

e-ISSN:2587-2168



Year: 2024

Vol: 10 Issue: 4

pp 61-67

Article ID

77342

Arrival

16 June 2024

Published

30 August 2024

**DOI NUMBER**<https://doi.org/10.5281/zenodo.13607185>**How to Cite This****Article**

Sezal, N. (2024).

"Effective Use Of Information Systems In Managerial Control", International Journal of Disciplines Economics & Administrative Sciences Studies, (e-ISSN:2587-2168), Vol:10, Issue:4; pp: 61-67.



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**Effective Use Of Information Systems In Managerial Control \***

## Yönetimsel Kontrolde Bilgi Sistemlerinin Etkin Kullanımı

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Information systems facilitate managerial activities. They can make information provision and decision-making more effective. These; It must be mutually harmonized with strategic objectives, company activities and managerial requirements. Concise information can be given about certain information systems. Electronic Data Systems (EVS) are useful for routine data and purposeful information regarding organizational activities. Office Automation Systems (OOS) provide digital data for the operational level. In other words, it is very useful at the lowest managerial level of the organizational management level.

Management Information Systems (MIS) make general management level activities much easier. Very useful information is produced for planning, organizing, directing, coordination and control functions. Analytical information containing interactive support can be obtained with Decision Support Systems (DSS). Executive Information Systems (ÜDYBS) are useful at the highest levels of the organizational hierarchy. In this way, top managers can access information about internal and external environmental elements. Figures, tables and graphical presentations can be easily prepared. Expert Systems (US), on the other hand, contain expert recommendations on specific topics. They make it easier to access artificial intelligence-supported meta information.

Management is the art of cooperation and achieving goals. Some functions are needed for this. For this reason, success is sought in planning, organizing, directing, coordination and control functions. In this study specifically, control is highlighted. As the last function of management, it requires the control and review of the four functions before it. Businesses are established for various purposes. It may be aimed to continue the activities here indefinitely. For this, effective control of processes is required. This also applies to human resources. Plans and programs for a business's operations should be reviewed routinely. This function is done through some criteria. The results must also be presented to the relevant environment for acceptance. So measuring, evaluating and reporting are very important. With the control function, the realization of missions and visions can become more clear.

The efficient application of information systems in managerial control is the focus of this study. It was prepared based on theoretical information. Particularly focused on "human resources control, production control, marketing control, accounting control, budget control and financial control". The ability to do these tasks within a functional information system is crucial. In the use of these technologies for strategic purposes, IT specialists and organizational personnel should show solidarity. Following this study, various suggestions were developed for the relevant environment.

**Keywords:** Information Systems, Management Functions, Managerial Control.**ÖZET**

Bilişim sistemleri, yönetsel faaliyetleri kolaylaştırır. Bilgi sağlama ve karar almayı daha etkin kılabilirler. Bunların; stratejik amaçlar, firma faaliyetleri ve yönetsel gereksinimler ile karşılıklı uyumlaştırılması gerekir. Belli başlı bilgi sistemleri hakkında özlü bilgiler verilebilir. Elektronik Veri Sistemleri (EVS), örgüt faaliyetlerine ilişkin rutin veriler ile amaçlı bilgiler için yararlıdır. Ofis Otomasyon Sistemleri (OOS), operasyonel düzey için dijital veriler sağlar. Yani örgüt yönetim düzeyinin en alt yönetsel seviyesinde çok yararlıdır.

Yönetim Bilgi Sistemleri (YBS), genel yönetim düzeyindeki faaliyetleri çok kolaylaştırır. Planlama, örgütlenme, yöneltme, eşgüdümleme ve kontrol fonksiyonları için çok kullanışlı bilgiler üretilir. Karar Destek Sistemleri (KDS) ile etkileşimli destek içeren, analitik türden bilgiler elde edilebilir. Üst Düzey Yönetici Bilgi Sistemleri (ÜDYBS), örgüt hiyerarşisinin en üst seviyelerinde yararlı olarak yer bulur. Tepe yöneticiler bu yolla, iç ve dış çevre unsurlarına yönelik bilgilere ulaşabilirler. Şekil, tablo ve grafiksel sunumlar kolay hazırlanabilir. Uzman Sistemler (US) ise spesifik konularda uzmanlık önerileri içerirler. Yapay zekâ destekli üst bilgilere ulaşımı kolaylaştırır.

