

**THE IMPACT OF INFORMATION TECHNOLOGY SYSTEMS  
ON THE ORGANIZATIONAL DIFFERENTIATION IN THE  
ARAB OPEN UNIVERSITY**

أثر نظم تكنولوجيا المعلومات على التميز التنظيمي في الجامعة العربية المفتوحة

Prepared by

Salem Ahmad Al-Hourani

Supervisor

Dr. Ahmad Al-Sukkar

A Thesis Submitted in Partial Fulfillment of the Requirements for Master Degree  
in Management Information System

College of Business

Amman Arab University

February/2017

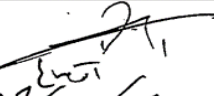
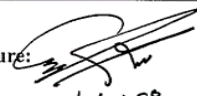


Form (9)

College of Scientific Research and Graduate Studies

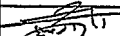

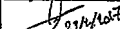
Authorization

We, the undersigned, pledge to grant Amman Arab University for discretion in the publication of the academic content of the dissertation, so that the intellectual property rights of Master's thesis be back to the university in accordance with the laws, regulations and instructions relating to intellectual property and patent.

Advisor Name	Student Name
Dr. Ahmad Al-Sukkar	Salem Ahmad AL- Hourani
Signature:  Date: 2017/2/25	Signature:  Date: 2017/2/25

## Committee Members' Decision

The thesis entitled: **THE IMPACT OF INFORMATION TECHNOLOGY SYSTEMS ON THE ORGANIZATIONAL DIFFERENTIATION IN THE ARAB OPEN UNIVERSITY** was submitted by the student, Salem Ahmad Al-Hourani was examined and approved on 8/2/2017.

Name		Signature
Dr. Ahmad Al-Sukkar	Chair/Advisor	
Dr. Mufleh Al-Jarrah	Member	
Dr. Mohammed Shatnawi	External/ Member	

## Acknowledgement

I would like to thank God for paving the way and making it possible to accomplish this research. I would like to express my appreciation and gratitude to Dr. Ahmad Al-Sukkar, my supervisor for his valuable and kindness guidance, patience and support

I would like to express my gratitude to the members of the discussion committee for their valuable comments and feedback. Finally, my sincere thanks go to all those who granted me their patience, encouragement and support through this research.

## Dedication

To all members of my family, my father, my mother, my brothers and sisters for supporting me throughout the years of my study.

To my loving and supportive wife, Lama, who have been helpful in all aspects of our lives.

I also dedicate this work for my son, Alasseel and my daughter, Israa.

## Table of Contents

Authorization .....	II
Decision of the Examination Committee .....	III
Acknowledgement.....	IV
Dedication .....	V
Table of Contents.....	VI
Contents .....	VII
List of Tables .....	IX
List of Appendices.....	XI
ملخص.....	XIV
Chapter One Background of the Study .....	1
Chapter Two Theoretical Frame and previous studies.....	9
Chapter Three Research Methodology .....	25
Chapter Four Findings of the study.....	28
Chapter Five Discussion, Conclusion and Recommendations.....	41
List of References: .....	45
Appendices .....	51

## Contents

Title
Chapter One
Background and Significance of the Study
Introduction
Research Problem
Elements of the Study Problem
Importance of the Study
Study Hypothesis
Study Model
Procedural definitions
Limitation and eliminations of the study
Chapter Two
Theoretical Framework and Previous Related Studies
1-Theoretical Literature
2- Related Previous Studies

Chapter Three
Research Methodology
Methodology of the Study
Data collection sources
Measuring the Instrument Validity
Methods of the Statistical Analysis
Chapter Four
Findings of the Study
Chapter Five
Discussion, Conclusion and Recommendations
Discussion
Recommendations
References
Appendices



## List of Tables

Table Number	Title of table
	Reliability of the study variables
	Frequency and percent for gender
	Frequency and percent for age
	Frequency and percent for Scientific Qualification
	Frequency and percent for Professional Experience
	Frequency and percent for Professional
	destructive statistics for the independent variables
	destructive statistics for the dependent variables
	Model summary for First Hypothesis
	One Way Anova to the impact of information technology systems on the organizational differentiation in the Arab Open University
	coefficient for the impact of information technology systems on the organizational differentiation in the Arab Open University
	Model summary for First Sub- Hypothesis

	One Way Anova to the impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University
	coefficient for the impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University
	Model summary for Second Sub- Hypothesis
	One Way Anova to the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University
	coefficient for the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University
	Model summary for First Sub- Hypothesis
	One Way Anova to the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University
	coefficient for the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University

## List of Appendices

Appendix	Title
1	Questionnaire
2	Mission facilitating letter

**THE IMPACT OF INFORMATION TECHNOLOGY SYSTEMS ON THE  
ORGANIZATIONAL DIFFERENTIATION IN THE ARAB OPEN UNIVERSITY**

**Prepared by**

**Salem Ahmad Al-Hourani**

**Supervised by**

**Dr. Ahmad Al-Sukkar**

**Abstract**

The current era is witnessing notable development in technology systems in all fields, this study aimed at identifying the impact of information technology systems on the organizational differentiation in the Arab Open University

The study will follow the disruptive anatomical approach study population: study population will consist of all of the users of the information technology systems in the Arab Open University. From employees, their number is (200) male and female users. The researcher will use the questionnaire as the study instrument for data collection specific to the study.

The results was: There is an impact of information technology systems on the organizational differentiation in the Arab Open University:

### XIII

There is an impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University. There is an impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University. There is an impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University.

أثر نظم تكنولوجيا المعلومات على التميز التنظيمي في الجامعة العربية المفتوحة

إعداد

سام أحمد الحوراني

إشراف

الدكتور احمد السكر

## ملخص

هدفت هذه الدراسة إلى التعرف على أثر نظم تكنولوجيا المعلومات على التميز التنظيمي في الجامعة العربية المفتوحة.

استخدمت الدراسة المنهج الوصفي التحليلي، وتم تحديد عينة الدراسة بعد عمل حصر شامل لمجتمع الدراسة بحيث يكون ممثلاً لمجتمع الدراسة ل يبلغ عددهم (200) مستخدماً ومستخدمة. واستخدم الباحث الاستبانة كأداة لجمع البيانات الخاصة بالدراسة.

وقد توصلت الدراسة للنتائج التالية:

يوجد أثر ذو دلالة إحصائية عند مستوى الأهمية ( $\alpha = 0.05$ ) لأثر نظم تكنولوجيا المعلومات على التميز التنظيمي في الجامعة العربية المفتوحة. ويوجد أثر ذو دلالة إحصائية عند مستوى الأهمية ( $\alpha = 0.05$ ). للعناصر المادية على التميز التنظيمي في الجامعة العربية المفتوحة. ويوجد أثر ذو دلالة إحصائية عند مستوى الأهمية ( $\alpha = 0.05$ ) لقواعد البيانات المشتركة على التميز التنظيمي في الجامعة العربية المفتوحة. ويوجد أثر ذو دلالة إحصائية عند مستوى الأهمية ( $\alpha = 0.05$ ) لشبكات الاتصال على التميز التنظيمي في الجامعة العربية المفتوحة.

# Chapter One

## Background of the Study

### Introduction

The third millennium have witnessed a scientific revolution and a wide civilization technology characterized by the rapid rhythm, this revolution caused many local, national and global changes, and contributed to determining the aspects and the fields of business administration, and the activities of the business organizations.

This resonance and the multiple changes have imposed on the organization the need for adopting the modern technological administrative techniques to be able to face, and keep pace, with these changes, with the goal of preserving their growth and survival.

The topic using information technology is considered one of the essential topics that the researchers seek to shed light on its aspects and study it from different angles. There is the need to develop their applications to the different business organizations.

Employing the use of information technology by the administrative organizations will requires making core changes in all of the administrative systems affecting the human resources regarding.

The leader's behavior who performs the most important role need to be enhanced and progressed in the future by following the technological implementation method, as a pre-requisite for being distinguish in their performance.

