Employee's Attitude towards ERP Implementation at Work Place: A Case Study

Dr. Sunil Kumar Dhal, Associate Professor, SRI SRI University,Cuttack, Odisha, E-Mail : *sunildhal@srisriuniversity.edu.in*
Dr. Pratima Sarangi, Assistant Professor, SRI SRI University, Cuttack, Odisha
E-Mail:pratima@srisriuniversity.edu.in

ABSTRACT

Abstract : **-** In the first growing environment, the business will grow with the technology and the technological implementation. There must be an alignment between business strategies and IT strategies. ERP is integrated software which support to all functional domain. This software helps from raw material management, inventory management, and production management, Marketing Management, Human resource management, Finance management and customer management etc. The leading corporate world is not able to implement the ERP software in their company. This is the study through which author interested to find out the factors affecting employees attitude towards ERP implementation

Keywords: *Business intelligent, ERP, Knowledge Management, MRP,CSF*

*****

I. INTRODUCTION

In the twenty first century the business environment has changed dramatically. The business world has become a very dynamic marketplace. Today's Organizations confront new markets, new competition and increasing customer expectations. This has put a tremendous demand on manufacturers to Lower total costs in the complete supply chain, Shorten throughput times, Reduce stock to a minimum, Enlarge product assortment, Improve Product quality, Provide more reliable delivery dates and higher service to the customer, Efficiently coordinate global demand, supply and production. Thus today's organization has to constantly re-engineer their business practices and procedures to be more and more responsive to customers and competition. In the 1990's Information technology and Business Process re-engineering, used in conjunction with each other, have emerged as important tools which give organizations the leading edge.

ERP Systems – Evolution

In 1960's most of the manufacturing companies are focuses on Inventory Control. The software was out of reach from most of the organization. Even few software were designed to handle inventory using traditional inventory concepts. In 1970's the focus was shifted to Material Requirement Planning i.e. the system which translate the Master schedule built for thee end items into time phased net requirements for the sub-assemblies, components and raw materials planning and procurement.

In the early 1980's the concept of MRP-II (Manufacturing Resources Planning) evolved which was an extension of MRP to shop floor and Distribution management activities. MRP-II focuses on Raw Material Procurement, Stock Inventory Management, Production and processing management. In the early 1990's, MRP-II was further extended to cover areas like Engineering, Re-engineering, Marketing, Finance, Human Resources, Projects Management, Quality Management etc i.e. the complete gamut of activities within any business enterprise. Hence, the term ERP (Enterprise Resource Planning) was developed.

ERP is now an integrated of all management techniques with Business Intelligent and Customer relationship Management. In addition to system requirements, ERP addresses technology aspects like client-server distributed architecture, Relational Database Management System, object oriented Technology etc. ERP Systems - Bandwidth ERP solutions address broad areas within any business like Production, Manufacturing, Distribution, Finance, Project Management, Service and Maintenance, Transportation etc. Integration is essential to provide visibility and consistency across the enterprise.

An ERP system further extended to Extended ERP with Online Analytics, Customer relationship management. It support different manufacturing environments like make-to-stock, assemble-to-order and engineer-to-order. The customer online order decoupling point should be flexible enough to allow the co-existence of these manufacturing environments within the same system, which has businesses spread all over these manufacturing environments. It is also very likely of the same product may migrate from one manufacturing environment to another during its produce life cycle.

The ERP system is complete enough to support both Discrete as well as continuous Process manufacturing scenarios. The organizational efficiency depends upon the quick flow of information across the complete supply chain i.e. from the customer to manufacturers to supplier. This places demands on the ERP system to have rich functionality across all areas like sales, accounts receivable, engineering, planning, Inventory Management, Production, Purchase, accounts payable, quality

management, production, distribution planning and external transportation. EDI is an important tool in speeding up communications with trading partners.

More and more companies are becoming global and focusing on down-sizing and decentralizing their business. The ERP implemented companies is to manage their business efficiently, ERP systems need to have extensive multi-site management capabilities. The complete financial accounting and management accounting requirements of the organization should be addressed. It is necessary to have centralized or de-centralized accounting functions with complete flexibility to consolidate corporate information.