Yönetim, işbirliği ve amaca ulaşma sanatıdır. Bunun için bazı fonksiyonlara ihtiyaç vardır. Bu nedenle planlama, örgütlenme, yöneltme, eşgüdümleme ve kontrol fonksiyonlarında başarı aranır. Bu çalışma özelinde, kontrol ön plana çıkarılmıştır. Yönetimin son fonksiyonu olarak, ondan önceki dört fonksiyonun denetimi ve gözden geçirilmesini gerektirir. İşletmeler, çeşitli amaçlar ile kurulur. Buralardaki faaliyetlerin sonsuza dek sürdürülmesi hedeflenebilir. Bunun için de, süreçlerin etkin kontrolü gerekir. Bu durum, insan kaynakları için de geçerlidir. Bir işletmenin faaliyetlerine ilişkin plan ve programlar rutin olarak gözden geçirilmelidir. Bu işlev, bazı ölçütler üzerinden yapılır. Sonuçların da, ilgili çevrenin kabulüne sunulması gerekir. Yani ölçme, değerlendirme ve raporlama çok önemlidir. Kontrol fonksiyonu ile misyon ve vizyonların gerçekleştirme durumları daha da belirginleşebilir.

Bu çalışma, bilişim sistemlerinin yönetsel kontrolde etkin kullanımına yöneliktir. Kuramsal bilgilerden hareketle hazırlanmıştır. Özellikle "insan kaynakları kontrolü, üretim kontrolü, pazarlama denetimi, muhasebe denetimi, bütçe kontrolü ve finansal kontrol" üzerine odaklanılmıştır. Önemli olan bunların etkin bir bilişim sistemi içinde yapılabilmesidir. Bu teknolojilerin, stratejik amaçla kullanımında, bilişim uzmanı ile örgüt personeli dayanışma göstermelidir. Bu çalışma sonrasında, ilgili çevre için çeşitli öneriler geliştirilmiştir.

**Anahtar Kelimeler:** Bilişim Sistemleri, Yönetim Fonksiyonları, Yönetsel Kontrol**1. INTRODUCTION**

Knowledge management is an integrated and systematic approach to identifying, accumulating and sharing all knowledge assets, including databases, documents, policies and investments, including the distributions and experiences of individuals. Information management is also defined as an activity that forms part of the information management processes of a unit or enterprise. Knowledge management involves the management (managing, directing, managing, controlling, coordinating, planning, organizing) of other units, elements and activities participating in the basic knowledge processes (production and integration of knowledge) in order to

\* This is the revised and edited version of the paper presented at the IERFM 2024 Congress.

produce, maintain, develop and transfer the knowledge base of the enterprise. It is a network of ongoing, uninterrupted and purposeful relationships between units based on human capital through participating units aiming to achieve success (Iraz and Zerenler, 2008: 376-377).

In today's world, globalization and therefore competition have become indispensable, and businesses have to follow the developments closely in order to combat these and to learn and maintain changes and innovations. A new way to achieve this is through information technologies. The use of information technologies for strategic purposes requires information systems experts to cooperate with personnel in marketing, sales, purchasing, production, distribution and service departments. In this context, it is inevitable for information experts to gain experience in the business world and for line managers to be informed about the strategic opportunities provided by information technologies. The contributions of developments in information technology to the development of information systems are among the continuously dynamic activities in today's businesses (Dulkadir and Akkoyun, 2013: 73; Simsek and Celik, 2012: 391).

In the businesses of the 2000s, information processing departments were replaced by information systems or information resources departments. It is claimed that the main task of information systems or information resources departments is 'information management', not to speed up organizational functioning. For successful organizations, the information resources group is generally a strategic unit that creates comprehensive business plans and visions to support managerial effectiveness and mission statements. In this context, mission and vision statements can be considered as a brief expression of the goals that information management aims to achieve. Leaders and managers who can strategically link information systems and the business achieve their business goals through intelligent information resources management (Intelligent IRM) applications. Information systems managers can establish a clearer and healthier communication infrastructure regarding managerial problems through information and recording technologies. It should not be forgotten that information resources management does not mean automating existing business processes. Information resources management personnel have gone beyond the function of merely being the auditor of information services and systems and have taken on the task of providing technical expertise and intermediary services in the context of constantly improving business processes and increasing business efficiency (Simsek and Celik, 2012: 386-387).