Most of the world advanced countries and developing countries depend basically on the technology in their work on the information systems and seek to insert this technology in most of the private and public departments, especially in the administrative divisions providing the public service to the citizens (Al-Shamari, 2013); (Shaib & Khaloot, 2012).

Many researchers and authors have discussed the special role of the university, and its need for working far from the economic power that influence the activity type in the commercial sector.

A strong debate have appeared about the need for supporting the university to remain outside of the competitive market, and in this new era the private university have emerged, and the need for assuring the educational value, and keep supporting the public sector, pushing the universities boards and different administrations to search for the means which create the value, testing and preserving it in the universities (Elloumi, 2004).

For the higher education institutions to be able to compete actively in their markets, they need to be distinguish in their services to assure the internal and external customers satisfaction.

The strong internal culture that appreciates the institution's clients might help in improving the employee's motivation, and crating loyalty in them to reach the higher performance, and achieving creativity and institutional competitive advantage (Khan & Matalay, 2009).

This research objective is to study the impact of information technology systems on the organizational differentiation in the Arab Open University.



### Research Problem:

Universities, like other institutions, seek for development and sustainable competitive advantage in the market, and work to develop and implement the general strategies to assure achieving their goals. However, universities have had to face new and increasing challenges, such as the financial challenges, in addition to the different and changing workplace requirements. Universities seek to work according to their vision to achieve their goals and the sustainable competitive advantage which makes the challenges more complex because of the legal and spectral nature of the better higher education, system because they need to work according to relatively different basics available to the private sector institutions, which makes the topic more difficult.

Competitiveness always plays important role in making the production and the service in an instable state.

From this point, many universities have adopted the distinguish strategies through employing information technology systems, including Arab Amman open university, which is considers to be a pioneering experiment at the Arab world level, in order to improve the quality of the educational process and the system's outputs to reach the differentiate performance without increasing the costs to a level which negatively influences the institution's competitiveness.

Therefore, the purpose of this research paper is to study the impact of information technology systems on the organizational differentiation in the Arab Open University.

### Elements of the Study Problem:

It is possible to achieve the purpose of this study through answering the following questions:

The basic question: What is the impact of information technology systems on the organizational differentiation in the Arab Open University.?

The following sub-questions emerge from this question:

What is the impact of the material components on the organizational differentiation in the Arab Open University.?

What is the impact of the communication networks on the organizational differentiation in the Arab Open University.?

What is the impact of the communication databases on the organizational differentiation in the Arab Open University.?

### Importance of the Study:

#### Theoretical importance:

This study gains its theoretical importance from being one of the studies which investigated the impact of information technology on the organizational differentiation in the Arab Open University.: A case study, through reviewing the previous studies about the impact of information technology systems on the organizational differentiation in the Arab Open University. To the knowledge of the researcher, it is one of the few Arabic studies which will address the study topic which is considered a new addition to the Arabic library.

### Applied Importance:

The importance of this present study represents in the possibility the researchers benefit and those how interest in the administrative thinking through its results.

### Study Hypothesis:

The basic hypothesis: There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the impact of information technology systems on the organizational differentiation in the Arab Open University..

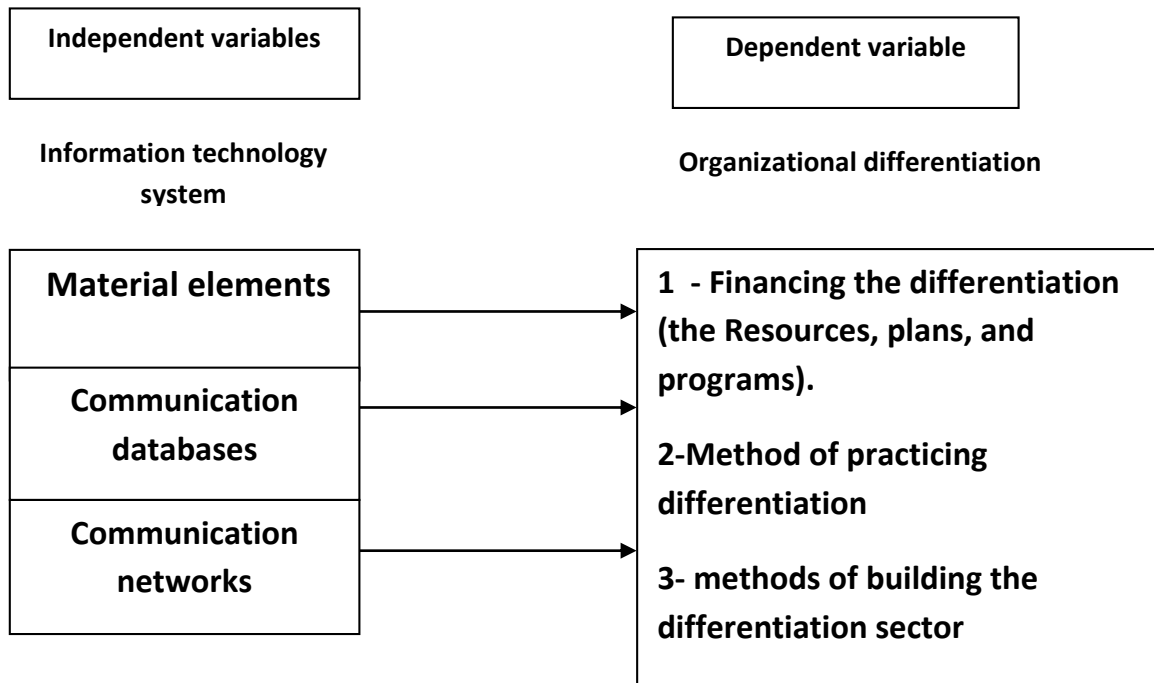
First Sub- Hypothesis : There is no impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University..

Second Sub- Hypothesis There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University..

Third Sub- Hypothesis There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University..

### Study Model:

To achieve the purpose of this study and to reach its objectives in identifying the variables influencing the organizational differentiation in the Arab Open University., and for this goal the model is divided in to independent and dependent variables as seen in figure (1).



Source: prepared by the researcher with reference to the mentioned references in table number (1)

Figure (1): The proposed model to study the impact of information technology systems on the organizational differentiation in the in the Arab Open University.

## Sources of the variables

Independent variable	References and studies relied on
Information technology systems	(Shaib& Khaloot, 2012)
Material elements	(Al-Shamari, 2013)
Communication databases	(Al-Joubary, 2007)
Communication networks	Amr(, 2013)
Dependent variables	(Ab-Sa'd, 2016)
Organizational differentiation	(Al-Foqaha, 2012)

## Procedural definitions:

Information technology systems: procedurally identify as a concept which includes information technology and material parts relating to the devices, programmers, infrastructure, and different database that form the basic container of the organization's data (the material elements, software, databases and communication network).

The material elements: computer devices in their different types, the basic equipment used to receive the data from all sides, processing and storing it, and preparing the needed reports.

The communication databases: a group of data, information and the files with mutual relation, sorted in the storing means.

Communication networks: a group of supporting computers and devices connected with each other within the available communication means in order to transfer and exchange the information between the net's users.

Organizational differentiation: procedurally identifies as the study of the environmental and the technological factors and the competition, determining the opportunities and the threat, drawing the strategies alternative which insures the optimal benefit and the highest performance level.

Financing: The university investing resources, plans and programs for the benefit of the university

Limitation and eliminations of the study:

Spatial limitations: this study will be limited to the study sample, in the Arab Open University.

Human limitations: this study will be limited to the individuals using the information technology systems,.

Temporal limitations: the study is limited to its topic, which is studying the impact of information technology systems on the organizational differentiation in the Arab Open University..

## Chapter Two

### Theoretical Frame and previous studies

This chapter address two basic variables, which are information technology and organizational differentiation which greatly contribute to answering the research problems and achieving its intended goals, since sum of the theoretical studies related to the variables and the previous studies will be clarified.

