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Research Article

Analysis of Factors Affecting Post-implementation Success of Enterprise Resource Planning (ERP) System - Literature Review

M. Al Musadieq*, Riyadi, Teuku Noerman, Ulul Iabab, and Nurohman Fahrozi

Business Administration Department, Brawijaya University, Indonesia

Abstract.

Manager's use of ERP Managers heavily use ERP to co-ordinate activities throughout an organization and to keep track of the performance of processes such as planning, inventory, finance and human resources. Although ERPs are acknowledged for enhancing efficiency and accountability, most of the literature that has focused on the success of implementing an ERP system has been limited to the implementation phase. There is a lack of studies after implementation which is less costly than implementation and greatly determines the achievement of future benefits and the performance of a system. The objective of this study was to find out the key factors with regard to transition stage of whether or not the implemented ERP system is successful or not successful. As indicated by previous studies, support in this stage is important, in particular system maintenance and cooperation between departments. Critical success factors identified are the operational or functional expertise of the internal ERP team, support of the senior management of the firm, end-users preparation, and integration between functions. Furthermore, the ERP systems will need to reflect and evolve with the business, including incorporating SCM to meet the changing organization's needs. The model constructed by this study extends our ability to assess ERP success post-implementation, by adding dimensions. including competence groups, decision support systems and continuous system development. This study will make its theoretical contributions by closing the existing post-implementation gap in the literature and adding practical value to organizations interested in maximizing their investments in ERP systems beyond initial implementation.

Keywords: business organization, enterprise management, enterprise information system, ERP

Corresponding Author: M. Al Musadieq; email: musadieq@ub.ac.id

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1. Introduction

At the broadest level, Enterprise Resource Planning (ERP) System is meant to integrate and manage all aspects of a business operation. ERPs are majorly consisted of core functions which includes planning, purchase and procurement, inventory management sales and marketing finance or human resources. According to Ali and Miller [1], ERP is defined as a system that facilitates the handling of business data, control compliance

and makes organization accountable. Moreover, this system also assimilates multiple software features in order to offer seamless day-to-day operations and making for insightful decision-making. ERP is a complete software that automates order processes, particularly in the production and distribution areas.

Even though ERP adoption started back at the beginning of 1990s [2], research is still focused on early stages from implementation and there are less studies that deal with post-implementation. Early implementation focused research generally concentrate on adoption strategy and immediate wins. Nonetheless, a significant venture yet to be made is finding what are the variables which control ERPs success and optimization in future. This is a very important due to the fact that research contributions in this area are essential and fundamental because they serve for the understanding of an ongoing ERPs' impact as well as their contribution towards business performance.

Few organizations are experiencing the anticipated success of an ERP after go-live and, in fact, a very different reality. Only a fraction of the expected effectiveness was realized [3]. This failure to meet expectations was also experienced by big companies like in the case of Boeing and Whirlpool, struggle as well on their ERP implementation process [4]. ERP is an Integrated Information System (IS) and its implementation involves the commit-ment of resources among various units inside and outside of organization [5]. It is especially complex to address the challenges of ERP implementation in retail as compared to manufacturing which had predecessor systems like Material Requirement Planning (MRP) or Manufacturing Re-source Planning (MRPII).

Literature has shed some light on the post-implementation of ERP. Osnes et al. [6] described the need for sustainability planning to handle problems following initial implementation efforts. This is also pointed out by Ali and Miller in Knapp and Langill [7], who stress additional exploration of the predictors of success during post-implementation, while Zadeh et al. [8] and Leffingwell [9] investigate service delivery capabilities of cloud-based ERP for Small & Medium Enterprises. Other studies such as Sar and Garg [10] and McGinnis and Huang [11] identified Critical Success Factors (CSFs) in the implementation phase and oriented researchers to study more on post-implementation success [12].

For example, our paper which has been conducted to minimize the literature gap about CSFs were little known on ERP post-implementation phase. In doing so, we contribute new understanding to the phenomenon of employee engagement in post-implementation learning and propose a novel conceptual model that can be used

for optimising sustainable ERP use. This study aims at discerning team's ability, inter-departmental communication and permanent system development related factors which will open the array to new horizons in ERP system performance improvement.

