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Non-Technical Side of an ERP System Implementation Challenges

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End-User Satisfaction in ERP Systems Implementation

TREO Talk Paper

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Abstract

Enterprise Resource Planning (ERP) systems implementations are projects undertaken by organizations in order to increase organizational efficiency and effectiveness. Depending on the size of the organization and sophistication of a new ERP system, the implementation process can take from several months to several years. ERP implementation projects are costly, time sensitive, and require coordination of all organizational units. Project managers hired for ERP system implementations are usually experienced and have a good understanding of processes from a technical perspective, working closely with developers and consultants.

From a project management perspective, the objective is delivery of a working information system within the specified deadlines. However, from the organization's perspective, often the objectives are broader and include the post implementation effect of a new system on the organizational effectiveness and efficiency (Cameron and Green, 2019). The main factor that can hinder the post implementation success despite the success on the technical side is low End-User satisfaction after the ERP system implementation. The organizational excitement of receiving a new sophisticated tool that would alleviate manual processes, bring transparency to organizational operations, and provide better analytical capabilities, can gradually transition into End-User uncertainty and confusion. Employees can be dissatisfied with the implementation process structure, their lack of involvement in process steps and decision making in matters that affect their day-to-day responsibilities. This dissatisfaction usually culminates towards the project completion when End-Users gain access to production and realize the challenges with new modules, encounter unfamiliar interfaces and issues that they will have to handle immediately.

Change management activities that would help to increase End-User satisfaction in many cases are handled by a project team and project manager in particular. Difficulty in handling both, people and the technical side of the process tends to cause the lack of post implementation End-User satisfaction.

This research explores an End-User satisfaction component of ERP system implementation and people side of the implementation process. We are studying the End-User expectations of change management activities, training readiness, user involvement, and resistance to change and how confirmation or disconfirmation of those expectations affect the system acceptance and End-User satisfaction (Bhattacherjee, 2001). Integrative model of Change Management and Project Management was developed.

To refine the constructs, we conducted a pilot study employing semi-structured interviews with project managers and ERP system end users. Currently, we are in the process of gathering data and performing an exploratory quantitative analysis of cross sectional survey using PLS-SEM technique.

The results of this study would provide enhanced knowledge of End-User satisfaction during ERP implementation organizational processes. In addition, these results may assist with better integration of change management activities into project management processes.

References

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