#### 1- Theoretical Frame:

Information technology has great and important role in the societies at the individuals and groups level or at the organizations level because of its apparent and tangible affect which reflects on performance in the private and public sectors in terms of improving services quality provided to the public and increasing speed of productivity, improving performance efficiency and its effectiveness (Abd Al-Jawad, 2005)

In today's world there are few fields' work that do not include the information technology, since information technology plays in the industrial world the pivotal and constant role in the work success or failure.

If we are able to understand some of the technology field, we will start to contemplate in how we can use it at a creative degree than efficiency and effectiveness.

Information technology plays important and vital in supporting the organizations activities, whether these organization are for-profit or non-profit organizations, and whether they operate in the public or private sector.

The concept infrastructure includes the devices, computer programs, in addition to information and process and administrative process, human resources, the required humanitarian skills to use the devices, the program and the process with the purpose to produce information and developing, and managing and monitoring information systems. (Bernita, 2004, p. 25).

Therefore, information technology is one of the important fields which the employees should be aware of, because of its rapid and changing development. Since information technology influences the way by which to run the organization or though monitoring in the shadow of information technology environment.

If we take into account that the public organization it's a social unit aims through improving its performance to achieve stability and continuity in the public service activities performed in the shadow of the multiple variables, and its pursue towards the use of the modern methods and frames could lead the organization to develop the provided service to the beneficences from these services.

This leads to say that organizations work without clear vision towards investment in continuous improvement and development will be subject to poor quality, and poor services to the beneficiaries.

Concept of information technology infrastructure and its development:

Despite the recent term information technology and its great correlation with the computers, still we can confirm that this term has linked to information and communication before with the technology in its new and modern concept.



Basic components of information technology:

Information technology infrastructure consists of different elements, and the elements became the basic issue in the organizations on different types, whether public or private organizations.

It is possible to say that communication webs perform strategic and effective role relative to the individuals and the organizations, these webs can provide several benefits represent in the follow:

Raising the operating efficacy.

Supporting decision making.

Speed in information exchange between the units and the organizations.

Technical knowledge

Organizational Differentiation

Differentiated organizations are those organizations that care about translating their vision, message and strategic purposes into a tangible reality in order to achieve their aspirations through which seeking for supporting and encouraging differentiation and creativity in their different activities and work fields. It is important to assert that the differentiated organizational performance is not considers one of the proposed options in front of the organizations, rather it's necessity imposed on the organization because of the many conditions and external forces. Differentiation has no limits or restrictions, it is an administrative thinking mode that might takes place in a sampler big organization for an organization which provides service or makes good, governmental or non-governmental organization.

In light of the changes taking place, organizations are no longer required to achieve performance only, rather required the differentiation in performance as a necessary for survival and continuity.

Performance represents the organizations capability to reach the goals by the optional usage of the resources, it expresses the extent of human resources performing, their tasks according to determined standards through the performance evaluation process, to reach the best or the differentiation performance. (Gaze, 2014, p.8).

According to the differentiation strategy, the organizations worker to have unique features in the product with high value to the customers. It is possible to achieve the differentiated product through raising the level of resources usage efficiency or design and production quality, marketing methods, inventing new production methods or increasing speed of response to the customer's needs, and expanding after sale services. (Joodeh, 2008, p. 118).

Michael Porter's Competitive Forces Model:

The Porter's Five Forces tool is a simple but powerful tool for understanding where power lies in a business situation. This is useful, because it helps you understand both the strength of your current competitive position, and the strength of a position you're considering moving into (Joodeh, 2008).

With a clear understanding of where power lies, you can take fair advantage of a situation of strength, improve a situation of weakness, and avoid taking wrong steps. This makes it an important part of your planning toolkit. Conventionally, the tool is used to identify whether new products, services or businesses have the potential to be profitable. However it can be very illuminating when used to understand the balance of power in other situations (Gazi, 2014).

## Understanding the Tool

Five Forces Analysis assumes that there are five important forces that determine competitive power in a business situation. These are (Alnaimi et al, 2008):

**Supplier Power:** Here you assess how easy it is for suppliers to drive up prices. This is driven by the number of suppliers of each key input, the uniqueness of their product or service, their strength and control over you, the cost of switching from one to another, and so on. The fewer the supplier choices you have, and the more you need suppliers' help, the more powerful your suppliers are.

**Buyer Power:** Here you ask yourself how easy it is for buyers to drive prices down. Again, this is driven by the number of buyers, the importance of each individual buyer to your business, the cost to them of switching from your products and services to those of someone else, and so on. If you deal with few, powerful buyers, then they are often able to dictate terms to you.

**Competitive Rivalry:** What is important here is the number and capability of your competitors. If you have many competitors, and they offer equally attractive products and services, then you'll most likely have little power in the situation, because suppliers and buyers will go elsewhere if they don't get a good deal from you. On the other hand, if no-one else can do what you do, then you can often have tremendous strength.

**Threat of Substitution:** This is affected by the ability of your customers to find a different way of doing what you do – for example, if you supply a unique software product that automates an important process, people may substitute by doing the process manually or by outsourcing it. If substitution is easy and substitution is viable, then this weakens your power.

Threat of New Entry: Power is also affected by the ability of people to enter your market. If it costs little in time or money to enter your market and compete effectively, if there are few economies of scale in place, or if you have little protection for your key technologies, then new competitors can quickly enter your market and weaken your position. If you have strong and durable barriers to entry, then you can preserve a favorable position and take fair advantage of it.

Competitive rivalry is extremely high: if someone raises prices, they'll be quickly undercut. Intense competition puts strong downward pressure on prices.

Buyer Power is strong, again implying strong downward pressure on prices (Joodeh, 2008).

Four Strategies in Dealing with Competitive Forces Enabled by using IT:

Michael Porter's competitive forces model describes five competitive forces that shape the fate of the firm.

Traditional competitors: Existing firms that share a firm's market space

New market entrants: New companies have certain advantages, such as not being locked into old equipment and high motivation, as well as disadvantages, such as less expertise and little brand recognition. Some industries have lower barriers to entry, ie: cost less for a new company to enter the field.

Substitute products and services: These are substitutes that your customers might use if your prices become too high. For example, Internet telephone service can substitute for traditional telephone service. The more substitute products and services in your industry, the less you can control pricing and raise your profit margins.

Customers: The power of customers grows if they can easily switch to a competitor's products and services, or if they can force a business and its competitors to compete on price alone in a transparent marketplace where there is little product differentiation and all prices are known instantly (such as on the Internet).

Suppliers: The more different suppliers a firm has, the greater control it can exercise over suppliers in terms of price, quality, and delivery schedules.

Basic Axes in Explaining Differentiation:

Explaining Differentiation based on the organizations practices.

The superior goal from applying the differentiation standards in the modern organizations is to make developmental move and a leap in the institutional performance, helping the leaders in acquiring a separations to achieve efficiency and excellence in performance to reach the global level. (Gazi, 2014, p. 8).

Explaining Differentiation based on the organizations over performing other organizations.

This concept indicates to an integrated system for the results of the organization's work, in light of its interacting with its internal and external environment's elements, which leads to positive superiority over other organization's to reach its goals. (Al-Rashaydeh, 2007, p. 11).

Explaining Differentiation through achieving performance exceeds the customer's expectations:

This concept indicates to the total efforts exerted by the service organizations to determine the customers' expectations about the services in order to improve and develop the performance of these services to provide services exceed those expectations and make the organization a model to follow. (Abdalfat'ah, 2004, p. 116).

Motives for Differentiation Performance:

In the modern era, organizations adopt administrative thought for differentiation, so they respond to many supporting forces for differentiation.

Generally, it is possible to determine the most important supporting forces:

Rapid and constant change.

Beardless competition.

Increasing feeling about quality.

Information Technology Leap.

Management in the differentiated organizations should be able to: (Gazi, 2014, p. 11).

Committee to applying strategies related to managing technology resources.

Participating in selecting and evaluating the alternative and new technological resources to fit with the organization's purposes and initiatives.

The optional use of the available technological resources.

