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Research paper

Factors Influencing Employees' Experience with An ERP Implementation End-User Perspective

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Abstract

In recent years, ERP has become an integral part of most organizations, which are already large, across all geographies of the globe, whereas mid-sized and small organizations are still not fully covered. There were several cases observed on disruption to normal operations after implementing ERP, which triggered further consequences of Customer Dissatisfaction, Reduction in Revenue, etc. Enterprise Resource Planning (ERP) systems are essential in contemporary organizations as they unify fundamental business processes within a single, centralized framework. However, the success of ERP implementations heavily relies on the experiences of end users. This study explores the factors influencing employees' experience with ERP implementations from an end-user perspective. The research is analytical and relies primarily on data gathered from a questionnaire. Participants were selected using a convenience sampling approach. Data obtained from 39 subjects were analyzed and interpreted using various mathematical and statistical techniques, including percentage calculations.

Keywords: *Enterprise Resource Planning (ERP); Implementation; Factors; Project; Modules; ERP Implementation; Critical Success Factors (CSF).*

1. Introduction

ERP (Enterprise Resource Planning applications) can function as software as a service (SaaS), while a comprehensive suite of ERP programs constitutes an integrated ERP system that facilitates effective communication and coordination of numerous business processes. ERP structures permit a go with the drift of records among character programs, usually via not unusual place databases both on-site/on premise and with inside the cloud. ERPs join each part of an enterprise. An ERP software program device permits higher overall performance and task control that facilitates planning, budgeting, expect, and filing correctly in an organization's financial fitness and processes. ERP structures have grown to be important for agencies, small, medium, and large throughout many industries.

Enterprise Resource Planning (ERP) systems have emerged as essential instruments for contemporary organizations, providing an all-encompassing solution to consolidate diverse business processes within a single framework. However, the successful implementation and adoption of ERP systems hinge not only on technical factors but also on the experiences and perceptions of the end users—the personnel who engage with the system on a regular basis. Understanding the factors influencing employees' experience with ERP implementations from an end-user perspective is crucial for maximizing the system's effectiveness and realizing its full potential within the organization.

Recognizing the critical role of users in the victory of ERP initiatives, organizations are increasingly focusing on understanding and addressing their needs, preferences, and concerns throughout the implementation journey. By taking a user-centric approach, organizations can mitigate resistance, foster adoption, and ultimately drive value creation from their ERP investments.

Fig. 1: ERP.

Source: https://www.minebrat.com/custom-erp.

1.1. ERP module

Enterprise Resource Planning (ERP) systems are presently undergoing expansion to incorporate additional modules that address the changing requirements of organizations. To cater to needs within a business, we have assembled a list of ten essential modules, each serving a critical function.

1) Financial Accounting and Controlling (FICO)
2) Procurement
3) Production Planning
4) Inventory Management
5) Order Management
6) Supply Chain Management
7) Customer Relationship Management
8) Human Resource Management
9) E-commerce
10) Marketing Automation ERP Implementation

Enterprise Resource Planning (ERP) implementation typically follows a structured process comprising several phases to ensure a systematic approach to deploying the ERP system within an organization.

The initial phase of an ERP implementation involves assembling the project team. On the client side, this typically includes an executive sponsor, several business process owners, and the end users. Conversely, the ERP partner, or technology provider, usually comprises business analysts, technical consultants, and a project manager.

Although the methodologies employed may differ depending on the ERP vendor, the size of the organization, the industry, and specific needs, the following phases are typically observed in ERP implementation projects:

Scope - Establishing the parameters for implementation, identifying task milestones, determining necessary customizations, creating system maps, and forecasting expected outcomes.

Business requirement - Evaluating business needs, deploying the software in a controlled “sandbox” environment, and adjusting the system to align with critical process workflows.

Migration - Transferring and mapping data into the new system while conducting verification checks.

Testing - Conducting comprehensive testing across all departments, consistently evaluating performance, and navigating through the quote-to-cash cycle.

