



Study on Implementation & Impact of Enterprise Resource Planning on Business Process & Employees

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Abstract

Over more than last decade many companies have adopted Enterprise Resource Planning (ERP) as it contributes to the development and profitability of the organizations by business solutions. Once configured it allows information to enter at a single point in the process, and updates a single, shared data base for all functions that directly or indirectly depend on this information. These are a group of applications combining key functions like finance, production. Sales, logistics, statutory compliance, human resources etc., in an integrated fashion. In a manner these combine Enterprise Resource Planning system with extended enterprise needs likes software solutions to the workers, customers, and vendors. ERP not only helps to establish world class best business solutions and bring transparency in the business. This paper presents the definition, ERP Systems concept and wish, the historical evolution of the ERP Systems, why is ERP Systems needed, why firms invest in ERP Systems, business performance development with ERP Systems, the scope of the ERP Systems, ERP model, ERP architecture, ERP implementation approaches are discussed.

Keywords

ERP, ERP System, ERP Implementation, Organisational Structure, Business Performance

1. Introduction

Enterprise Resource Planning (ERP) may be a fully capable system comprised of integrated applications that to manage daily business operations like accounting, finance, human resources, and manufacturing. Moreover, ERP systems link together a plethora of business processes and enable the flow of knowledge between them. As a result, using ERP systems create a more collaborative, efficient, and inclusive environment among the organization's units, which helps in streamlining and facilitating decision-making.

ERP systems are considered one among the foremost innovative advances in information technology since the 1990s and until today. (Eid and Abbas, 2017: 530). It started evolving as the interest in the transformation from functional to process based IT infrastructure became a focal point for organizations, it led to an increased preference and demand for ERP systems. Traditionally, ERP systems were first implemented by capital-intensive industries, however most, if not all, industries nowadays operate their business functions using ERP. (Al-Mashari, 2002: 165).

2. Literature Review

Research findings on the performance of ERP systems are equivocal. One study suggests that firm may achieve significantly higher stock returns upon announcing the implementation of an ERP system (Hayes et al., 2001). Another indicates significantly greater long-term return on assets for ERP adopters relative to non-adopters (Hunton et al., 2003). Wier et al. (2007) find positive and significant relationship between ERP adoption and non-financial performance, which

have a positive impact on both current and long-term return on assets and stock return. Even though ERP implementation becomes a focus of business and technology planning (Sweat, 1998), implementing ERP systems is dear and time consuming with many projects taking longer, costing more, and delivering less than expected.

One contribution of the present study is that the reporting of the mediating effect of business strategy and organizational capabilities on the connection between ERP implementation and firm performance. By that specialize in business strategy and organizational capabilities, this study sheds light on the mixed leads to prior studies that focused only on the direct relation between the ERP implementation and firm performance. For example, while Hayes et al. (2001) and Hunton et al., (2002) find an overall positive stock exchange reaction to ERP implementation announcements moderated by the relative size and health of the firm, Hunton et al. (2003) and Wier et al. (2007) do not find a big difference in firm performance between adopters when examining pre-to-post ERP implementation effects over a three-year period. A plausible explanation for the shortage of findings in Hunton et al. (2003) and Wier et al. (2007) is that they are doing not control for mediating role of business strategy and organizational capabilities between ERP implementation and firm performance.