## Types of the Institutional Differentiation:

### Related previous studies:

(Saif , 2014). This study examines the experiences of health administration colleges in the application of service quality standards and the effect of those standards on student satisfaction. A questionnaire was used for data collection. The questionnaire was distributed to 490 students in four colleges, and the Statistical Package for Social Sciences was used for data analysis. The study produced several findings, including that health administration colleges are applying quality service standards at medium levels and that applied quality service standards affect student satisfaction levels. This study makes a set of recommendations to health administration colleges to improve the implementation of quality standards, which will ensure continuous improvement and student satisfaction.

(AL-Gharaibeh & Malkawi , 2013) study that aimed to identify the impact of management information systems (MIS) on the performance of governmental organizations, Jordanian Ministry of Planning – case study, a sample consisted of 77 employees in the ministry, the study found: there is no impact of hardware and software equipment on the performance of governmental organizations, there is a significant impact of networks, individuals and procedures, and management information system as a whole on the performance of governmental organizations. At the end researchers recommended the ministry updating MIS continuously, engaging employees in building systems, and train then on the system.

(Al-Mamary; Shamsuddin; Aziati, 2013) study that provide a better and clearer understanding of technology adoption and information system success in managerial decision making by reviewing current literature. Data are the lifeblood of today's organizations, and the effective and efficient management of data is considered an integral part of organizational strategy. Successful organizations should collect high quality data which will lead to high quality of information. For a successful and effective managerial decision making, it is necessary to provide accurate, timely and relevant information to decision makers. Management Information System is type of information systems that take internal data from the system and summarized it to meaningful and useful forms as management reports to use in managerial decision making. Management information system improves information quality and subsequently affects on managerial decision-making.. The expected outcome of this study is propose integrated model for MIS and managerial decision making.

(Tanwar, 2013) study aimed to discuss Porter's generic competitive strategies, basically, strategy is about two things: deciding where you want your business to go, and deciding how to get there. A more complete definition is based on competitive advantage, the object of most corporate strategy: "Competitive advantage grows out of value a firm is able to create for its buyers that exceeds the firm's cost of creating it. Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits or providing unique benefits that more than offset a higher price. There are two basic types of competitive advantage: cost leadership and differentiation." Michael Porter Competitive strategies involve taking offensive or defensive actions to create a defensible position in the industry. Generic strategies can help the organization to cope with the five competitive forces in the industry and do better than other organization in the industry. Generic strategies include 'overall cost leadership', 'differentiation',



and 'focus'. Generally firms pursue only one of the above generic strategies. However some firms make an effort to pursue only one of the above generic strategies. However some firms make an effort to pursue more than one strategy at a time by bringing out a differentiated product at low cost. Though approaches like these are successful in short term, they are hardly sustainable in the long term. If firms try to maintain cost leadership as well as differentiation at the same time, they may fail to achieve either.

(Al-Foqaha, 2012) " Adopting the Differentiation Strategies in Learning and Teaching and its Role in Achieving the Sustainable Competitive Advantage of the Higher Education Institution" study aimed at investigating the role of adopting the differentiation strategies in teaching and learning and in achieving the sustainable competitive advantage in the higher education institutions, the study considered the competitive advantage of the educational institutions stems from the impact it makes at the students level, the employee, and the institution. The study was based on the assumption that developing the differentiation strategies in the learning and teaching and implementing them considers an important and vital pre-request to achieve the sustainable competitive advantage in the higher education institutions. The study reviewing the theoretical literature ,and depending on the experiment of al-Naja national university, since it has a distinguish experiment in the differentiation field in teaching and learning.

The study reached a number of results, the most important is that there is a strong correlation between adopting the differentiation strategies in teaching and learning , and between achieving the sustainable competitive providing the students with a distinguish educational experiment, and supporting the teaching staff to be able to perform according the desired quality standards, and providing the supporting studying environment for creativity and diversification designing the educational activities that enhance creativity and critical thinking of all of those involved in the educational process.

There will be benefit from this study in writing about the organizational differentiation and in building the study's questionnaire as the study instrument relating to the dependent variable.

(Al-Anzi, 2011) "Impact of Using Administrative Information Technology Systems on Services Quality Provided by Tabook University from Employees and the Students Point of View" study aimed to know the impact of using information technology systems on the services quality provided in Taboak university from the employees and the students point of view: an applied study. A questionnaire has been designed and developed for the purpose data collection, a simple random sample was selected from the employees in the university , their number was (426) employee, and a simple random sample of students was selected consisted of (244) students.

The study reached a set of results, the most important: the employee perceptions in Tabook university about using the administrative information technology systems were at high level, and the presence of impact of the dimensions of using the administrative information technology systems on the quality of the services provided by t he university, and the dimensions of using the administrative information systems explain (46.9%) of the variance in the services quality provided by the university.

There will be benefit from this study in writing about information technology systems and in building the study instruments which is the questionnaire.

(Krishnaveni and Meenakumari, 2010) study aimed to show usage of ICT for information administration in higher education Institutions – A study A good higher education system is required for overall prosperity of a nation. A tremendous growth in the higher education sector had made the administration of higher education institutions complex. Many researches reveal that the integration of ICT helps to reduce the complexity and enhance the overall administration of higher education. This study has been undertaken to identify the various functional areas to which ICT is deployed for information administration in higher education institutions and to find the current extent of usage of ICT in all these functional areas pertaining to Information administration. The various factors that contribute to these functional areas were identified. A theoretical model was derived and validated.

(Davied, 2009) "Management Information Systems And Strategic Performance: The Role Of Top Team Composition" study aimed to analyzing the role of the top management team in the relation between the administrative information and the strategic performance. The study used survey data collected from (92) top managements teams to analyze the different compositions of the team and its interaction with the advanced administrative information systems, and this interaction will affect the strategic performance which focuses on reducing the cost and increasing flexibility. The study results showed how the administrative information systems influence the strategic performance by focusing on flexibility), since the influence was moderate through the diversification in the top management teams. The researcher will benefit from this study in writing about information systems technology.

(Mitchell & Zmud, 2009) study "The Effect of Coupling IT and work process Strategies in Redesign process"

The study used data collected from three groups of respondents: project managers, directors of the information technology, and the process users in (43) projects to re-design the process in health care industry in the United States.

Study results indicated that the project performance improved greatly with the link between the works processes strategies, information technology when executing the creative processes, and weakly improves when linking the strategies when executing the traditional processes, and coordinating the enabling information technology for change.

The project team which is re-designed should understand in what context information technology sources should be employed.

(Dawson & Mahdi , 2007) study "the introduction of IT in the Commercial Banking sector of Developing Countries: Voices From Sudan".

The study aimed to investigate the influence of the technological change process on the decision makers and their attitudes in the commercial banks.

The study reached the need for the general directions working in the banks and the directors of information technology divisions to cooperate on making information technology strategies, providing the financing sources and the workers to achieve success.

Also, the study reached the necessity for replacing the manual traditional works by computerized systems to face the challenges from the external environment and from it.

(Al-Joubory, 2007) "Exploring the Impact of Information Technology on ais" study aimed at exploring and determining the material transformations in the structure of the resulting accounting information systems from using information technology, since the developments in the data processing technology have led to a real transformation close to the revolution in the methodologies, methods and quality of designating the accounting information systems, also, the extensive employment of information technology in the accounting information systems has led to the creation and finding the un-traditional processing methods and communication channels and models to deliver the accounting information there are a group of logical reasons standing behind considering information technology as a variable for critical design to build modern accounting information systems such as the competitiveness advantages which became under the efficient adoption and usage of information technology especially in cost reduction fields, maximizing profitability of the business organizations. A questionnaire was designed and distributed to more than (388) accountants and executive managers in departments with direct relation with accounting information systems work.

The most important results were that the use of the technology has established new methodological foundations in designing the accounting information systems the researcher will benefit from this study in writing the theoretical frame relating to the study topic and in building the study instrument which is the questionnaire.

e competition.

(Hedelin & Allwood, 2002) study " IT and Strategic Decision Making"

This study aimed to know factors influencing the use of information technology when making the decision at work, the study questionnaire has been distributed to a sample consisted of (41) executive director from public and private institutions and companies in Sweden.