Training - Providing training for end-users tailored to their specific functional areas based on defined roles and permissions. The “train the trainer” model is commonly employed, where selected users receive training on the system and subsequently serve as internal educators.

Software deployment - Executing the software deployment in the production environment, commonly known as the “go-live” phase. This stage necessitates additional personnel to oversee the process and facilitate a seamless transition.

Offering post-go-live support and conducting a project review.

These phases provide a structured framework for managing the ERP implementation process from start to finish, ensuring alignment with organizational objectives, stakeholder engagement, and successful adoption of the ERP system. Additionally, effective communication, change management, and project governance are critical throughout each phase to mitigate risks, manage expectations, and drive project success.

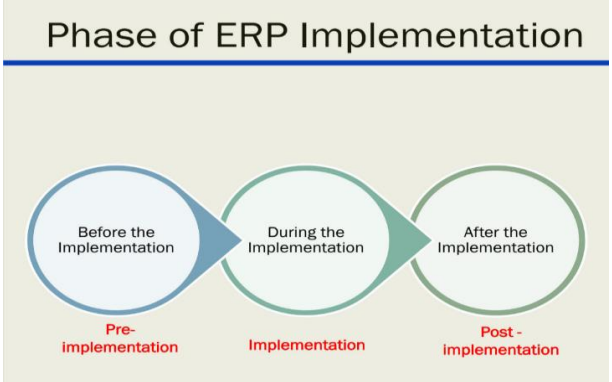


Fig. 2: ERP Implementation Phase.

Source: https://www.minebrat.com/custom-erp.

2. Review of Literature

Gilliam, 2022, Mahar, et. al., 2020; Zerbino, et. al., 2021. The implementation of Enterprise Resource Planning (ERP) systems is a complex endeavor that necessitates meticulous planning, cooperative efforts, and strategic oversight. To ensure successful deployment and maximize the benefits of ERP systems, organizations must adopt a comprehensive set of strategic approaches.

Huang et al, 2021. Project teams, especially those led by individuals possessing deep expertise and understanding of the relevant domain, can enhance the knowledge reservoir of organizations. This enriched knowledge base can prove invaluable for firms as they navigate challenges and obstacles during the implementation phase.

Tan et al. (2020), whilst reading ERP implementations throughout special eras of the Shanghai Tobacco Corporation, cited an evolution in perceived affect starting with the most effective pinnacle control being able to guide the implementation of ERP systems, concluding with the recognition that the personnel within enterprise units played a crucial role in the success of the ERP initiative.

Xu (2019) emphasizes the significance of information quality in the successful implementation of ERP systems, highlighting the inherently integrated characteristics of these systems. The study concludes that the quality of data within ERP systems influences users' perceptions of the usefulness of the information derived from them.

Jordan (2018) as much as 75% of ERP implementations fail. Jordan shows that this is because of not unusual misconceptions approximately ERPs, however may be averted by thinking about the lessons to be learned from past failures.
Sylvain G., Mathieu C., Luc C., and Elie E. (2015)discuss the challenges associated with knowledge transfer during the post-implementation phase of ERP systems in the Information Journal of Information Systems and Project Management.
Amini and Safavi (2013)emphasize the importance of involvement from top management, asserting that their backing is essential for the establishment of clear goals and objectives.
Jamie C., Chung-Li, Eric W., James J., and Gary K. (2013)explore the mechanisms of coordination among ERP consultants in a collaborative study conducted at National Central University, Taiwan, The Australian National University, Canberra, Australia, and the University of Colorado.
According to Ganesh and Arpita Mehta (2010), ERP critical success factors are classified into risk, process, quality, enterprise, technology, project, performance, employee, strategy, vendor, and end user related, and ERP critical failure factors are grouped into Technology.
Markus (2004) emphasized that the success of an implementation project is crucial; if the project fails, user motivation to engage with the system diminishes significantly, thereby constraining the anticipated business advantages. For the technology to generate business value, it must function adequately prior to its deployment. This requirement is fundamental to achieving a successful implementation. Failure to meet this criterion may result in the solution not delivering the expected returns.s expected.