These days, information technologies are essential to daily living. These systems make it simple for people to store and retrieve desired information from various geographical locations. It is now a given that businesses will profit from these facilities and that their performance will be impacted by them. Information technology usage by businesses has improved management, service, and production performance and is now a deciding factor in increasing efficiency. The cost of this is reflected in the business's performance over time, contingent on the use of information technologies, and is determined by the investments businesses make in this area. In this way, it has become clear that information processing technologies impact business performance, and their use is now required of all businesses. Global competition drives companies to produce goods of the highest caliber and at the lowest possible cost, to offer better services, and to deliver goods to customers at the time and location they specify. In this regard, logistics operations are now considered a performance factor that directly impacts a company's ability to compete. Companies need to prioritize logistics departments in addition to production and marketing departments. Configuring various technologies that can enhance business performance and generate customer-satisfied solutions are essential for the success of logistics operations. Therefore, information technologies, which are used effectively in all units of businesses today, provide important expansions and achievements to businesses in the logistics sector (Dulkadir and Akkoyun, 2013: 73; Tekin et al., 2005: 116).

In order for businesses to sustain their existence in the process of rapid change and globalization in the world; They have an obligation to meet competition, market and changing customer expectations. This situation affects businesses; It creates pressure on cost, production times, stocks, product range, delivery dates, customer services, quality, demand, supply and effective production. In order to resist these pressure factors listed above, businesses are forced to make some changes and improvements in their business processes. Businesses have to use information system technologies in the process of improving and changing their activities (Sahin, 2014: 44).

## **2. EFFECTIVE USE OF INFORMATION SYSTEMS IN MANAGERIAL CONTROL**

Information systems aim to supply the information required in the decision-making process in the broadest sense, even though the purpose of information is to lessen uncertainty regarding an event or situation that may arise in the future. In order for information systems to contribute to decision-making processes, they must be mutually harmonized with the strategic objectives, business activities and managerial requirements of the institution. At this point, "information systems management", which expresses the organization of information technologies in a systematic context, is important. Information systems are used to process data produced by

business organizations and used in business operations processes and are the source of a wide variety of information products for internal and external use. Nowadays, it is observed that many organizations benefit from more information systems to increase quality, reduce costs and shorten cycle times in both production and service. Information systems applications used in today's businesses can be classified as follows (Simsek and Celik, 2012: 390).

Table 2.1: Administrative and Functional Information System

Managerial Information Systems	Functional Information Systems
<b>Decision Support Systems:</b> Helping decision makers They are information systems that deal with decision-making problems and use various techniques (what-if, optimization, simulation, etc.) while doing this.	<b>Accounting and Finance Information Systems:</b> In order for businesses to take the right steps in financing and accounting decisions designed, from the internal and external environment of the business fed information systems.
<b>Office Automation Systems:</b> These are the tools used to prepare, control and distribute office documents.	<b>Marketing Information Systems:</b> These are information systems that allow research of the market and market-related information (sales, customers, suppliers, competitors, etc.).
<b>Electronic Data Interchange Systems:</b> Communication of information and documents between businesses, systems that facilitate shopping.	<b>Human Resources Information Systems:</b> Information flow, social communication and playing a role in making the interaction effective, Ease of operation of the management process systems that provide.
<b>Management Information Systems:</b> To their users They are inflexible systems that provide services by providing weekly, monthly, annual activity reports and archive records. They are used more for routine and simple business problems.	<b>Production and Manufacturing Information Systems:</b> They are systems that provide convenience in the production applications of the enterprise.
<b>Database Management Systems:</b> The set of programs that allow databases to be easily processed and designed are called database management systems.	<b>Supply and Logistics Information Systems:</b> In order to be successful in the global competitive environment, it is becoming increasingly important that the products produced meet the demands of different customers in different places around the world. This situation; The importance of the logistics sector in all business activities is gradually increasing. Timely product delivery, effective use of business resources and stock management play an important role in ensuring customer satisfaction and business efficiency. With this; Businesses operating in the logistics sector increase performance with the use of information systems. Information systems must be used effectively to provide services such as personalization, cross-docking, consolidation on the road, bulk modification, labeling, packaging and repackaging, which are solutions that create significant added value, with measurable performance.
<b>Expert Systems:</b> People's work, artificial intelligence programs that transfer experiences to computers are called expert systems. An expert system can store expert knowledge for a limited subjective domain and solve problems by following logical consequences. Expert systems are computers that provide guidance on how to do complex tasks that require experience and expertise applications.	