The study reached that weak knowledge management considers one of the prominent obstacles for supporting the decision making process.

In addition to other obstacles such as difficulty of reach, accuracy, trust in the extracted information from information technology systems.

Also, these systems do not help in providing the necessary social interaction to make the decision.

## Chapter Three

### Research Methodology

Methodology of the Study:

The study will follow the disruptive analytical method through describing the study population and analyzing the data in the questionnaire, which its validity and stability indicators will be confirmed.

Data collection sources:

The primary data is collected from the study sample individuals through the questionnaire.

Secondary data: the researcher will refer to the previous studies published in the conferences, and the journals in the research topic, in addition to the books, reports and electronic sites.

Study instrument: the researcher will used the questionnaire as the study instrument for data collection specific to the study.

Study population: study population consists of all of the users in the Arab Open University. From employees, their number is (120) male and female users. 120 questionnaire were distributed and return 93 questionnaires by 77.5%.

Study sample: the study sample will be determined after conducting a comprehensive survey of the study population to be representative of the study population, to reach (200) male and female users.

### Measuring the Instrument Validity:

The face validity will be confirmed to test the extent of the questions change from the variables set to measure them through introducing the questionnaire to a group of specialized arbiters and academics in the administrative information systems field.

By conducting the relevant modification based on their notes before setting it in its final form.

While confirming the questionnaire's stability was through calculating Cronbach Alpha coefficient by applying the questionnaire to a pioneering sample from outside of the study (50) individuals, then extracting stability coefficient, then distributing the questionnaire after the modification based on (a) test on all of the study sample individuals.

Table (1) shows reliability of the study variables

Table (1): Reliability of the study variables

Cronbach Alpha	variables
0.725	Material Element
0.840	Common Data Bases
0.793	Communication Networks
0.606	Information Technology Systems
0.707	Resources
0.852	Plans
0.859	Programs



0.838	Methods of Practicing Differentiation
0.822	Methods of building the differentiation sector
0.948	Organization Different

Table (1) shows that the reliability of the variables was at a high degree.

#### Methods of the Statistical Analysis:

The researcher depended in this study on a group of statistical methods to test the validity of the study hypotheses, and achieving its goals as follow.

Testing the questionnaire's stability by using the statistical indicator (Cronbach Alpha) to confirm the internal stability and consisting for the clauses used in the study instrument.

Testing the uni-variance analysis fro the validity of the study hypotheses relating to testing the impact of information technology systems on the organizational differentiation in the Arab Open University.

And describing the qualitative data by using the mean standard deviations and the weighted means, the ranks to confirm the validity of the study questions.

## Chapter Four

### Findings of the study

In this chapter the researcher will illustrate the finding of the study.

Study sample variables

Table (2): Frequency and percent for gender

Percent %	Frequency	Gender	
63.4	59	Male	1
36.6	34	Female	2
93	42	Total	

Table (2) shows that the percent of male was (63.4) and the percent for female was (36.6). and we can explain that through that the Arab University tends to employ males more than females according to the employment policies adopted by the university, and because of the nature of the work.

Table (3): Frequency and percent for age

Percent %	Frequency	Age	
2.2	2	Less than 18-24 years	1
31.2	29	25-35 Years	2
30.1	28	36-44 years	3
36.6	34	more than 45 years	4
100.0	93	Total	

Table (3) shows that the higher percent was for (more than 45 years) that forms the percentage (36.6) and the less percent was for female was (Less than 18-24 years) that forms percentage (2.2). And we can explain that through the Amman Arab University employ from middle and old ages, which shows that the Amman Arab University depends on older individuals with experience.

Table (4): Frequency and percent for Scientific Qualification

Percent %	Frequency	Scientific Qualification	
9.7	9	Higher Diploma	1
32.3	30	Bachelor	2
19.4	18	Master	3
38.7	36	PHD	4
100.0	93	Total	

Table (4) shows that the higher percent was for (PHD) that forms the percentage (38.7) and the less percent was for female was (Higher Diploma) that forms percentage (9.7). And we can explain that though the table showed that the percent of those with (PHD) and (Master) and (Bachelor) higher percent, which main that the Amman Arab University tends to employ those the individuals with (PHD) (Master) and (Bachelor) degrees, in accordance with the university academic work.

Table (5): Frequency and percent for Professional Experience

Percent %	Frequency	Professional Experience	
23.7	22	Less than 5 years	1
20.4	19	6-10 years	2
23.7	22	6-10 years	3
32.3	30	more than 16 years	4
100.0	93	Total	

Table (5) shows that the higher percent was for (more than 16 years) that forms the percentage (32.3) and the less percent was for female was(6-10 years) that forms percentage (20.4).

The table shows that the employees have higher experience, which means that Amman Arab University depends on the employees who have higher experiences en the university who are able to perform their tasks appropriately.

Table (6): Frequency and percent for Professional

Percent %	Frequency	Professional	
3.2	3	Manager	1
4.3	4	Assistant manager	2
14.0	13	Head of Department	3
36.6	34	Employee	4
41.9	39	Academic Staff	5
100.0	93	Total	

Table (6) shows that the higher percent was for (Academic Staff) that forms the percentage (41.9) and the less percent was for female was (Manager) that forms percentage (3.2).

Descriptive statistics:

The results for the first question: What is the impact of information technology systems on the organizational differentiation in the Arab Open University.

Information technology systems:

Table (7): destructive statistics for the independent variables

Std. Deviation	Mean	Maximum	Minimum	Variable
.47907	4.1828	5.00	3.00	Material
.57006	3.9337	5.00	2.50	Databases
.60260	3.7778	5.00	2.00	networks

Table (7) shows that data analyses distributed normally , which mean the model that used in the study for the dependent and independent was relevant for the study objective which shows the high means of the independent variable dimensions (4.1828, 9.337, 3.7778) there all came at high degree.

Table (8): destructive statistics for the dependent variables

Std. Deviation	Mean	Maximum	Minimum	Variable
.57852	3.9319	5.00	2.67	resources
.92798	3.5161	5.00	1.00	Plans
.76843	3.8530	5.00	1.67	programs
.59488	3.8065	5.00	2.00	method differentiation
.73536	3.7500	5.00	1.00	Method build differentiation

Table (8) shows that data analyses distributed normally, which mean the model that used in the study for the dependent and independent was relevant for the study objective which shows the high means of the dependent variable dimensions (3.9319 , 3.5161, 3.8530, 3.8065, 3.7500) there all came at high degree

Table (9): Model summary for First Hypothesis

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.39109	.547	.562	.750a	1

a. Predictors: (Constant), networks, material, databases

And to show the deference's for the impact of information technology systems on the organizational differentiation in the Arab Open University

, we use One Way Anova.

Table (10): One Way Anova to the impact of information technology systems on the organizational differentiation in the Arab Open University

ANOVA<sub>b</sub>

Sig.	F	Mean Square	df	Sum of Squares	Model
.000a	38.063	5.822	3	17.465	Regression 1
		.153	89	13.612	Residual
			92	31.077	Total

a. Predictors: (Constant), networks, material, databases

b. Dependent Variable: organization differentiation differentia financing

From table (10) (f) value was (63.063) at significance level (0.000) . and to know the deference's between the variables it was extracted the coefficient.

Table (11): coefficient for the impact of information technology systems on the organizational differentiation in the Arab Open University

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model
		Beta	Std. Error	B	
.781	.279		.374	.104	(Constant) 1



.002	3.272	.291	.108	.353	material
.121	1.566	.147	.096	.150	databases
.000	4.961	.444	.086	.428	networks

From table (11) it was seen that (B) coefficient was less than (0.002) that shows there is an the impact of information technology systems on the organizational differentiation in the Arab Open University.

First Sub- Hypothesis : There is no impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University..

Table (12): Model summary for First Sub- Hypothesis

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.46543	.444	.463	.680a	1

To show the deference's for the impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University, we use One Way Anova.