3. ERP System

In a business, it is important to integrate all its processes which is done by the “Enterprise resource planning” (ERP) system. This is mediated by technology and software. In general, ERP is termed as a component of software of business management. Through this, a business organization can store, collect, interpret as well as manage the data in accordance with the need of their activities. (Mabert et al., 2003) A management system operates the ERP system from where data are often continuously integrated and updated exhibiting the view of a core business process through a command data base. The business resources like production capacity, raw material cash and the status regarding the commitment made from the organizations like payroll, purchase and other orders can be easily tracked through ERP systems. This application makes it easy to share data within the departments like sales, inventory, production, etc. which reduces the communication gap between them. This system maintains the flow of information within the departments of the business as well with outside stakeholders. (Nawaz & Channakeshavalu, 2020) (Karia & Soliman, 2017) These frameworks, most importantly, give similarity and connection between data and information within an organization, then the information is analyzed and integrated to make a decision which helps in planning, executing, and controlling of functions. This helps in increased efficiency of various functions of management. ERP systems are the foremost preferable in decision-making process in management. This is because the ERP is liable for forwarding information gathered to necessary management levels as soon as possible when encountered a situation or problem. Therefore, ERP, is now a crucial assistant position for managers. ERP systems promise flawlessly integration of business processes throughout the organization. Yet the implementation of those systems is significantly challenging. Usually, organizations spend a substantial number of resources in terms of time, money, and energy on the implementation process with little to show for it. High failure rates in implementing ERP systems are widely reported within the literature. Given this background, it is significantly important to define the critical success factors of ERP implementation. It is also necessary to quantify their influence on the implementation process. Good understanding of those factors contributes on to choose the acceptable implementation strategies. The systems of ERP consist of a time taking process and also are designed in an overly complex way. Further, as compared to the stand-alone package, the system of ERP’s integrative nature often sums up with extra hurdles at the time of its implementation. Apart from its complex design, social also as organizational factors also are basically the causes due to which it fails. The challenges in relation to the user are serious factors of risk within the projects of ERP which is often debated. (Al-Mashari, 2001) At the time of implementation of the ERP system, if the employees do not participate then it will make the adoption of the ERP exceedingly difficult (Calisir et al., 2009). There is very less studies available over the employees’ contribution and participation in reference to the adoption and development of this technique. (Mayeh et al., 2016) (Amoako-Gyampah, 2007).

3.1 Implementation Of ERP

As the core of implementing a replacement ERP system in a corporation is to tie its units together for more valuable business processes and performance, it is vital that the business owners possess an in-depth understanding and profound comprehension of the inners of their organization.

Firstly, two of ERP implementation strategy types that are based on the concept of divisibility, are known as sequential or incremental implementations, which are furtherly partitioned based on the organization as a whole, its functions, departments, locations, etc.

3.1.1 Implementation Procedure

When a corporation decides on implementing an ERP system, it goes through three main stages: pre-implementation, execution, and post implementation. (Silva and Oliviera, 2015: 199)

First, the implementation strategy and method selection process and planning have an undeviating effect on the general process of implementing an ERP system, which makes the pre-implementation phase a critical point in such process. In addition, the pre-implementation phase gives a touch about the behavioral attitudes towards the new system from all the organizational entities, like resistance or involvement. Moreover, activities like technology introduction planning, vendors' selection, enterprise-wide training, logistics planning and which method are going to be used for the transformation process are all included within the pre-implementation phase.

Afterwards comes the implementation phase, which divided into two important sub-phases. The first one is where tailoring the new system to the organizational needs takes place, in addition to business process management and user guidance and priming.

The second sub-phase involves the "going-live" task, which is generally executed by the system's vendor or consultant; it involves the technical installation of the new ERP system using the implementation method chosen.

Finally, an ERP implementation project should never be neglected after the "go-live" stage, assuming that since the system is up and running, the entire project is completed, and confining it to a termination date. That is when the post-implementation phase starts, which can be considered a critical point in the whole implementation process. During the post-implementation phase, the system has to be assessed on a regular base, to check for system reliability and effectiveness, data integrity and system utilization.