**References:** (Yildiz and Iscan, 2013: 23; Tekin et al., 2005: 118)

Information can be considered as an important power that "forms the basis of all managerial functions" and "facilitates or hinders managerial success". Managerial knowledge includes facts and observations regarding institutional functioning in organizations. In other words, managerial information is the form of data made useful to managers as a result of a process in order to achieve certain goals or bring a certain understanding. The most important source of providing managerial information is experiences. However, it is claimed that experience has lost its classical importance today, when technological designs, legal regulations and managerial procedures are in constant change. Effective managers need management-related knowledge as well as experience. From a management perspective, information is considered as "elements that help the manager make decisions". The information needs of managers are directly related to their managerial positions and the decision structures they face (Simsek and Celik, 2012: 382).

"Providing the right information in the right form, to the right person, at the right cost, at the right time, in the right place, to make the right decision" is the definition of information management. "Knowledge management attracts the attention of companies as one of the most encouraged methods for organizations to be successful in the information age. In today's economy, the aging of the workforce and the rapid superiority in technology have increased the interest in information management. Developments in communication tools such as the Internet have increased the interest in and individual capacity to perform daily tasks to present information. In

addition, thanks to the increasing use of enterprise resource planning (ERP) in the market, the shortening of the product life cycle and the new design of customer demands and the increasing demand for better functional production have also increased the need for information. Information management is the process of classifying and storing data obtained directly from within the business or from sources outside the business, distributing it to the relevant areas for interpretation at the necessary times and reviewing the information to update it (Bakan et al., 2017: 119; Akgun and Kiliç, 2013: 25).

Decision-making activities, which are classified as strategic, tactical, operational and managerial in terms of the importance of their results, based on the scientific explanations and designs made by professionals, are also classified as structural, semi-structural and non-structural decisions in terms of their structure (Alagoz et al., 2013: 32):

- ✓ **Structured Decisions:** There is a defined decision-making procedure for each stage of the decision, that is, a set of rules developed according to the nature of the issue. An example of this type of decision is the decision to refill the stock by sending an order to the supplier when the stock level for a certain material falls below the reorder point. These decisions, generally taken by middle-level managers, are called structural decisions. Again, for example, since the company's project scheduling, queue decisions and the like can be configured, the algorithms developed for these issues are not rewritten every time.
- ✓ **Semi-structured Decisions:** Many decision situations have semi-structured decision characteristics. In semi-structured decision situations, certain sequences of operations, i.e. algorithms, can be applied to some aspects of the problem. But this is not enough. Since other aspects of the problem depend on coincidental causes and relationships, the manager must step in. The uncertain, complex and non-stationary structure of the decision environment and the underlying business problems generally fall into this class.
- ✓ **Unstructured Decisions:** There is uncertainty in all decision stages. These problems are usually encountered one-time and are not well defined. All decision stages are unstructured. There is no obligation to follow any procedure when making decisions. It creates the need for the manager to use judgment and intuition. New product, new market decisions, changing the company image can be given as examples of these decisions.

