting Conceptual dimension of non-Financial Decision within banking sector.

Table 7. Testing 3rd Hypothesis

Model Summary

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.57161	.196	.205	.453^a	1

ANOVA

Sig.	F	Mean Square	df	Sum of Squares	Model	
.000^b	21.180	6.920	1	6.920	Regression	1
		.327	82	26.792	Residual	
			83	33.712	Total	

Coefficients

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
.000	5.127		.402	2.062	(Constant)	1
.000	4.602	.453	.104	.478	FIS	

Linear regression was also adopted to test 3rd hypothesis, it was seen that "FIS: explained **20.5%** of the variance with conceptual non-financial decision with medium correlation between two variables since r=0.453 and beta is positive. F value= 21.18 was significant at 0.05 level so we accept the hypothesis there was a significant role of Financial Information System in supporting Conceptual dimension of non-Financial Decision within banking sector.

There is a significant role of Financial Information System in supporting Behavioral dimension of non-Financial Decision within banking sector.

Table 8. Testing 4th Hypothesis

Model Summary

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.53479	.254	.263	.513[a]	1

ANOVA

Sig.	F	Mean Square	df	Sum of Squares	Model	
.000[b]	29.285	8.375	1	8.375	Regression	1
		.286	82	23.452	Residual	
			83	31.827	Total	

Coefficients

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
.000	5.126		.376	1.929	(Constant)	1
.000	5.412	.513	.097	.526	FIS	

Linear regression was used to test 4th hypothesis. Linear regression uncovered that "FIS: explained **26.3%** of the variance with behavioral non-financial decision with high correlation between two variables since r=0.513 and beta is positive. F value= 29.285 was significant at 0.05 level so we accept the hypothesis there was a significant role of Financial Information System in supporting behavioral

dimension of non-Financial Decision within banking sector.

Discussion:

This study aimed at examining the role of FIS on non-financial decision making within (23) commercial and Islamic banks in Jordan. A sample of (84) financial and facilities managers were exposed to a self-administered online questionnaire and SPSS was used to screen and analyze gathered data. Study was able to reach following findings:

− There appeared high level of awareness among respondents regarding FIS and its importance within internal operations of the bank.

− The main hypothesis was accepted and it was uncovered that FIS has a role in supporting non-financial decision making within the bank which was explained by **51%** of the variance accompanied by high correlation which means that there is a high influence of FIS on non-financial decision making.

− Variables of non-financial decisions were adopted that included (analytical, directive, behavioral and conceptual) and it appeared that all variables of non-financial decisions were influenced by numerical data presented by FIS.

− The highest variable in influence appeared to be the analytical non-financial decision which explained a variance of 51.8**%** with high and positive relationship.

− In the 2nd rank of influence, it was found out that directive non-financial decision was among the influenced variables of non-financial decision making with variance of **39.6%** .

− Other variables of non-financial decisions were taken into account (conceptual and behavioral) both seemed to be positively influence by FIS but with medium relationship explaining a variance of **26.3%** and **20.5%** respectively

The main idea addressed by this research is about how the numerical outcomes provided by FIS have the potential to guide the non-financial decisions of decision makers in organization. At the outset, it can be commented that the figures issued by the financial programs usually serve the financial affairs of organization, but the study proved the opposite and indicated that the numbers, data and financial information provided by FIS have the ability to guide the non-financial decisions of

organization from Through the digital hint about the weaknesses and strengths gaps in organization or one of its departments.

Among the non-financial decision variables adopted by this study are (analytical, directive, behavioral and conceptual), and the research was able to prove the existence of an effect of FIS on these variables, and the most affected by the digital information and results of FIS were the analytic, directive non-financial decision variables. To clarify this trend, it has been proven that analytical non-financial decisions was one of the variables most affected by the results of the digital and financial FIS, as it helps decision makers to consider the trends and tendencies of the numbers and then read them in an analytical way that is able to give an idea of the differences between the numbers and their differences over time (annual, monthly, weekly or daily), and thus increases the decision-makers' ability to make (non-financial) decisions in the interest of organization or one of its departments based on data and information that are actually financial in nature.

In general, the study has proven the validity of its hypotheses about the fact that relying on information issued by FIS helps guide (non-financial) administrative decisions in organization, as this information, by its nature, helps increase the effectiveness and correctness of administrative and financial decisions by providing the necessary flexibility in terms of improving The quality of the data in terms of flexibility and appropriateness, in addition to the advantages of FIS outputs, which are accurate, objective, far from deviation and trustworthy.

The non-financial decisions based on the analytical level are characterized by their ability to rely on digital and financial data and the ability to extract useful information from them based on the distribution of numbers and their deviations, and thus avoiding the overlap of administrative decisions as they are derived from a computer-information environment, that is, they are accurate and far about human intervention.

Conclusion and Recommendations:

Banking sector with all its internal operations, tools and strategies, is an integrated entity that interacts with each other, and it cannot be said that a particular strategy may affect one department without another, whatever the strategy or

software is dedicated to a particular operation or department, and whatever it's positive or negative role is. However, the entire bank will be affected by it, and the role will not be limited to one section without another. Thus, the financial, accounting and monetary software has the ability to influence the entire banking sector and direct the administrative and financial decisions in it completely.

Based on previously presented results and discussion, this study recommends the following to be taken into consideration:

− Consider the possibility of employing FIS in the process of rationalizing non-financial decisions.
− The ability to rely on FIS for guidance, supervisory and control practices so as to make the right decisions at the right time.
− The need to raise the level of confidence from management in FIS and the efficiency of its outputs in leading non-financial decision making process .

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