The companies which undertaking large scale and complex projects, tools should be available for cost-effective project management, project planning and project control. After-sales service should be streamlined and managed efficiently. A strong EIS (Enterprise Information System) with extensive drill down capabilities should be available for the top management to get a bird's eye view of the health of their organization and help them to analyze performance in key areas.

II. LITRERATURE REVIEW

Laudon et.al(2012) suggested that, in the information system age the organization are faced with the challenges of making their different types of systems work together and of seamlessly exchanging information across these systems. One of the best solutions to this problem is to implement enterprise resource applications. This system enable organizations to integrate, execute and coordinate business processes across the entire organization to different levels of management allowing organizations to become more flexible and productive.

The four major types of enterprise applications are enterprise systems, Business Intelligent System, supply chain management systems, customer relationship management systems and knowledge management systems. Enterprise systems are also referred to as enterprise resource planning (ERP) systems. ERP systems are being used in organizations to integrate their functional business processes i.e. manufacturing and production, finance and accounting, sales and marketing and human resources that have been implemented as scattered systems, into a single software system.

This system facilitates the integration of information by utilizing a central data repository allowing effective use of information by different parts within an organization (Laudon & Laudon, 2012; Botta-Genoulaz & Millet, 2006).

Wong et al. (2005) mentioned in his research article , the critical success factor of ERP implementation are ERP system misfit, High turnover rate of project team members, Poor consultant effectiveness, Poor IT infrastructure, Poor knowledge transfer, Poor project management effectiveness, Poor quality of Business Process Reengineering (BPR), Poor quality of testing, Poor top management support, Too tight project schedule, Unclear concept of the nature and use of ERP system from the users' perspective, Unrealistic expectations from top management concerning the ERP System,

ERP systems can be defined as integrated software package composed of set of standard functional modules such as production, sales, human resources, finance, etc., which can be adapted to the specific needs of each organization (Nah & Lau, 2001 ;Botta-Genoulaz & Millet, 2006; Doom, et al., 2009).

Huang et al. (2004) suggested in his paper that the key success factors for implementation of ERP at workplace depends upon the following factors are senior manager commitment to project, communications gap with users, Insufficient training of end-user, unable to get user support, Lack of effective project management methodology, Attempting to build bridges to legacy applications, Conflicts between user departments, The coordination of project team member.

In the technological era the ERP systems are the most rapidly growing systems in organization. ERP systems have emerged as the enormous transformation in businesses caused by clients' demand of fast services, wider choices and lower prices. The factors such as globalization, process standardization and changeable expectations of customers, have also participated in business transformation. ERP systems have employed in both large and small-medium organizations because of these systems abilities to efficiently respond to these challenges (Botta-Genoulaz & Millet 2006, p. 204; Jacobson, et al., 2007). This has drawn organizations' attention to invest in ERP systems. According to Jacobson, et al. (2007), ERP revenues grew to over $28 Billion in 2006 and it continued to grow with an estimate of 48 Billion in 2011. Upadhyay et al. (2011) suggested that the ERP implementation Critical success factors are Top management support, Project team competence, Project management, User training and education, External consultants, Proper package selection, Vendor's staff knowledge and support, Clear goals and objectives, User involvement and participation, Project champion, Project cost, Effective change management, Project composition and leadership, Organizational communication, Information flow management, Minimum customization.

Implementing ERP systems allows organizations to achieve many benefits including the availability of integrated information, high responsiveness to customers' and suppliers' needs and the provision of timely information to decision makers. The key

benefit of ERP systems is the integration of information throughout the supply chain which leads to cost and inventory reductions and improved operating performance.

This excels the performance of the functional areas within organizations. In sales, increased efficiency leads to satisfy customers through providing lower quotes and increased responsiveness. In service, accessible data on customers' services history in addition to warranty information leads to improved interaction with customers. Therefore, it can be noted that implementing ERP systems elevates and improves the organizations performance. The ERP system provides many advantages. For example, all information can be allocated in a central place that is ready for being accessed and shared by the functional departments. This eliminates the need for legacy systems that maintain incompatible and fragmented data (sumner, 2005).