3.2 Factors Affecting ERP System Usage

The literature identifies several factors that are affecting the usage of ERP systems. For example, Bokhari studied the relationship between system usage and user satisfaction using the IS success model of Delone and McLean. The findings of a meta-analysis claimed that there is a big but weak relationship between system usage and user satisfaction. Chang studied the factors affecting ERPs usage. Surveys were distributed to 600 ERP system users in Hong Kong in both the service and manufacturing industries. Their analysis results revealed that complexity does not have any effect on ERP system usage. Lin surveys large Taiwanese corporations developed an empirical model to examine the consequences of IS quality and management support on ERPs usage. They found that management support affects the ERP usage. Ruivo developed a research model based on two theories, namely the diffusion of innovation theory (DOI) and resource-based value theory (RBV). They used a survey for data collection and their cross-country analysis concluded that for Portuguese firms, complexity, compatibility was significant, these were not so for Spanish firms. Their findings regarding the Portuguese firms were contradictory with the work of Chang which reveals that the complexity may be a significant think about ERP system usage. For both Portuguese and Spanish firms training was considered a crucial determinant of ERP usage. Similarly, Ruivo conducted a study via a large-scale web-survey where they discussed the differences between Iberian and Scandinavian SMEs with regard to ERP value and ERP use. They found that the training factor was not significant for ERP usage among Scandinavian SMEs, but it had been an important factor for ERP usage among Iberian SMEs. Their results were comparable to those attained by Ruivo which showed that training factors are a vital factor in ERP system usage among Portuguese and Spanish SMEs. Compatibility is found to be significant for both regions, which is consistent with work of Ruivo, which demonstrates that the compatibility has a substantial influence on ERP system use among Portuguese firms. Their results were comparable to those attained by Ruivo, which reveals that the complexity is a vital factor in ERP system usage among Portuguese SMEs. Likewise, Nwankpa and Roumani published a paper based on a study of numerous industries in which they assessed the factors that influence ERPs usage and user satisfaction via an online survey. Their findings were like those attained by Baroudi and Bokhari. Their study revealed that user satisfaction may be a vital think about ERPs usage. Similarly, a recent study by Costa pioneered the research on finding the major factors affecting ERP user satisfaction and adoption. The study was based on data collected from 260 companies, which were randomly selected. The data was collected by a questionnaire. Their results were compatible with Lin, which demonstrated that top management support features a substantial influence on the usage of the ERP system. In addition, based on the unified theory of acceptance and use of technology framework and innovation literature, Uddin studied the impact of intention to use ERPs on the actual use of ERPs and other factors. They found a big effect on the particular use of ERPs. They also found the intention to use ERPs as a mediating variable between performance expectancy, effort expectancy, social influence, and therefore the actual use of ERPs. Thus, supported the above studies, complexity, compatibility, training, user involvement, user satisfaction, and top management support are shown to possess consistent associations with ERP system usage.

Early research into ERP implementation success factors (e.g., Holland and lightweight 1999, Jarrar et al. 2000, Grabski et al. 2001, Somers and Nelson 2001, Akkermans and van Helden 2002) generated lists of factors that contribute to successful ERP implementation. However, they did not indicate whether all the factors were needed, or if all the factors needed to be used with an equivalent level of effort. More recently, Aloini et al. (2007), emphasizing the importance of organisations focusing on ways to make their ERP implementation successful, looked at different approaches taken in the literature and compared them from a risk management point of view to spotlight the key risk of failure factors and their potential impact on ERP projects success.

3.2.1 ERP Success Factors

Grabski and Leech (2007) extended the research on control theory (e.g., Ouchi, 1979; Eisenhardt, 1985, 1989; Kirsch, 1996, 1997; Kirsch et al., 2002) through the utilization of the theory of complementarities (see Milgrom and Roberts, 1990, 1994, 1995). They explored the limitation of a portfolio of controls that were hypothesized to be utilized in a singular fashion when complex projects demanded the utilization of multiple techniques simultaneously. By examining the risks and controls related to ERP system implementations and developing critical success factors that when used together enhanced the outcomes, they found that each one of the factors were necessary, which nobody factor by itself was sufficient for a successful implementation.

Based upon a survey of organisations that implemented ERP systems, they were ready to aggregate the precise individual factors identified within the prior research into five over-arching factors: project management.

- change management.
- alignment of the business with the information system.
- internal audit activities; and
- consultant and planning activities.

Numerous controls exist within each of the five over-arching categories (and some controls applied across categories, according to the idea of complementarity). From this work, the complexities related to successful ERP implementations are often seen and missing processes are often identified in what appear on the surface to be well-executed implementations which have failed.

3.2.2 ERP Failure Factors

Aloini et al. (2007) conducted a meta-analysis of published research in 1999 and concluded that there are four broad categories of ERP system failure:

1. Process failure, when the project is not completed within the time and budget.
2. Expectation failure, when the IT systems do not match user expectations.
3. Interaction failure, when users attitudes towards IT are negative.
4. Correspondence failure, when there is no match between IT systems and therefore the planned objectives.

In the course of their analysis, they identified nineteen risk factors. Their factors are according to those identified by Grabski and Leech (2007) and include: inadequate selection of the ERP project to adopt, low key user involvement, inadequate training and instruction, inadequate business process re-engineering, and ineffective consulting services.