The conceptual model in this research adopts the business process framework from Ha and Ahn [13] to specify design components of ontology based economy. Elements such as the Extensive Competency Team [10] and Post-Implementation team monitoring, controlling organizational complexity are a few of these keys focus areas [2]. Inter-Departmental Information also allows for greater overall coordination by improving the flow of information [14], and Continuous System Development re-quires that system improvements be made as a response to shifting organization needs [9].

Decision Support Systems that help managers arrive at datadriven decisions are essential [15], and System Configuration Integration may be an additional fea-ture to ensure synergy among the hardware portion of a system and its software components [7]. Ultimately, the system will be assessed based on how well it delivers to the organisation's strategic objectives in terms of effectiveness and efficiency of business process performance [3]. Therefore, this study is not only to recognize the key determinants that have an impact on ERP functionality but also give sensible strategies so as almost better apply ERP successfully in post- implementation purposes.

2. Literature Review

2.1. Extensive competence team

An Extensive Competence Team refers to a group of individuals with diverse skills and expertise that collectively enhance the team's ability to address complex challenges, innovate, and achieve organizational objectives [10]. This concept is particularly valuable in today's dynamic and competitive business environment, where diverse competencies are crucial for adaptation and success.

Key Characteristics:

1. Diverse Skills
2. Interdisciplinary Approach
3. Collaborative Environment
4. Flexibility and Adaptability

5. Continuous Learning

2.2. Post-implementation team

The post-implementation team consists of professionals tasked with ensuring the success and sustainability of a project after its implementation. This team is responsible for overseeing the post-implementation phase, including monitoring, evaluation, maintenance, and improvement of the implemented system or process [16]. Their primary focus is to ensure the project operates as intended and to address any emerging issues following implementation.

Key Characteristics:

1. Performance Monitoring
2. Evaluation and Feedback
3. System Maintenance
4. Problem Resolution
5. User Training and Support

2.3. Inter-departmental information

Inter-Departmental Information refers to the process of exchanging information and data among various departments within an organization [10]. Such information exchange is essential to ensure that all organizational units operate synergistically and efficiently. This process may include various types of data, such as financial reports, project status updates, and human resource information.

Key Characteristics:

1. Collaboration and Coordination
2. Transparency
3. Decision-Making Support
4. Operational Efficiency
5. Problem Resolution

2.4. Continuous system development

Continuous System Development involves a software or system development approach that emphasizes ongoing improvement and refinement [9]. This iterative and continuous process integrates user feedback and evolving business needs regularly. The goal is to ensure the system remains relevant, efficient, and capable of adapting to technological advancements and business demands.

Key Characteristics:

1. Continuous Iteration
2. User Feedback Integration
3. Sustained Improvement
4. Rapid Adaptation
5. Automation

2.5. Decision support system

A Decision Support System (DSS) is a computer-based information system designed to assist organizations in decision-making processes [15]. It provides relevant information, models, and analytical tools to help managers and professionals make data-driven and informed decisions. DSS supports semi-structured and unstructured decisions by offering timely and pertinent insights.

Key Characteristics:

1. Interactive
2. Data-Driven
3. Model-Based
4. Flexible
5. Integrated

2.6. System configuration integration

System Configuration Integration is the process of combining various hardware and software configurations to ensure all system components function harmoniously [7]. This

process involves configuring and adjusting system components to operate efficiently and effectively together, aligning with specific business and operational requirements.

Key Characteristics

1. Compatibility
2. Parameter Setting
3. Integration Testing
4. Continuous Monitoring
5. Documentation

2.7. Business process performance

Business Process Performance refers to the assessment and measurement of the effectiveness and efficiency of business processes within an organization [3]. This evaluation aims to ensure that processes deliver optimal value and align with the organization's strategic goals. Performance measurement typically includes metrics such as speed, cost, quality, and customer satisfaction.