The implementing ERP systems require considerable time and cost, and it may take time before realizing the benefits of investment in ERP systems (sumner, 2005). Botta-Genoulaz & Millet (2006) stated that ERP projects showed difficulties and even failure in implementation. The expected outcomes of ERP projects were rarely reached and costs were over budgeted. Davenport (2000), discussed the two reasons that leads to this failure: first, the technical complexity associated with the implementation process of ERP which requires a great deal of expertise. Second, there is a mismatch between the technical specifications of the ERP system and the business requirements of the organization. From the viewpoint of chief executives, Rockhart's (1979) states that the process of identifying CSFs helps to ensure that those factors receive the necessary attention. Further posits that the procedure allows for very clear definition of the type of information that the company needs and moves away from the trap of building a system around data that are easy to collect

III. OBJECTIVE OF THE STUDY

1. The objective of our study was to find out the most important factors influence to the employee's when we implement enterprise resource planning software in our organization.
2. To analyze which factor is given utmost importance by employees while implementing ERP at work place.

RESEARCH METHODOLOGY

For the purpose of the study Exploratory Research Design is used. Multistage sampling method is adopted for the study. The state of odisha has divided into a number of clusters according to their districts. From each districts randomly companies are selected for our study. Survey method is used for collecting the data. A well-structured questionnaire is designed for the study and due care is taken to avoid any kind of ambiguity. The sample for the study is 40 respondents. Nominal scale is used for all the variables. The study was conducted in Bhubaneswar city. The study was conducted in June-Dec 2014.

Reliability Statistics

Cronbach's Alpha	N of Items
.804	40

Table-1

ANOVA

		Sum of Squares	df	Mean Square	F	Sig
Between People		54.149	39	4.923		
	Between Items	223.460	32	6.983	7.231	.000
Within People	Residual	339.934	352	.966		
	Total	563.394	384	1.467		
Total		617.543	395	1.563		

Grand Mean = 2.4066

Table-2

Cronbach's alpha is a measure of internal consistency which is closely related a set of items are as a group. It is to be considered to be a measure of scale reliability. A high value for Cronbach's alpha does not imply that the measure is unidimensional. In addition to measuring internal consistency, you wish to provide evidence that the scale in question is unidimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency). This table has generated through statistical package of social science (SPSS 20) and it shows that the data is reliable and valid for further analysis. As Cronbach's Alpha value is 0.756 . ANOVA value is shown through the Table-2. This table shows that the all the questions are significantly impact on the problem domain.

		I can use ERP by myself	No one told me how to use ERP before	I can use ERP only if i had Manuscript	I can use ERP if someone help	I can use ERP if i had enough time to finish work	I can use ERP if there was online help	I feel that the top management will support the ERP application	I feel that the top management has high intention to bring change	The company will provide training courses if required	The implementation of ERP required training across organizations
N	Valid	40	40	40	40	40	40	40	40	40	40
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		2.6667	3.5833	2.75	2.4167	3	2.5833	2	2.1667	1.75	1.3333
Std. Error of Mean		0.39568	0.31282	0.32856	0.35799	0.32567	0.35799	0.27524	0.27061	0.25	0.14213
Median		2.5	4	3	2.5	3	2.5	2	2	1.5	1
Mode		1.00[a]	4	4	1	3.00[a]	4	2	2	1.00[a]	1
Std. Deviation		1.37069	1.08362	1.13818	1.24011	1.12815	1.24011	0.95346	0.93744	0.86603	0.49237
Skewness		0.217	-0.513	-0.305	0.056	0	-0.056	0.755	0.412	0.567	0.812

Table-3

This table has generated through SPSS for descriptive statistics. The standard error of the attribute "The Company will provide training course if required " is 0.25. Which indicate that the employees are very sure of this parameter. Almost all the parameters are normally distributed except the attributes " I Can use ERP only if I had Manuscript", " The company will provide training course if required. The employees are very much sure that the company will provide training course if required as standard deviation is 0.86603.