Some general effects of information technologies on businesses today can be listed below (Iraz, 2004: 412-413):

1. The most important application area of information technologies is undoubtedly related to the savings in time as a strategic weapon. Product life cycles have begun to shorten significantly to different extents in different sectors.
2. Reducing costs and increasing efficiency have become areas that information technologies have a strategic impact on. For example, in the pharmaceutical wholesale industry, distribution costs as a percentage of sales decreased from 16% to 2.5% between 1970 and 1990. The first and most important factor in this decline was information technologies.
3. The standards for product quality are constantly rising as a result of the use of information technologies. With sophisticated simulation techniques, computer-aided design models improve the performance of products and machinery. Using an efficient feedback mechanism during production can lower tolerance levels.
4. The spread of expert systems has led to the development and strengthening of human judgments. In addition, developments in database management systems continue to significantly affect managers' decisions.
5. Advancing technology allows shorter production times without increasing costs.
6. Marketing techniques continue to transform. Detailed micro marketing strategies are developed to suit individual customer tastes and purchasing preferences by using internal and external databases.
7. As a result of the widespread use of information technologies, distribution channels have begun to become largely electronic, causing intermediary institutions to differ greatly or disappear completely.
8. Strategic mergers between information technologies businesses will be widespread, which will enable companies operating in different industries to turn into combined marketing companies.

He says that the most appropriate way to deal with the issue of information management in business life is to determine high-level principles rather than determining detailed tactics, and he lists the principles of information management as follows (Bakan et al., 2017: 120):

- ✓ Knowledge management is expensive (So is ignorance)



- ✓ Effective information management requires joint solutions of people and technology.
- ✓ Information management is highly political.
- ✓ Knowledge management requires knowledge managers.
- ✓ Knowledge management utilizes knowledge maps and knowledge markets rather than models and hierarchical structure.
- ✓ Sharing and using knowledge are often unnatural actions.
- ✓ Knowledge management means improving knowledge business processes.
- ✓ Accessing information is only the beginning.
- ✓ Knowledge management is continuous, it never ends.
- ✓ Knowledge management requires a knowledge contract.

We will look at how information systems affect business performance under the following four headings: The following is a list of how information security (IS) affects business structures, business processes, business strategies, marketing, and overall quality management (Sahin, 2014: 50–53; Gules, 2000: 106):

- 1. Effects of Information Systems on Business Structures and Business Processes:** Businesses; they decide on restructuring practices to reduce costs, gain reputation, increase market share, profit share and performance. For this, they use IS technologies, which have a significant impact on the restructuring of business structure and business processes. Important business processes in businesses; They can be listed as production activities, marketing and sales, processing orders, delivery of goods and services to consumers, after-sales services and customer relations.
- 2. Effects of Information Systems on Business Strategies:** IS technologies constitute a significant part of the strategies created within and outside the business. Developments in the fields of computing, communication and automation cause new transformations in business-to-business IT activities and business processes. Besides; The increasing development of computer hardware features, decreasing costs, and software prepared with graphical programming techniques becoming easily usable by users have been effective in the strategic use of IS technologies.
- 3. Effects of Information Systems on Marketing:** The critical success factor that businesses achieve in IS applications indicates the ability of business functions to integrate with these systems. Marketing; It provides a competitive advantage in integrating IS with the business and increasing the effectiveness and efficiency of the business. Accuracy and accessibility of orders, products, processes and equipment are ensured through flexible information flow. In this way, the needs of the business and customers can be responded to more quickly.
- 4. Effects of Information Systems on Total Quality Management:** The success of businesses in a global competitive environment; It depends on their ability to meet increasing customer expectations in terms of goods and service quality, reliability, product variety and customer service, and on increasing these abilities. For this reason, businesses have to make arrangements in their existing production systems to provide quality and flexible production at an affordable cost. With the increase in global competition, customer expectations regarding quality are increasing day by day, as customers can easily choose among products produced in any country in the world. The increasing importance given to quality with changing market conditions has paved the way for quality to be perceived and implemented as a management in businesses, making "Total Quality Management" a modern management model. "Customer satisfaction chain" shows that business activities should be considered as a process. The customer satisfaction process begins with determining customer needs and requests and ends with their satisfaction. Another important point is that the customer satisfaction process is a continuous process, and products are modified and new products are developed in parallel with the changes in needs and requests.