Table (13): One Way Anova to the impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University

Sig.	F	Mean Square	Df	Sum of Squares	Model
.000a	25.537	5.532	3	16.596	Regression 1
		.217	89	19.280	Residual
			92	35.876	Total

From table (13) (f) value was (25.537) at significance level (0.000) . and to know the deference's between the variables it was extracted the coefficient.

Table (14): coefficient for the impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model
		Beta	Std. Error	B	
.497	.682		.445	.303	(Constant) 1
.030	2.202	.217	.129	.283	material
.203	1.282	.134	.114	.146	databases
.000	4.471	.443	.103	.460	networks

From table (14) it was seen that (B) coefficient was less than (0.030) that shows there is an impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University.

Second Sub- Hypothesis There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University..

Table (15): Model summary for Second Sub- Hypothesis

Std. Error of the Estimate	Adjusted R Square	R Square	R	Model
.43689	.461	.478	.692a	1

And to show the deference's for the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University, we use One Way Anova.

Table (16): One Way Anova to the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University

Sig.	F	Mean Square	Df	Sum of Squares	Model
.000a	27.190	5.190	3	15.569	Regression 1
		.191	89	16.987	Residual
			92	32.557	Total

From table (16) (f) value was (27.190) at significance level (0.000) . and to know the deference's nce's between the variables it was extracted the coefficient.

Table (17): coefficient for the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model
		Beta	Std. Error	B	
.599	.527		.418	.220	(Constant) 1
.001	3.494	.339	.121	.422	material
.251	1.155	.119	.107	.124	databases
.000	3.667	.358	.096	.354	networks

From table (17) it was seen that (B) coefficient was less than (0.001) that shows there is an impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University.

Third Sub- Hypothesis There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University..

Table (18): Model summary for First Sub- Hypothesis

Std. Error of the Estimate	Adjusted R Square	R Square	R
.54337	.454	.472	.687a

And to show the deference's ns's for the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University, we use One Way Anova.

Table (19): One Way Anova to the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University

Sig.	F	Mean Square	df	Sum of Squares	Model
.000a	26.500	7.824	3	23.472	Regression 1
		.295	89	26.278	Residual
			92	49.750	Total

From table (19) (f) value was (26.500) at significance level (0.000) . and to know the deference's nce's between the variables it was extracted the coefficient.

Table (20): coefficient for the impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model
		Beta	Std. Error	B	
.341	-.957		.519	-.497	(Constant) 1
.014	2.497	.244	.150	.375	material
.129	1.532	.158	.133	.204	databases
.000	4.142	.407	.120	.497	networks

From table (20) it was seen that (B) coefficient was less than (0.14) that shows there is an impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University.

## Chapter Five

### Discussion, Conclusion and Recommendations

In this chapter the researcher will discuss the findings of the study and show the recommendation:

#### Discussion

First Hypothesis What is the impact of information technology systems on the organizational differentiation in the Arab Open University

From table (11) it was seen that (B) coefficient was less than (0.002) that shows there is an the impact of information technology systems on the organizational differentiation in the Arab Open University.

It is possible to explain that through the effective use of information technology systems with its material elements and common data bases, communication network have clear effect on creating the organizational differentiation in the open Arab university, since the occurring development in the technology field has contributed to creating development in all fields and organizations including the universities which were able through the optimal use of technology to improve the work environment in the universities in its different elements, which confirms the importance of information technology in the creation of organizational differentiation in the open Arab university.

First Sub- Hypothesis : There is no impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University.

From table (14) it was seen that (B) coefficient was less than (0.030) that shows there is an impact of statistical significance at significance at the importance level ( $\alpha=0.05$ ) of the material elements on the organizational differentiation in the Arab Open University.

It is possible to explain that through employing the material elements information technology this considers an important issue, since the modern tools help in data organization and coding, and making a qualitative move in organizing databases, also improving the work environment in the university, through the presence of relevant and developed material equipments to fit with the taking place development in the technological development field which reflected on all life fields, the situation which makes the work in the university in alignment with the differentiation requirements which enables the university to achieve the organizational differentiation.

Second Sub- Hypothesis There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University..

From table (17) it was seen that (B) coefficient was less than (0.001) that shows there is an impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication databases on the organizational differentiation in the Arab Open University.

It is possible to explain that through the presence of common data bases, this leads to the creation of relevant qualitative move in the university and facilitates the university work, exchange on information between the employees in the university, and leads to ease of reaching information between the different levels in the university,



and helps in keeping and storing data, and developing the work in the university which improve its performance and achieving the organizational differentiation which became a standard through which it is possible to measure the extent of these universities development, progress and achieving differentiation.

Third Sub- Hypothesis There is no impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University..

From table (20) it was seen that (B) coefficient was less than (0.14) that shows there is an impact of statistical significance at significance level ( $\alpha=0.05$ ) of the communication networks on the organizational differentiation in the Arab Open University.

It is possible to explain that through the communication webs in the frame of information technology systems, they have great effect on creating organizational differentiation, since the developed communication webs work to facilitate information transfer between the employees in the university, which provides information just-in-time, at less cost and time, also work for improving service introduction to those who require it of the beneficiaries form the universities services to develop the work environment in the universities leading to making the desired change and the creation of the organizational differentiation in the university.

### Recommendations:

In light of the study results, the researcher recommends the following:

The necessity for following-up the technological developments in the field of information systems quality, and the interest and care for using the modern devices and developed of work, because of their positive effect in creating the organization differentiation.

The necessity to engage the employees in the process designing and developing information systems, though trained them, because of their effect on improving the employees performance and the university development.

The necessity for the university that its management should have available a level of commitment, materializes in achieving the organizational differentiation through the workers and developing their skills, providing the clear strategic vision for the organization and its goals.

The work to conduct more studies addressing the relationship between information technology and other variables.

## List of References:

Al- Anzi, L. (2011). Impact of using administrative information technology systems on services quality provided by Tabook university from employees and the students point of view. Unpublished master thesis mu'ta university, Al- Karak, Jordan.

Al- Foqaha, S. (2012). Adopting the differentiation strategies in learning and teaching and its role in achieving the sustainable competitive advantage of the higher education institution, Al- Najah National University. Case Study. A research introduced to the first Arabic conference “ Higher Education Strategies and Planning the Human resources , Held by the Arab organization for the administrative Development in Cooperation with Al- Hashimiyah University and Cairo university and Arab universities union, during the period 24-26 April (2012) in – Al-Hashemiya University – Jordan.

Al joubory, A. (2007). Exploring the impact of information technology on ais, Dirasat administrative Sciences, 34(2). p. 470.

Arouet, F. (2009). Competitive advantage and the new higher education regime. Entelequia. Revista Interdisciplinar, 10, Otoño, pp. 21-35. Retrieved Jan. 15, 2012, from:

<http://www.eumed.net/entelequia/es.art.php?a=10a0>

David, N. (2009). Management Information Systems and Strategic Performance: The Role of Top Team Composition, International Journal of Information Management. 29(2), pp. 104-110.

Elliott, G. (2004). Global Business Information Technology- An Integrated Systems “Approach”, Addison- Wesley

Elloumi, F. (2004). Value Chain Analysis: a strategic approach to online learning, in Theory and Practice of Online Learning." Chapter 3, Athabasca University.

Gilbert, A. (2001). The idea of a university: Enterprise or academy." Manning Clark Symposium. Retrieved Jan. 11, 2012, from: <http://www.unimelb.edu.au/vc/present/manningclark.pdf>

Khan, H., & Matlay, H. (2009). Implementing service excellence in higher education. Education & Training,51(8/9), pp.769 – 780.

Shaib, B., & Khaloat, A. (2012). Impact of Applying Information Technology on achieving the modern organization pioneering. A study introduced to 17th international conference of the economic sciences faculty, and management university, Temesan. Entitle "Innovation and its role in raising the performance of the modern organizations, and its relation to the organizational change.

Dawson, P., & Mahdi, M. (2007). The Introduction of IT in the Commercial Banking Sector of Developing Countries: Voices from Sudan", Journal of Information Technology & People ,Vol.20,No.2, pp. 184-204.