3. Statement of The Problem

Enterprise Resource Planning (ERP) systems have emerged as essential components of contemporary organizations, providing an all-encompassing solution for the integration of diverse business processes into a cohesive platform. However, despite the potential benefits of ERP implementations, organizations often encounter challenges in ensuring the successful adoption and utilization of these systems by end users—the personnel who engage with the system on a regular basis.
This research aims to examine the effects of ERP utilization from the perspective of the users. The title of the project is "Factors Influencing Employee Experience with ERP Implementation: An End User Perspective."

4. Objective of The Study

To analyze the impact of ERP usage by the ERP end user.

5. Research Methodology

Qualitative research was conducted utilizing data gathered from individuals residing in the Coimbatore District of Tamil Nadu. This study is distinguished by its analytical framework, which predominantly depends on primary data acquired through a systematically designed questionnaire. The selection of respondents was carried out using a convenience sampling technique. Data from 39 participants were analyzed and interpreted employing various mathematical and statistical methods, including percentage calculations.

5.1. Results and discussion

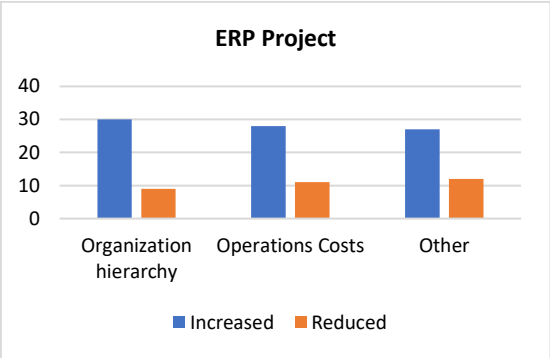
Table 1: End Users' Demographic Profile

Variables	Particulars	No. of participants.	% of participants.
Marriage Status	Married	30	76.9
	Unmarried	9	23.1
Educational Qualification	Post Graduate	21	51.8
	Under Graduate	18	48.2
Computer Proficiency	Excellent	30	76.9
	Good	9	23.1
Current Business Area	Accounts	10	25.8
	HR	7	17.9
	Material Management	2	5.1
	Plant Maintenance	2	5.1
	Production	13	33.3
	Quality	5	12.8
ERP Tool	J.D.Edwards	2	5.1
	Micro Dynamics	2	5.1
	Oracle	11	28.4
	Ramco	3	7.6
	SAP	21	53.8
Total Experience	0-3	5	12.8
	3-6	10	25.6
	3-9	15	38.5
	9+	9	23.1
Usage of ERP	0-3	10	25.6
	3-6	11	28.2
	3-9	10	25.6
	9+	8	20.5

The data presented in Table 1 indicates that among the 39 respondents surveyed, 30 individuals, representing 76.9%, are married, while the remaining respondents are unmarried. Furthermore, the study reveals that a significant portion of the respondents, specifically 21 individuals or 51.8%, hold a postgraduate degree as their highest level of education. Most of the respondents, 30(76.9%), have excellent computer proficiency skills. Most of the respondents, 21(53.8%), are using the SAP ERP tool.

6. Changes Observed Before and After The ERP Project Implementation

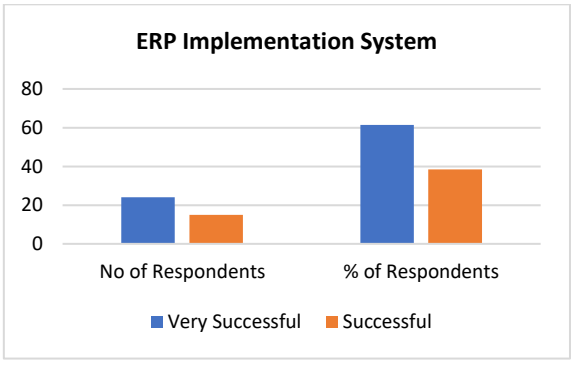
	Increased	Reduced
Organization hierarchy	30	9
Operations Costs	28	11
Other	27	12



Interpretation:
From the above table/chart, 30 end users agree that the agreed organization hierarchy has been increased, 28 end users agree that the agreed operation cost has been increased, and 27 end users agree agreed other activities have been increased.