### 3. CONCLUSION

According to the results of the study by Dogan and Altunoglu (2014) in their work titled "Knowledge Management, Organizational Culture, Organizational Structure and Performance Relationships: A Review on Non-Governmental Organizations", organizations that support sharing and participation within the organization, support creative thinking and have an innovative organizational culture it has been concluded that performance will increase in organizations that are knowledge-oriented.

In the research part of the study titled "A Sectoral Evaluation on the Relationship between Information Management and Organizational Wisdom: Metal and Machinery Industry Example" by Kaygisiz and Caglayan (2014), the findings of the field research carried out on enterprises operating in the metal and machinery sector registered to the Konya Chamber of Industry were evaluated. The most important finding obtained from this evaluation made on a sectoral basis is that there is a positive relationship between knowledge management practices and the perception of organizational wisdom and that knowledge management can be explained by the organizational wisdom scale.

In Sozbilir and Yesil's (2015) work titled "The Effect of Information Technologies Competence on Information Management: A Field Research in Turkey", data regarding the perceptions of information technologies and information management in their companies were collected with the help of a survey from 456 managers working in 274 companies in the top 500 in Turkey. The content analysis of the data obtained was made with the SmartPLS program and presented in tables. The findings showed that Information Technologies Knowledge and Applications, which are among the dimensions of information technology competence, are effective on all dimensions of information management, while Information Technology Tools have an effect only on information gathering.

The scope of the research in Ipcioglu and Kahya (2016) in their work titled "The Effect of the Information Management Process on Organizational Performance and a Research in the Automobile Sector" consists of 252 enterprises operating in the automotive sub-industry registered in the organized industrial zones in the city center of Bursa. 107 surveys returned from these businesses were analyzed. As a result of the analysis, it was found that knowledge management processes had a partially positive effect on financial and non-financial performance.

In Ozgozgu and Atilgan's (2017) study, "The Relationship between Leadership Styles, Organizational Culture, and Information Management," 630 secondary school teachers in the İzmir districts of Balçova, Buca, Karabağlar, and Konak provided data for the study using a basic random sampling technique. According to the research, participatory leadership was given in mechanical culture, but directive leadership made the biggest contribution to knowledge management in organic culture. It was found that organic culture in schools had a greater impact on knowledge management than mechanical culture, based on the study's partial correlations and explained variance values.

In their paper "The Effect of Knowledge Management on Organizational Agility and Organizational Inertia: A Field Research," Bakan, Sezer, and Kara (2017). This study looked at how organizational inertia and agility were affected by knowledge management. To this end, a survey was sent to managers and staff of businesses in Istanbul, Bursa, Sakarya, Kahramanmaraş, and the tourism, textile, automotive, metal, and energy sectors. Consequently, it was discovered that organizational inertia and organizational agility are impacted by knowledge management dimensions.

As a result of the analyzes conducted by Tufan and Ugurlu (2019) in their work titled "The Relationship Between Knowledge Management Ability and Entrepreneurship Strategy Development Ability", it was found that knowledge management ability in organizations has a positive significant effect on the ability to develop entrepreneurial strategy.

In Turkmen and Yilmaz (2019), in their work titled "The Relationship Between Strategic Entrepreneurship and Information Management Performance: A Research in Bilişim 500 Companies", the research was conducted in Bilişim 500 companies and 154 managers were reached. As a result of the research, it was found that strategic entrepreneurship practices generally increase knowledge management performance and that the biggest contributor among the sub-dimensions is the entrepreneurial mindset.

As a result of the analyzes made in Tore (2020) in her work titled "Examination of the Effect of Organizational Climate on the Knowledge Management Process", it was found that the organizational climate positively affects the knowledge management process.

As a result of institutional and empirical research in the field of information management, organizational climate, quality of human resources, management style, sectoral competitiveness and innovation level, legal and institutional structure and size of the organization, etc. In the context of the criteria, it is observed that institutions and organizations benefit from coding, individualization, individual-document or individual-individual strategies in information management. How value is created for customers, how this value supports the economic model, and the contribution of employees to this value are directly clarified by "knowledge

management strategies". The information management strategy of this institution also reflects the competition strategy of the institution (Simsek and Celik, 2012: 391).

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