Key Characteristics

1. Effectiveness
2. Efficiency
3. Quality
4. Customer Satisfaction
5. Flexibility

3. Material and Methods

The current study was designed as a literature review or narrative review Literature review is a process of searching and reading various journals, books, or other published documents related the research problem to produce a writing on subject matter presents in field [17]. Theoretical Review In this study, the theoretical review is on some of the key elements include The Wide Range Competency Team — a team with

different skills for dealing with complex problems to achieve organization goals [10] and Post-Implementation Team who play their role in monitoring as well operation and maintenance after implementation [17]. In addition, Interdepartmental Information helps in coordinating and decision-making by facilitating efficient sharing of communication medium [14]. Continuous System Development focuses on moving target to improve and adapt with business needs [9]. These include: Decision Support Systems, which provide analytical tools to support the decision- making process of managers with accurate data [15]; System Configuration Integration — software and hardware parts working together harmoniously [7]. The Business Process Performance measures efficiency and effectiveness in terms of how well it accomplishes an organisation's strategic goals [3].

4. Result and Discussion

4.1. Initial implementation of ERP system

A significant amount of research exists on ERP implementation success factors [18]. This is because, for most of these studies the starting point seems to be that the success of an ERP project is largely determined by its roll out. Therefore, in most cases studies are concentrated on implementation related activities while the post-implementation phase can either improve or degrade ERP performance from a level that has already been gained through initial implementation phases [19].

This study seeks to make a contribution by focusing on the latter stage, but not forgetting that of course it is important to successfully implement systemic reform in the first place. Indeed, implementation of any policy is crucial as it can significantly decide the strength and nature of organisational climate [18]. Poor implementation that can lead to missed deadlines, installation instability and misalignment of the software with overall organizational processes. It is apparent that such initial conditions, in addition to other post-implementation variables seem to influence the long-term performance of ERPs. Table 1 shows summary of Implementation Success Factors Cited Often in the Literature and References.

4.2. Continuous improvement at the post-implementation stage

If we all agree, for instance, that just getting it live is not the end of an ERP project in and of itself then - bingo — your new systems ultimately do need to transform following

Table 1: Factors of Successful Implementation from Various Empirical Studies.

No.	Im- Success Factors Implementation	References
1.	Top management support and involvement	Lees [20], Bingi et al. [21], Holland and Light [22], Gupta [23], Akkermans and van Helden [4], Umble et al. [24], Yu [25], and Karim et al. [26]
2.	User training	Bingi et al. [21], Gupta [23], Al-Mashari et al. [27], Amoako-Gyampah and Salam [28], Umble et al. [24], Yu [25], and Karim et al. [26]
3.	Optimisation of project teams	Bingi et al. [21], Holland and Light [22], Gupta [23], Akkermans and van Helden [4], Umble et al. [24]
4.	Project management	Holland and Light [22], Al-Mashari et al. [27], Akkermans and van Helden [4], Umble et al. [24], Karim et al. [26]
5.	Inter-departmental collaboration/communication	Holland and Light [22], Al-Mashari et al. [27], Akkermans and van Helden [4], Umble et al. [24], Amoako-Gyampah and Salam [28], Yu [25]
6.	Selection of the right ERP package	Lees [20], Bingi et al. [21], Al-Mashari et al. [27], Akkermans and van Helden [4], Amoako-Gyampah and Salam [28], Yu [25]
7.	Consulting companies and consultants	Lees [20], Bingi et al. [21], Holland and Light [22], Karim et al. [26]
8.	Process orientation	Holland and Light [22], Al-Mashari et al. [27], Hong and Kim [29], Karim et al. [26]
9.	Change management	Al-Mashari et al. [27], Umble et al. [24], Yu [25]
10.	ERP strategy and objectives	Holland and Light [22], Akkermans and van Helden [4], Umble et al. [24]
11.	Minimising customisation	Bingi et al. [21], Hong and Kim [29]
12.	System Integration	Bingi et al. [21], Al-Mashari et al. [27]

Source: Researcher's Report (2024)

go-live. For instance, the Deloitte report illustrates a critical route to understanding indicating that "transacting" (i.e. ERP go-live) is not an end in itself but merely part of a longer journey [30]. Additionally, we find a third stage as identified by another study [31] which in other words suggests that even after the first go-live project additional and continuous action will be needed to attain strategic success.