		Changes put a treat on my survival	Working with changes/new implementations make me nervous	Changes/new implementation make me feel uneasy	Changes/new implementation make me feel uncomfortable	I doubt i can cope with the technological changes	ERP system would enable me accomplish task	ERP system would improve my job performance	ERP system would make it easier to do my job
N	Valid	40	40	40	40	40	40	40	40
	Missing	0	0	0	0	0	0	0	0
Mean		3.25	4.1667	4	3.9167	3.75	1.8333	1.9167	1.6667
Std. Error of Mean		0.39167	0.32177	0.27524	0.31282	0.37183	0.241	0.31282	0.28427
Median		3	4.5	4	4	4	2	2	1

Mode	2.00[a]	5	4	4	4.00[a]	2	1	1
Std. Deviation	1.3568	1.11464	0.95346	1.08362	1.28806	0.83485	1.08362	0.98473
Skewness	-0.016	-1.33	-0.755	-0.837	-0.976	1.479	1.221	1.498

Table-4

The eight parameters are tested though the descriptive statistics. Table-4 shows that the parameter "ERP system would enable me accomplish task" having less standard error which indicates that most of the employees are of same view point and it will not change even we increase the sample size. The table shows that first five parameters are negative skewed and other are positive skewed. The first five parameters are not normally distributed.

		I am eagerly waiting for implementation of ERP	High amount of my work is based on ERP	I will use ERP system frequently	With an increasing complexities of job requirements ERP is essential	ERP will be necessity for next generation
N	Valid	40	40	40	40	40
	Missing	0	0	0	0	0
Mean		1.75	2.3333	2	1.6667	1.6667
Std. Error of Mean		0.27866	0.35533	0.30151	0.25624	0.25624
Median		1.5	2	2	1.5	1
Mode		1	1.00[a]	1	1	1
Std. Deviation		0.96531	1.23091	1.04447	0.88763	0.88763
Skewness		1.319	0.286	0.574	1.733	0.797

Table-5

Table-5 indicates that all the attributes are nearly normally distributed. This signifies that the data support to the real world environment. The standard errors of all the attributes are high which indicates that we should collect more primary data set. The standard deviations of all the attributes are very small which signifies that the employees are more focus on ERP implementation at their work place.

		With ERP system I would be able to generate reports as i desired	Learning ERP system is easy for me	The functions of ERP is clear and understandable	It is easy to become skillful at using ERP System	ERP system is useful in my job	With ERP system I can customize my work requirements	ERP system is easy to use	ERP system is user friendly	I have strong intention to use it	I intent to recommend ERP to others
N	Valid	40	40	40	40	40	40	40	40	40	40
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		1.6667	2.25	2.5	2.4167	2	2.25	2.5	2	1.75	1.9167
Std. Error of Mean		0.25624	0.27866	0.26112	0.28758	0.30151	0.39167	0.23028	0.2132	0.25	0.31282
Median		1.5	2	3	2	2	2	2.5	2	2	1.5
Mode		1	2.00[a]	3	2	1.00[a]	2	2	2.00[a]	2	1

Std. Deviation	0.88763	0.96531	0.90453	0.9962	1.04447	1.3568	0.79772	0.73855	0.86603	1.08362
Skewness	1.733	0.136	-0.442	0.274	0.574	1.032	0	0	1.575	0.706

Table-6

The employees are more confused on the work process on ERP system and how does it helps in their daily life. The standard deviation of this attribute is 1.4 approximately. The standard error in this table is more in all the attributes which indicate that more data should be collected for analysis purpose. Almost all the attributes are normally distributed.