Elsewhere, ERP user groups, such as ERP-SELECT in 2004 have offered lists of the factors that may lead to failure of ERP implementations:

- Education (not understanding what the new 'system' is designed to achieve)
- Lack of top management commitment (management being involved but not dedicated)
- Inadequate requirements definition (current processes are not adequately addressed)
- Poor ERP package selection (the package does not address the basic business functions of the client)
- Inadequate resources employed by the client
- Internal resistance to changing the 'old' processes
- A poor fit between the software and users procedures
- Unrealistic expectations of the Benefits and the ROI
- Inadequate training (users do not properly how to use the new tool)
- Unrealistic time frame expectations
- A bottom-up approach is employed (the process is not viewed as a top management priority)

- the client does not properly address and plan for the expenses involved

3.3 Impact of ERP System

3.3.1 Planning and Projecting

The primary goal of an ERP system is to assist the business planning and projecting process. This is accomplished by giving businesses the power to make their own enterprise data system. You tell the ERP system what information to gather and where to gather it from. The integrated systems in each department gather data then everything is managed during a central admin console.

The insights gained from the integrated applications can be plugged into reports that make the information easier to digest and put into actionable steps. You will be able to get top-level views as well as drilled down granular data. You can also share the knowledge and reports with others to enhance collaboration and speed up the design process.

3.3.2 Distribution

One of the areas of business which will benefit the foremost from an ERP system is distribution. ERP systems are ready to monitor orders, supply chains and track the movement of materials to form distribution more efficient. Optimizing the distribution process can have a ripple effect that positively impacts inventory, sales, and customer service.

Since distribution sits within the middle of other processes and provides a connection to both manufacturers and customers, having a system that connects distribution to other areas of your business gives you a better perspective. You will know how things on the frontend and backend are influencing distribution.

Features of a distribution ERP system include:

- Order monitoring and management
- Automated ledgers
- Accounts receivable documentation
- Slotting and picking analysis
- Processing order returns
- Tracking customer delivery schedules

If your business relies on reliable distribution channels search for an ERP system that is specifically designed for wholesale distributors. With one cloud-based system you will incorporate data from multiple sites.

3.3.3 Inventory

Whether you have a problem of inventory sitting around unused or have trouble keeping certain items stocked, ERP systems are made to spot ways to correct the matter.

Inventory features within an ERP system include:

- Warehouse management tools
- Real-time inventory levels
- Inventory orders
- Purchasing data
- Part and material tracking
- Tracking reorder points
- Storage capacity and availability
- Demand forecasts that can affect inventory adjustments

By analysing data throughout various process, you can easily see what factors are having a direct effect on inventory management.

3.3.4 Financial Management

Staying within the black and generating a profit is that the top priority for any business. That is why financial management is a key feature of any ERP system. There are numerous ways an ERP system can make financial management much easier across all departments.

Some ways that an ERP system improves financial management include:

- Accounts receivable
- Accounts payable
- Payroll
- Tax calculations
- Receipt tracking and filing
- Estimate discounts
- Purchase order preparation
- Tracking inventory values
- Profitability analysis
- Acquisition cost per customer

As long as your ERP system has integrated applications across all departments, you will get a snapshot of the general financial health of the business. From there you can analyse each department to find areas for cutting costs and increasing revenue.

With an ERP system in situ, you will lower your overall logistics cost while boosting relationships with vendors and customers. It all hinges on finding a system which will be integrated across your entire organization and convey everything together in one place.

4. Improving Employee Experience with ERP System

An effective ERP system does quite eliminate manual tasks, however. In my a few years as an ERP consultant helping companies select, install, integrate, and maintain these software platforms, ERPs enhance the worker experience in these three key areas:

(a) Smoother Onboarding

Organizations operating in office environments are usually more focused on the HR services component of ERP software — but it is becoming more important in manufacturing environments, too. Talent acquisition and retention are growing challenges, and a more streamlined onboarding process driven by a robust ERP system can go an extended way toward staying competitive as an employer.

The onboarding stage of the talent management process is your first opportunity to affect the worker experience. Fumbling within the early stages of the employee's time together with your company can have long-lasting negative impacts — but conversely, making the onboarding process pleasant and smooth can help establish loyalty and improve confidence and optimism.

Onboarding processes that can be improved by ERP software include everything from document completion to training to goal setting to benefits guidance.

(b) Improved Autonomy

One of the foremost powerful things leaders can do for his or her employees is giving them opportunities to use their natural talents, skills, and knowledge on the work.