There are multiple reasons why continuous improvement is required at the post-implementation stage. Maintenance and support are naturally the first phase after going live [32]. Because ERP systems are generally massive, such maintenance typically consists of fixing fatal defects at various stages from purchase to implementation, which warrants the small or big change in a number functional capabilities. For example, Tsai et al. [33] research by into the impact of system and data maintenance activities in post-implementation stages presents that business performance can be influenced after implementation phase through maintaining the ERP circumference design or introducing

new functionalities. Research also shows that post go live many short comings of ERP would be unfolded as the solutions are run highly complex nature [34]. Second, it is often necessary to modify or extend simple functions Rather, what is needed here is the continuous re-engineering of business processes. (e) Only the initial process redesign is done by most companies before implementation [11, 34, 35]. Leaving the Core modules many of ERP installations deploy this approach initially. Once implemented, these must then be extended and later integrated with other processes or legacy systems for them to realise their benefits [35]. However, without this effort the ERP system will invariably feature numerous gaps between business process [36] and compromise a successful integrated enterprise–wide proces integration. Therefore, similar to the initial introduction process transformation due ERP is also important [32].

4.3. Organisational support in the post-implementation phase

Determinants within the organisation operate still post-implementation phase. In more tangible terms, the ERP system cannot be continuously perfected (as discussed in the prior section) without continued nurturing by the organisation. This is because changes of process often reflect several organisational set-ups in the workforce, structure and role levels that cannot be modified without organization support. there has been a number of studies that include continuous learning by organisational personnel post ERP implementation [37]. Park et al. [38] demonstrated a significant individual-level absorptive capacity impact on ERP performance dependent upon the extent of organisational support available in their research. Shortly, more research results also found the association of post-implementation learning with ERP performance [37]. The need of a team or experience of them and their communication among teams as observed in research [18]. The research reveals that the loss of internal ERP skills is in fact one of the top risks faced by organisations post-go-live. The study by Somers and Nelson confirms that interdepartmental communication and cooperation are crucial post-implementation tasks. All the top management support to these various organisational efforts is usually required because as we had seen in stage one of implementation [8, 18].

According to diffusion of innovation (DOI) theory, organisational support is a critical driver in implementing innovations important supplier-side facet recognized by DOI scholars as an influential determinant influencing adoption and use outcomes with the health care sector. It is the theory we usually use to describe stages of IT diffusion in organizations. For instance, the six-stage model of IS innovation diffusion in Kwon and

Zmud [39] is grounded on Lewin's theory of organisational change. These six stages are respectively having an adoption, adaptation, acceptance routinisation and infusion stage. A study of factors facilitating diffusion additionally identified the nature of organisation and user community as determinants in process [39]. Overall, just as in most of the DOI studies — organisational factors appear to determine IT implementation across various cases. As an example, top management support, organisational consensus and training have all been found to affect process of diffusion [40].

5. Discussion

5.1. Research model and hypothesis development

Figure 1 presents the research model, which integrated results from the literature review and pilot study. The model suggests that post-implementation stage business process performance is driven largely by initial implementation success, continuous improvement efforts and organisational support. Built on this model, the research seeks to examine whether initial success is necessary merely sufficient or if further interventions are required in order to account for process performance at post-implementation stage. The subsequent sub-sections explain the hypotheses in the model.

