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User Satisfaction with ERP Implementations: A Literature Review Research-in-progress

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ABSTRACT

Many organizations perceive their ERP system as their most strategic computing platform. At the same time, organizations have always considered employees as valued resources for the organization. While literature reviews have been published looking at the big picture of ERP implementations, this review seeks to specifically examine user satisfaction with ERP implementation. The purpose of the paper is to develop a framework identifying areas of concern in existing research on user satisfaction and ERP implementation. At this time, fourteen articles have been identified and a general framework including User characteristics, Innovation characteristics, Organization/Team characteristics, and Environmental characteristics as they relate to the topic has been developed.

Keywords

Enterprise Resource Planning systems, ERP, User Satisfaction, Literature Review

INTRODUCTION

The blistering speed of technology and its adoption in business has become as big if not a bigger threat to businesses as globalization and increasing competition. Business processes for everything from buying groceries to negotiating the purchase of a car has been impacted because of the Internet. Information is power, and nearly everyone has the same information at their fingertips. Companies who do not have this information have endangered their own existence.

To combat this, companies of all sizes have begun implementing ERP software. Many organizations perceive their ERP system as their most strategic computing platform (Hong and Kim, 2002). Many thought this would save their fledgling businesses or take their “mom & pop” family business to the next level. Successful implementations have the potential to do this. Failed implementations however, are much more catastrophic. By nature, ERP software encompasses every aspect of a business; therefore, an unsuccessful launch may cripple the company’s ability to service its customers.

One measure of gauging success of an information system is user satisfaction. IS researchers have long measured the success of an IS system by the measurement of user satisfaction (e.g., Baily and Pearson, 1983, DeLone and McLean, 1992). Critical success factors from the perspectives of key stakeholders, including end-users, is largely missing in ERP research (Finney and Corbett, 2007). Therefore, two research questions are proposed:

1. *What has existing research found about user satisfaction in ERP implementations?*
2. *What factors have been found to significantly correlate with user satisfaction in ERP implementations?*

In order to answer these research questions, a literature review will be conducted. At this time, 14 articles have been identified. By the time of the conference we will have done a more thorough search and will be able to provide future research directions given current research findings.

RESEARCH METHODOLOGY

The first step in the search for published articles on user satisfaction with ERP implementations was accomplished with a database search searching abstracts for the key words “user satisfaction” and ERP. This resulted in the first 16 articles to be reviewed, two of which were deemed out of scope. We plan to extend our search criteria to include additional articles to include in the conference presentation.

To create a framework of the work done on user satisfaction and ERP, the first rater (one of the authors) read through all 14 articles and created a table summarizing variables studied. From this, the primary concepts studied to date emerged. The first rater then mapped each article to the framework. A second rater (also an author) then read each of the 14 articles and mapped each article to the framework (without knowing the first rater’s categorizations). Discussion was used to resolve discrepancies in the categorizations.

PRELIMINARY FINDINGS

Figure 1 depicts the initial framework created based on the variables studied in the first 14 articles. Innovation characteristics, User characteristics, Organization/Team characteristics, and Environment characteristics are the broad categories of variables found that have been studied in relationship to end-user satisfaction of ERP implementation. The conference presentation will include more specific information on constructs studied within each of the broad categories. In addition, articles will be mapped and discussed in relationship to more established frameworks in MIS, e.g. DeLone and McLean’s IS Success Model of System, Information, and Service characteristics (DeLone and McLean, 1992).

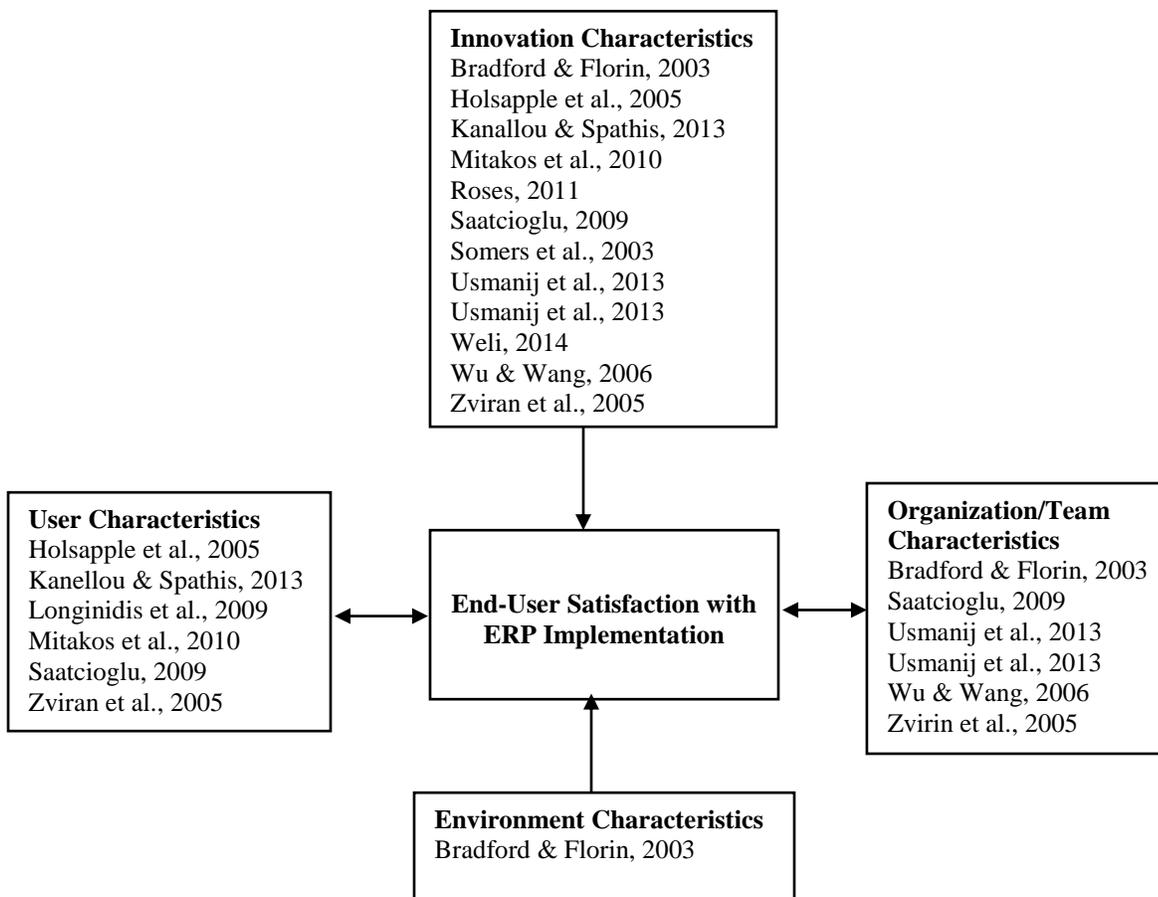


Figure 1: Framework of ERP User Satisfaction literature.

FUTURE WORK

This paper represents research-in-progress conducted by a current Masters-level student. Authors will continue to identify papers for this literature review. Analysis, review, and findings of all identified articles will be included in the conference presentation. Future research directions will be identified and presented.

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