7. Success of ERP System

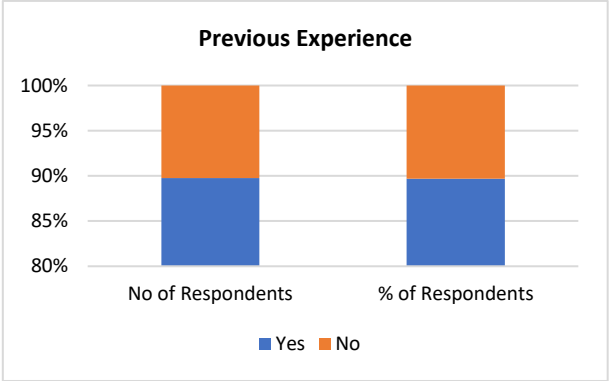
	No of Respondents	% of Respondents
Very Successful	24	61.5
Successful	15	38.5



Interpretation:
From the above table/chart, 24 end users agree agreed ERP systems implementation is very successful, and 15 end users agree agreed ERP systems implementation is successful.

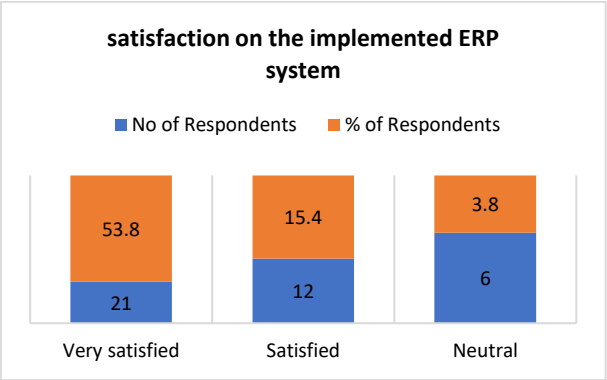
8. Previous Experiences in any ERP

	No of Respondents	% of Respondents
Yes	35	89.7
No	4	10.3



9. Level of satisfaction with the implemented ERP system

	No of Respondents	% of Respondents
Very satisfied	21	53.8
Satisfied	12	15.4
Neutral	6	3.8



Interpertation
The data presented in the table/chart indicates that 21 end users express a high level of satisfaction with the implementation of ERP systems, while 12 end users report being satisfied. Additionally, 6 end users maintain a neutral stance regarding the implementation of these systems.

10. Conclusion

"ERP software program can assemble the city`s expectations. The problem is buy-in from the pinnacle for a machine that can be perceived as a high-stop product." The new ERP machine usually exceeded our expectations. Minor... purposeful requirement gaps (were) because of unique commercial enterprise requirements."
"The largest gain is that every one of the departments was given access to examine monetary reports (and) information at any time on their spending revenue. It is the glue that brings the complete borough together."
In this examination, the principal motive is to research the effect of ERP utilization through the ERP stop user, and we requested the maximum applied modules on the ERP machine.
This examination affords treasured insights into implementations and widespread elements influencing their success. Various case studies offer distinctive findings which can be particular to ERP implementations due to the integrative traits of ERP systems.
Alignment of the same old ERP approaches with the company's commercial enterprise method has been taken into consideration as a critical step in the ERP implementation process.
Certain regions have visible exceptional upgrades after the implementation of SAP (e.g., Procurement, Maintenance, Financial).
Finally, it can be concluded that most of the ERP end users are Satisfied with ERP Implementation usage.

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