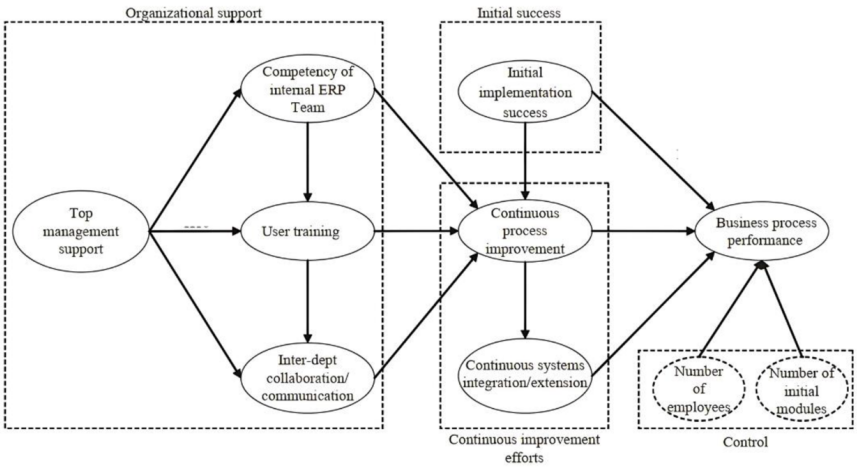

Figure 1: Post ERP Implementation Recommendation Model.

5.1.1. Top management support

Living going live is the ultimate step of an ERP implementation and in many cases, top management after go-live view this as we have done are bit our part so no more direct

support to keep generating funds for new resources related. Nonetheless, there are a number of unresolved issues and long-term assistance is often needed [41]. Senior management has likely a great impact on employee motivation and change capability organization-wide, which in turn is expected to determine the level of ERP assimilation into an organisation [41].

While top management is key, it is unlikely they are able to consistently and directly engage in ERP operations post- implementation. Many companies therefore structure a separate internal team dedicated to ERP related work — often, the Unit is as independent or even outside of their usual IT. An internal ERP team cannot only exist, but be also successful in their workings if top management continues to support them. This provides the team with relevant credentials to access organisational resources It becomes a whole lot more challenging to do things enterprise-wide team integration otherwise.

End-user involvement: to ensure participation and engagement of end users, especially in training initiatives and cross-departmental collaboration & communication (administrations Ultimately it is key management support that attracts real active user engagement. Senior management also needs to consistently lead by example in promoting a shared vision for ERP and encouraging everyone engage in training and teamwork. With the ever-fluctuating dynamics of an internal and external business landscape, employee engagement is almost impossible to sustain without constant top-management support.

5.1.2. Internal ERP team competence

After Successful implementation most organization lack of ERP experience either their interest gone about the support for ERPs or Project team who got go live with it, leaves after ensuring successful Go Live [42]. The pilot study further revealed that ERP does not typically have a specific team in many organisations, contrasting with CRM. Only some of the original project members are normally retained post go-live and they become part of the standard IT staff thereby becoming siloed from other business issues.

If they are not capable talent, then ERP know-how and comprehension will be mostly restricted within the way too in close proximity to potential. For example, the existence of in-house expertise level will affect further end-user training and education as it provides continuous advance knowledge on ERP [41, 42].

An effective internal ERP team increase the general quality of a basic service request response and allow to supply another agility in business processes improvement [32, 41]. However, ERP systems require ongoing and sustained improvement with specialized capabilities over time. It is expertise that differs from internal IT in general and would therefore be difficult to get on the spot, say without a team profounding with an ERP. So, in the context of continuous improvement, performance capability are key and competence of internal ERP team is pivotal

5.1.3. User training

User training has been acknowledged as a key success factor in the initial ERP implementations [23]. Thus, user training throughout the post-implementation period is seen as being needed for users to adapt, and enhance their capabilities or at least sustain them of using ERP system by employees [41, 42]. As noted above, in light of the fact that staff can leave or join an organization and there are continually changing business situations, preparing client training should proceed well into a post-implementation stage [36].

Because the users are more familiar to ERP through training and the complexity of system usage only a little, which can make them active cooperation in communication between departments when they use it after post-implementation period. Because integration of departments is rare in organizations [43], user participation requires ongoing training effort. Training helps users realize the importance of continuous improvement and excites them about taking part in those efforts. Users Mile-I vs Software updates because the market environment may have changed, as do ERP and business processes. As the marketplace changes, organizations may impose new functionality demands on an ERP [41] or arrive at different expectations based on how to configure the ERP. Faced with common ERP use, more strategic and complex forms of ERP usage are necessary in which business processes must be integrated on a broader scale [34]. But users need to be urged, they must understand ERP and relentless training will ensure their engagement.