Hedelin, L., & Allwood, C. (2002) , IT and strategic decision making, Industrial management & Data systems, 102 (3). On line- Available: file: //A Emerald. Host: Htm.

Loudon, K., & Loudon, J. (2002). Essentials of Management Information Systems. 3rd ed., Upper Saddle river, New Jersey: Pearson Education.

Marchany R. (2002). Seven-Step IT Risk Assessment, IIA, Vol 5, March 1, p1,online available: [www.Theiia.org](http://www.Theiia.org)

Loudon, C. & Loudon, J. (2002). Essentials of Management Information Systems. 3rd ed., Upper Saddle river, New Jersey: Pearson Education.

Marchany R. (2002). Seven-Step IT Risk Assessment, IIA, Vol 5, March 1, p1,online available: [www.Theiia.org](http://www.Theiia.org)

Mitchell, L., & Zmud, W. (2009). The Effects of Coupling IT and Work Process Strategies in Redesign Projects, Organization Science: A Journal of the Institute of Management Sciences, 10 (4), pp.424-438.

Loudon, C., & Loudon, J. (2006). Management Information System. Ninth d, Upper Saddle River , New Jersey: Pearson Education.

O' brien, J. (2006). Management Information systems. 7th Ed., New York: McGraw – Hill.

Standen , J. (2004) . The EFQM Excellence Modil, p4 .

Wheel, H. (1998). Strategic management and business policy, Entering the 20th, century global society , p.28.

Ajaif, M. (2008). Culture of Excellence in Some Semi Government Organization in Dubai, Paper for Quality Congress Middle East2 Responsibilities: Challenges & Strategies , Dubai : e-TQM College ,p.227 .

Borghini ,E. (2013). Framework for the study of relationships between organizational characteristics and organizational innovation" the journal of creative Behavior ,vol ,31,No ,1 pp.226-289 .

Daft, R. (2000). Management, The Dryden press, New York.P22

Hughes , A. (2003). The Customer Loyalty Solution : What Works (and What Doesn't) in Customer Loyalty Programs, McGraw-Hill, U.S.A. , p.22 .

Al-Rshaydeh, N. (2007). The Differentiated Institutional Performance Concept of the Educational Leaders in South District and Building and Evaluative Model. Doctorate Dissertation. Jordan, p. 11.

Al-Salem, M. (2005). Thoughts in the Contemporary Management, The Arabic organization for Administrative Development; Cairo, p.38.

Al-Teejani, H. (2007). The Development Model and the Standards Guide for the Categoires Abu-Thabi Award for the Excellent Public Performance. Abu-Thabi, UAE.

Al-Selmi, A. (2001). Human Resources Management", Cairo: Dar Ghareeb for Printing, Publication and Distribution. Arab Egypt Republic.

Tanwar, R. (2013). Porter's Generic Competitive Strategies IOSR Journal of Business and Management, 15(1), pp. 11-17.

Al-Sayed, R. (2007). Excellence Habits of the Individuals with High Adminstrative Skills. The Arab company for marketing and supply. Cairo, Egypt.

Al-Sairafi, M. (2009). Adminstrative Excellence of the workers in the Education sector. Alexandria, Horas international establishment for distribution and publication, p. 7.

Al-Awaysheh, A. (2006). Attitudes of the Workers in the Jordanian public sector towards king Adbulla the second award for the public performance excellence and transparency. Unpublished Master Thesis, Amman, University of Jordan, P. 30.

Al-Naimi, M., Abd Al'al & Swais, R. (2008). Achieving Accuracy in Quality Management: Concepts and Practices. Dar Al-yazoori for Publication and Distribution, Amman, Jordan, pp.43-54.

Saif, N. (2014). The Effect of Service Quality on Student Satisfaction: A Field Study for Health Services Administration Students, International Journal of Humanities and Social Science 4(8), pp. 171-182.

AL-Gharaibeh, M., & Malkawi, M.. (2013). The Impact of Management Information Systems on the Performance of Governmental Organizations- Study at Jordanian Ministry of Planning, International Journal of Business and Social Science, 4(7), pp. 101-109.

Al-Mamary, Y., Shamsuddin, A., & Aziati N. (2013). The Impact of Management Information Systems Adoption in Managerial Decision Making: A Review, Management Information Systems, 8(4), pp. 10-17.

Krishnaveni, R., & Meenakumari, J. (2010). Usage of ICT for Information Administration in Higher education Institutions – A study, International Journal of Environmental Science and Development, 1(3), pp. 282-286.

Balhadi, S. (2007). Developing Administrative Excellence in the Administrative Performance between the Leaders and the Subordinates. Unpublished Master Thesis. Political Sciences Division and the International Relations, Algeria University, p. 61.

Tawfeeq, A. (2008). Administrative Excellence and the Leadership Effectiveness. Cairo, Center of Professional Experiences. P.6.

Joadeh, M. (2008). Managing Total Quality in the General Police Departments, Second edition. Arabic Organization for the Administrative Development. Cairo, Egypt.

Zayed, A. (2007). organizational Performance the way to the Excellent Performance. Arabic Organization for the Administrative Development. Cairo, Egypt. p. 6-17.

Abdelfatah, I. (2004). Effect of training on excellence in performing the service. Unpublished Master Thesis. Ain Shams University, Cairo, Egypt. p. 116.

Ghazi, A. (2014). The Applied Practices of the Resources and Partnership Standard As one of the Enablers to achieve the Institutional Excellence. Journal of Successful Leader, Excellence series, No.3, pp. 8-12.

Yaseen, S. (2008). Strategic Management, Dar Al-yazoori Al-Ilmiya, Riyadh, Kingdom of Saudi Arabia.



## Appendices

Appendix (1)

Questionnaire



جامعة عمان العربية

The Impact of Information Technology Systems on the Organizational

Differentiation in the Arab Open University Questionnaire

Dear participant, this questioner is adapted for the purpose to figure out to what extent information technology impact your organizational differentiation. The researcher is conducting the study to accomplish the master degree.

Kindly note that your responses shall be as follows: (Strongly agree- agree- neutral- disagree- Strongly disagree)

عزيزي المشارك، تهدف هذه الاستبانة لدراسة مدى أثر استخدام نظام تكنولوجيا المعلومات على التميز التنظيمي. هذه الدراسة لغاية الحصول على درجة الماجستير.

ملاحظة: الإجابة ستكون (موافق بشدة، موافق، محايد، غير موافق، غير موافق بشدة).

Thank you for your cooperation.

شاكراً لكم حسن تعاونكم

The researcher

Salem Al-Hourani

## Part one: demographic Variables: المتغيرات الديموغرافية

Gender: الجنس

Male ذكر  Female أنثى

Age: العمر

Less than 18-24 years  25-35 Years

36-44 years  more than 45 years

3. Scientific Qualification: المؤهل العلمي

Higher Diploma دبلوم عالي  Bachelor بكالوريوس

Master ماجستير  PHD دكتوراه

4. Professional Experience: سنوات الخبرة

Less than 5 years  6-10 years

11-15 years  more than 16 years

5. Professional Title: المستوى الوظيفي

Manager مدير  Assistant manager مساعد مدير

Head of Department رئيس قسم  Employee موظف

Academic Staff أكاديمي

## Part Two: Questionnaire's Clauses:

Please put the sign (✓) in front of each clause to show the extent of its correspondence to you according to degrees scale to the right of the page.

## Information Technology Systems:

نظم تكنولوجيا المعلومات

## Material Element:

العناصر المادية

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					<p>The university seeks to make computer use as a basic role in accomplishing its internal and external processes</p> <p>تسعى الجامعة لجعل استخدام الحاسوب دورا أساسياً في إنجاز عملياتها الداخلية والخارجية</p>	1.

					<p>The university has the required devices to present data and information</p> <p>يوجد في الجامعة الأجهزة اللازمة لتقديم البيانات والمعلومات</p>	2.
					<p>The devices and the equipments in the university help the university to improve the quality of the introduced data</p> <p>تساعد الأجهزة والمعدات في الجامعة على تحسين نوعية البيانات المقدمة</p>	3.
					<p>The devices and the equipments in the university help in reducing the service time</p> <p>تساعد الأجهزة والمعدات في الجامعة على تقليل زمن الخدمة</p>	4.