Factor Analysis

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. It is possible that variations in four observed variables mainly reflect the variations in two unobserved variables. Factor analysis searches for such joint variations in response to unobserved latent variables. The information gained about the interdependencies between observed variables can be used later to reduce the set of variables in a dataset. Computationally this technique is equivalent to low rank approximation of the matrix of observed variables. Factor analysis originated in psychometrics, and is used in behavioral sciences, social sciences, marketing, product management, operations research, and other applied sciences that deal with large quantities of data.

Communalities

	Extraction
I can use ERP by myself	.924
No one told me how to use ERP before	.748
I can use ERP only if i had Manuscript	.662
I can use ERP if someone help	.867
I can use ERP if i had enough time to finish work	.883
I can use ERP if there was online help	.976
I feel that the top management will support the ERP application	.940
I feel that the top management has high intention to bring change	.951
The company will provide training courses if required	.959
The implemenation of ERP required training across organisations	.838
Changes put a treat on my survival	.967
Working with changes/new implementations make me nervour	.977
Changes/new implemenation make me feel uneasy	.944
Changes/new implemenation make me feel uncomfortable	.983
I doubt i can cope with the tehnologivcal changes	.931
ERP system would enable me accomplish task	.986
ERP system would improve my job performance	.831
ERP system would make it easier to do my job	.820
ERP system is useful in my job	.937
With ERP system I can customize my work requirements	.977
With ERP system I would be able to generate reports as i desired	.935
Learning ERP system is easy for me	.950
The functions of ERP is clear and understanable	.819

 ISSN: 2321-8169
567 - 577

It is easy to become skilful at using ERP System	.882
ERP system is easy to use	.882
ERP system is user friendly	.932
I have strong intention to use it	.983
I intent to recommend ERP to others	.966
I am eagerly waiting for implemenation of ERP	.990
High amount of my work is based on ERP	.955
I will use ERP system frequently	.929
With an increasing complexities of job requirements ERP is essential	.974
ERP will be necessity for next generation	.931

Table-7

The table of 'Communalities' i.e Table-7 indicates us how much of the variance in each of the original variables is explained by the extracted factors. The table shown above, .937 i.e. 93.7% of the variance in the original 'ERP system is useful in my job" variable is explained by the two extracted components. Higher communalities are desirable. In this table all the variables communalities values are greater than ninety percentages

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.752	35.611	35.611	11.752	35.611	35.611
2	6.020	18.244	53.855	6.020	18.244	53.855
3	3.425	10.380	64.235	3.425	10.380	64.235
4	3.023	9.161	73.396	3.023	9.161	73.396
5	2.379	7.210	80.606	2.379	7.210	80.606
6	2.161	6.548	87.154	2.161	6.548	87.154
7	1.469	4.453	91.607	1.469	4.453	91.607
8	.907	2.749	94.356			
9	.731	2.214	96.571			
10	.637	1.932	98.502			
11	.494	1.498	100.000			
12	7.457E-016	2.260E-015	100.000			
13	5.376E-016	1.629E-015	100.000			
14	4.505E-016	1.365E-015	100.000			
15	2.909E-016	8.815E-016	100.000			
16	2.704E-016	8.193E-016	100.000			
17	1.574E-016	4.770E-016	100.000			
18	1.390E-016	4.212E-016	100.000			
19	1.152E-016	3.490E-016	100.000			
20	7.470E-017	2.264E-016	100.000			
21	4.393E-017	1.331E-016	100.000			
22	-2.298E-017	-6.965E-017	100.000			

23	-8.456E-017	-2.562E-016	100.000			
24	-1.073E-016	-3.253E-016	100.000			
25	-1.238E-016	-3.751E-016	100.000			
26	-1.574E-016	-4.769E-016	100.000			
27	-1.839E-016	-5.573E-016	100.000			
28	-2.124E-016	-6.438E-016	100.000			
29	-3.133E-016	-9.495E-016	100.000			
30	-3.348E-016	-1.015E-015	100.000			
31	-4.714E-016	-1.429E-015	100.000			
32	-6.012E-016	-1.822E-015	100.000			
33	-6.687E-016	-2.026E-015	100.000			