5.1.4. Collaboration and communication between departments

ERP systems seek to integrate all departments and functions across a company onto a single information system that serves the particular needs of those different units, far

more effectively then previous segregated department or division specific applications. Beyond biomotoring, the act of bio-integration requires a good deal if rinsing out conflicts and coordinating our limited shared resources. This is true, even more so with bigger improvements as this often implies a broader process integration. Consequently, a lot of studies has demonstrated that interdepartmental collaboration and communication is one of the major contributors toward successful implementation [18, 34]. Given the growing complexity of ERP, this study contends that cross-functional collaboration and communication may continue to be necessary for process improvement post-go-live.

5.1.5. Early implementation success

This study opens up a number of basic questions among which is whether the success at initiation or original attempt to implement ERP translates into the real time successes down-the-line such as after 10 years. The predominant approach to measuring success or performance of ERP has been through the perspective that their studies focus on a conditional outcome — i.e. initial implementation success [40]. Fundamentally, it suggests that efficacy is assessed after implementation has concluded and into the future. The project is finished on time and the cost, quality, and functionality objectives are achieved [29]. It has further been found that the first successes can create a supportive atmosphere to establish such a system within in an organisation, wherein continuous improvement efforts get easily accepted and backed by all levels of management

5.1.6. Continuous process improvement

Process innovation is a crucial part of ERP initiative, in which many companies engage simultaneously at the initial stage itself. Yet, there is some growing agreement that process innovations are also necessary to be sustainable for successful ERP implementation [11]. One, the initial innovation efforts are likely to be incomplete and insufficient that fur- ther optimalisation is required [35]. For instance, work done by Shang and Seddon [44] indicates that improper alignment of processes during implementation might be leading to some kind of problems in the process. Secondly, they will soon realize that to maximize the benefits of their ERP investments—companies must broaden process integration activities out to other systems. Either an external force may inflict this upon customers or suppliers as the competitive landscape shifts, or changes

inherent to strategy [35]. Also, continuous improvement was indicated as one of the most important elements that successful companies insisted upon. Most of the time process improvement efforts result in additional system changes than regular service requests which are pretty much basic. Therefore, upgrades typically entail incremental systems integration and growth

5.1.7. Continuous system integration and expansion

Another scenario is that organisations can still roll out other ERP modules after the launch because of further integration or necessity — with our without continuous efforts for a more perfect process. Broad implementation is more effective to achieve greater benefits of ERP It has been agreed that the best way to gain higher success for Enterprise Resource Planning (ERP) system, widened usage affects success into a positive relationships [35].

6. Conclusion

The Enterprise Resource Planning (ERP) systems are fundamental in the successful integration of different business procedures, thereby improving organisational effectiveness and responsibility. But the success of ERP is not only in initial implementation but also in post-implementation phase. Despite the recognized significance of early ERP implementation, few contribute to a deeper understanding or post-implementation impacts Literature, related to various kinds of several research findings show that there are general similarities in sustained success elements organizational support should be accompanied with the team capability having strong cross departmental communication and has continuous system development & improvement.

The third phase is the post-implementation one, which requires continuous upkeep and making over of the system to address growing business requirements. At the same time, this one tells us that for most ERP users handling operational dynamics training is still necessary to make them use it properly. Additionally, the support from top management is very critical to bring long-term stability and sustainability of such systems, especially in establishing inter-departmental collaboration as well giving adequate power for those internal ERP team.

While the early implementation is where companies build a solid foundation, its efficiency for even more performance ultimately requires an ongoing process of improvement. The precedences of system integration and module expansion after going live are also the strategic steps for maximizing ERP benefits on organizational level. Consequently, this study underscores that initial success of an ERP is not the end state; rather a continuous and collective effort by the whole organization throughout its life. The results of this study contribute to the extant literature and its main aspects may be useful for ERP longevity by offering practical suggestions from it about post-implementation success factors.

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