Increasingly, remote work is becoming part of this equation even in the manufacturing space. The Gallup report found that the transportation, manufacturing or construction, and retail industries have experienced the best surge in working remotely, following only the finance, insurance, and land industries. And employees who spend a minimum of a number of their time working remotely have higher engagement than those that never work remotely.

An ERP can help with improving autonomy during a few ways. The HR services components of advantages accessibility, training opportunities and visibility to career advancement opportunities are obvious drivers. But modern ERP systems particularly those deployed within the cloud also give employees more flexibility in how, where, and once they work.

(c) Increased Productivity

Generating reports, tracking time, monitoring inventory levels, and processing orders are all incredibly time-consuming tasks, and they are ripe for human error. An ERP can automate many of those tasks while improving accuracy and eliminating redundancy. This leaves employees freer for tasks that need more thought and creativity.

In addition to the present, though, an ERP centralizes disparate systems, from finance to marketing to manufacturing to internal control. Data, reporting, and customer support are often centralized with an ERP, too, which improves efficiency overall and eliminates much of the duplication of knowledge.

4.1 ERP & Employee Satisfaction

When staff enjoy their work and job roles are clearly defined, this inevitably feeds back to company performance. Marketing teams interact more effectively with clients, suppliers are treated better and relations on the assembly line go more smoothly. Any manager will attest to the worth of team building and job satisfaction also.

But how can managers create a sustainable basis for employee satisfaction? One way is to place systems in situ that add up, streamline processes, flag up any issues as they arise and permit people to figure smarter. In this sense, ERP can contribute to the happiness of your workforce in a number of ways.

(a) Well Defined Job Roles Lead to Happy Workers

One of the worst things about working in poorly organised companies is that employment is duplicated, while many of us do not seem conscious of their specific role. This often arises when firms expand without planning ahead, or when different departments pursue their own actions without it linking to a central strategy.

One of the simplest routes to employee satisfaction is by tightly defining job roles, in order that every member of staff knows what they and their colleagues are alleged to do. This is even better if the staffer knows exactly how their job contributes to the firm's overall strategy. ERP can help to realize both goals.

(b) Allow Client Facing Staff to Do Their Jobs Well

Nobody enjoys interacting with clients without the knowledge required to serve them properly. If sales and marketing teams are fed poor quality information about production times or invoicing, they will struggle to supply an honest service, damaging their own morale.

With the proper IT package in situ, firms can put all of their information at the disposal of client facing staff, giving them total awareness of any problems that arise. Couple this with a robust Customer Relationship Management (CRM) strategy - everyone benefits.

(c) Raise Efficiency and Improve Processes

ERP can increase efficiency, revenues, and profits but, initial implementation requires a team effort, and many staff members may need to radically alter their practices.

The end result for each individual should be more skills and increased satisfaction, and with processes more streamlined previous excessive workloads or duplicate tasks can be decreased or eliminated. Staff may experience the implementation of ERP as a challenge, but within a brief period workloads and processes are going to be improved. As firms become more efficient, revenues and profits tend to follow which may be shared with staff.

(d) Use Information to Reward Good Work

The information collected by ERP systems is useful for many things – from running routine compliance and auditing tasks to overhauling a complete product range. One way of using the system is to thoroughly assess staff performance. HR professionals can use ERP tools to seek out which employees are excelling, and that they can distribute rewards accordingly.

The money saved by implementing tools like ERP also can be put to good use, whether by arranging staff away days, bonuses or improving the working environment – all of which tend to boost employee engagement and happiness.

ERP systems became commonplace in businesses across the us as they integrate into key systems throughout the sales, customer service, accounting, IT, and human resource departments. When a replacement ERP system is implemented into an existing business, the business often benefits in terms of productivity and profitability. However, employees also can enjoy implementing a replacement ERP system. Here are five surprising ways that employees benefit from a new ERP system.

1. Increased Transparency

It is easy to overlook what proportion work people successfully accomplish during the day. Even if the order entry department is behind on entering new orders into the sales management system, the order entry staff may have created a record number for the day. A well-integrated ERP system shows what has been completed by whom. This increased transparency reduces some of the stress of departments feeling that others do not pull their fair share of the work.