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					The university provides the needed devices in the computer laboratories for the student  تقوم الجامعة بتوفير الأجهزة اللازمة في مختبرات الحاسوب للطلبة	5.
					The university seeks to develop the used devices and the equipments when needed  تسعى الجامعة لتطوير الأجهزة والمعدات المستخدمة كلما دعت الحاجة إلى ذلك	6.

## Common Data Bases:

قواعد البيانات المشتركة:

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	الرقم No.
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة Statement
					1. The organized databases work to solve the existing problems in the university تعمل قواعد البيانات المنظمة على حل المشكلات الموجودة في الجامعة
					2. The university has databases that help in providing the relevant service to the students يوجد لدى الجامعة قواعد بيانات تساعد في تقديم الخدمة المناسبة للطلبة
					3. The university has databases that help in identifying the students needs يوجد لدى الجامعة قواعد بيانات تساعد في التعرف على حاجات الطلبة

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					The university has data bases facilitate data analysis to benefit from it يوجد لدى الجامعة قواعد بيانات تسهل تحليل البيانات للاستفادة منها	4.
					The databases are updated through to benefit from the new software يتم تحديث قواعد البيانات للاستفادة من البرمجيات الحديثة	5.
					There is a special department for databases in the university to refer to when there is a need for the data bases back up. يوجد قسم خاص لقواعد البيانات في الجامعة لرجوع إليها وقت الحاجة	6.

## Communication Networks:

شبكات الاتصال:

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					The university has automated system which helps in information exchange between the different departments يتوافر لدى الجامعة نظام إلكتروني يساعد في تبادل المعلومات بين الأقسام المختلفة	1.
					The university has automated system to communicate with individuals يتوفر لدى الجامعة نظام إلكتروني للتواصل مع الأفراد	2.



غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					The university has automated system helps it in communicating with other university working in the same field يتوفر لدى الجامعة نظام إلكتروني يساعدها على التواصل مع الجامعات الأخرى التي تعمل في نفس المجال	3.
					The university has an automated system helps it to know the needs of the individuals in it يتوافر لدى الجامعة نظام إلكتروني يساعدها في التعرف على حاجات الأفراد فيها	4.
					The automated system in the university helps in improving the level of the introduced service يساعد النظام الإلكتروني في الجامعة على تحسين مستوى الخدمة المقدمة	5.
					The automated system in the university updates when there is a need for that. يتم تحديث النظام الإلكتروني في الجامعة كلما دعت الحاجة إلى ذلك	6.

### Organization Differentiation:

التميز التنظيمي:

Differentiation financing: (Sources, plans, programs)

(الموارد، الخطط ، البرامج) :تمويل التميز

Resources:

موارد

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					The top management in the university takes in charge of the human resources process تتولى الإدارة العليا في الجامعة عملية إدارة الموارد البشرية فيها	1.
					There is an environment in the university which encourages communications and direct contact with the subordinates يتوفر في الجامعة بيئة تشجع على الاتصال والتواصل المباشر مع المرؤوسين	2.
					The university recruits human resources when there is a need for that يتم رفد الجامعة بالموارد البشرية كلما دعت الحاجة إلى ذلك	3.

Plans:

الخطط:

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					There are special departments in the university work to formulate the university's strategic plans توجد أقسام خاصة في الجامعة تعمل على صياغة الخطط الاستراتيجية للجامعة	1.
					Subordinates Contribute in decision making process in the university يساهم المرؤوسون في عملية اتخاذ القرار في الجامعة	2.

## Programs:

البرامج:

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	الفقرة Statement	الرقم No.
					The university environment distinguished by employees support and their loyalty to the university تنتم بيئة الجامعة بدعم العاملين وولائهم للجامعة	1.
					Employees in the university have strong confidence that reflects there loyalty توجد لدى العاملين في الجامعة قناعة قوية تعكس توجهاتها والولاء لها	2.
					Top management work to provide the required programs to develop the performance in the university. تعمل الإدارة العليا على توفير البرامج لتطوير الأداء في الجامعة.	3.

## Methods of Practicing Differentiation:

طرق ممارسة التميز

غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					The university conducts surveys to know the different needs of its clients تقوم الجامعة بإجراء استطلاعات للتعرف على حاجات المراجعين المتنوعة.	1.
					Services processes are providing subject to continuous control and improvement تخضع عمليات تقديم الخدمة إلى عمليات ضبط وتحسين مستمرين	2.
					The University depends on the modern technological methods in providing the services تعتمد الجامعة على الوسائل التكنولوجية الحديثة في تقديم الخدمة	3.

					Service delivery procedures are characterized by speed and convenient تتسم إجراءات تقديم الخدمة بالسرعة والراحة	4.
					The university control of its facilities to improve service delivery mechanisms تقوم الجامعة بالرقابة على مرافقها لتحسين آليات تقديم الخدمات	5.
					The university has sufficient resources to cover all its needs تتوفر في الجامعة موارد كافية لتغطية كافة احتياجاتها	6.
					The university conducts periodic and regular follow-up about the costs of services تقوم الجامعة بمتابعة دورية ومنتظمة لتكاليف خدماتها	7.

## Methods of building the differentiation sector:

طرق بناء قطاع التميز


غير موافق بشدة Strongly Disagree	غير موافق Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly agree	الفقرة Statement	الرقم No.
					<p>The university works to transform the data and information in scientific ways to benefit from it in attaining the knowledge</p> <p>تعمل الجامعة على تحويل البيانات والمعلومات بطرق علمية للاستفادة منها للحصول على المعرفة</p>	1.
					<p>The University has sufficient knowledge of the type of external and internal communications to coordinate the tasks associated with work</p> <p>تمتلك الجامعة المعرفة الكافية لنوع الاتصالات الخارجية والداخلية لتنسيق المهام المرتبطة بأعمالها</p>	2.

					<p>The university uses information technology to find cognitive solutions</p> <p>تستخدم الجامعة تكنولوجيا المعلومات لإيجاد حلول معرفية</p>	3.
					<p>The university works to encourage discussions between employees to invest the intellectual energies.</p> <p>تشجع الجامعة على عمل نقاشات بين الموظفين لاستثمار طاقتهم الفكرية</p>	4.



## Appendix (2)

## Mission facilitating letter



جامعة عمان العربية  
AMMAN ARAB UNIVERSITY

---

Reference:  
Date :

الرقم :  
التاريخ :

### نموذج تسهيل مهمة

التاريخ: 2016/12/6

الكلية: الاعمال

البرنامج: ماجستير

المملكة الأردنية الهاشمية

السادة: الجامعة العربية المفتوحة

اسم الطالب: سالم أحمد الحوراني

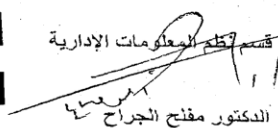
التخصص: نظم المعلومات، الإدارية

**عنوان الرسالة:**


"أثر استخدام نظم تكنولوجيا المعلومات على التميز التنظيمي في الجامعات العربية المفتوحة"

تتضمن إجراءات الدراسة قيام الطالب بتطبيق أدوات الدراسة على العينة المستهدفة من: الموظفين وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير، أرجو التكرم بتسهيل مهمة الطالب المذكور اسمه أعلاه.

وتفضلوا بقبول فائق الاحترام،،،



الدكتور مفتح الجراح



جامعة عمان العربية  
AMMAN ARAB UNIVERSITY  
كلية الأعمال  
Faculty of Business

---

شارع الأردن - موبس - ص.ب 2234 عمان 11953 - الأردن هاتف: +962 6 4791400 فاكس: +962 6 4791414  
Jordan Street - Mubis - P.O.BOX. 2234 - Amman 11953 - Jordan Tel. +962 6 4791 400 Fax: +962 6 4791414  
Email: aau@aau.edu.jo / Web: www.aau.edu.jo