2. Improved Confidence

Most ERP systems focus marketing materials on business benefits like productivity and efficiency. However, efficient, and productive employees are more confident in their ability to finish job-related tasks during a timely and proper manner. When processes are easier to manage, it goes an extended way toward improving competency and confidence.

3. Additional Training

Transitioning to a replacement ERP system or internal procedure inherently requires training for the top users expected to utilize the system. This additional training affects everyone and is not related to job performance. For this reason, employees enjoy more training without the adverse perception that training means poor performance. Employees may learn more about their job duties or have the opportunity to further clarify aspects of their job that they may have missed.

4. Mobile Functionality

The number of mobile workers has increased considerably. Many older ERP systems utilize servers or other equipment which will not be conducive to a foreign workforce. Newer ERP models incorporate cloud-based technology where possible to form the stored information more accessible. That is why it makes a lot of sense to select a new ERP system that features mobile functionality. Employees will love that the new ERP system allows them to figure from home and should leave a more formal telecommuting policy that promotes workplace flexibility.

5. Reduced Compliance Risk

One of the major issues that companies face in the 21st century involves ensuring compliance with industry and government regulations. In order to guard customer confidential data and to get comprehensive financial reports, corporations are required to make, store, and protect a good range of knowledge associated with their business operations. A new ERP system is best ready to meet compliance standards for tracking and reporting information.

If managed by a third-party vendor, the seller is going to be ready to share a number of the responsibility for keeping the ERP system up so far with evolving regulatory compliance standards. Employees can rest assured that they are effortlessly maintaining compliance.

While there are many benefits of implementing a new ERP system into an existing business, the benefits to employees are substantial. In the future, employees may prefer to work for organizations that remain competitive with their internal systems to extend mobile functionality and transparency. Reduced compliance risk and confidence through speed and training only strengthen the general posture of the organization. For these reasons, transitioning to a replacement ERP system could also be well worth the investment in time and resources.

5. Conclusion

From the study over the effect of ERP system over business, it is observed and can be clearly stated that ERP is undoubtedly beneficial for a business and has a wide range of advantages over a business. It centralizes the info and inter link all the departments of a corporation together which reduces the communication gap, enhances the productivity and most significantly it saves enormous amount of your time. The most important part of a business is the satisfaction of customer which leads to more profit. Both of these are attained because of the implementation of ERP system. The problem is regarding the cash and time which makes the implementation of ERP difficult for little enterprises. More work is needed to do to make ERP system available for such businesses. Managers should take into consideration that their employees are needed to be satisfied with using the ERP system, to improve their performance which will motivate them to take decisions.

These findings support and ensure the findings reported by Grabski et al. (2009). They indicate that ERP implementations leads to changes within the tasks of the management accountants, with the standard of the many operational factors, like internal control, and therefore the overall quality of knowledge and knowledge improving regardless of the success or failure of the implementation. The findings also supported Grabski et al.'s (2009) findings that the degree of change within the role of management accountants was associated with the extent of success of the ERP implementation.

Under successful ERP implementations, data quality increases, decision-making is improved, and therefore the percentage of reports automatically generated by the (ERP) system is bigger than under the previous (traditional-software-based) information systems. Many reports produced automatically by the ERP system or by managers using the ERP system were previously prepared by the management accountants using other software, like spreadsheets. Consequently, overtime is out there to the management accountants to perform other value-adding tasks in situ of the mundane reporting tasks they want to perform, opening the way for them to perform the role of Denna et al.'s (1993) business solutions professional.

In conclusion, when an ERP implementation is successful, management accountants have time for other, less mundane activities; and their role becomes more enriching as a result.

When an ERP implementation is unsuccessful, the role of the management accountant increases. Some of the ERP system deficiencies require increased activity on a part of the management accountants with non-noticeable reduction within the tasks they traditionally perform. For example, they have to enhance their software and leadership skills so as to cope but have not any overtime during which to try to to so.

Grabski et al. (2009), found that for ERP implementations to achieve success, management accountants should be involved from an early stage. The findings of this study take that conclusion further: it is to the advantage of management accountants to make sure that ERP implementations are a hit. If it is not, they are likely to seek out that

their workload increases with no alteration to the time during which they need to perform their job. Whether it is a hit or a failure, they also got to be prepared for changes in their role which go well beyond simply doing quite before.

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