Table-8

For our research we have considered thirty three parameters. This table indicates that these parameters can be represented by seven parameters. These seven parameters are identified by the Eigen value. The parameter whose eigen value is more than one is considered as significant parameters. The eigen value of each factor are shown through the table-8. The first factor signifies thirty five percentage of the problem domain. First three attribute signifies seventy five percentage of the problem statement. This table has generated through Principal Component Analysis extraction method. These seven factors further can be explained through Rotated component matrix. The unrotated output shown in the above table maximizes variance accounted for by the first and subsequent factors. The factor loading can be estimated and higher loading factor value should be considered for finding the factor attribute. The varimax method can be used to find out factor and factor loading.

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
I can use ERP by myself	.517	.476	-.075	-.023	-.390	.438	-.282
No one told me how to use ERP before	-.122	-.034	.617	-.380	-.177	-.214	-.360
I can use ERP only if i had Manuscript	-.127	.276	-.030	.162	-.731	.077	.052
I can use ERP if someone help	.192	.277	.853	-.157	.029	-.007	-.025
I can use ERP if i had enough time to finish work	-.291	.137	.832	.268	.060	.087	-.063
I can use ERP if there was online help	.351	-.157	.128	.029	**.829**	.025	-.352
Management will support the ERP application	.378	-.253	.406	.330	.632	.160	-.186
Management has high intention to bring change	.242	-.225	-.043	.842	.215	-.075	-.282
The company provide training courses if required	.342	-.289	.208	.227	.541	.604	.076
ERP required training across organizations	.711	-.037	-.265	-.114	-.005	.483	.120
Changes put a treat on my survival	-.498	.007	.709	-.196	.184	.160	.345

 ISSN: 2321-8169
567 - 577

New implementations make me nervous	-.418	-.741	-.133	.211	-.201	.105	-.373
New implementation make me feel uneasy	-.242	-.796	.091	-.144	-.002	.397	-.255
New implementation make me feel uncomfortable	-.056	-.960	-.101	.163	.120	.082	-.037
I doubt i can cope with the technological changes	.194	-.909	-.042	.040	.161	-.189	-.038
ERP system would enable me accomplish task	**.857**	.494	.033	-.048	.018	.059	.020
ERP system would improve my job performance	.480	.284	-.411	-.132	.311	-.485	-.048
ERP system would make it easier to do my job	.703	.423	-.108	.001	.329	.006	.162
ERP system is useful in my job	**.896**	.169	-.124	.267	-.044	.043	.126
With ERP system customize my work requirements	.276	**.842**	.270	-.227	-.227	.128	-.019
With ERP system generate reports as i desired	.179	.494	.056	-.007	.141	.077	**.793**
Learning ERP system is easy for me	.207	.099	-.001	-.034	-.013	**.929**	.183
The functions of ERP is clear and understandable	.293	-.015	-.499	.422	.534	.139	-.035
It is easy to become skillful at using ERP System	.494	-.065	-.280	-.067	-.054	.275	.688
ERP system is easy to use	.307	.534	-.459	.225	.096	.435	-.209
ERP system is user friendly	.318	.130	-.580	.650	.047	-.028	.228
I have strong intention to use it	**.908**	.309	-.056	.035	.151	-.048	.183
I intent to recommend ERP to others	**.896**	.035	-.115	.249	.123	.256	.082
I am eagerly waiting for implementation of ERP	**.977**	-.009	-.074	.026	.034	.165	.036
High amount of my work is based on ERP	**.837**	-.179	-.137	.416	-.175	-.015	-.008
I will use ERP system frequently	**.899**	-.096	.032	.319	-.075	.013	.063
With an increasing complexities of job requirements ERP is essential	**.958**	.136	-.116	.066	.134	.036	-.038
ERP will be necessity for next generation	.195	-.153	-.032	**.903**	-.211	.066	.066

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Component Score Covariance Matrix

From the rotated component matrix we can derive the following attribute to be considered for implementation of Enterprise Resource Planning software at our work place. The few can be combined and to formulate a new parameter. The attributes are specified as follows

Factor	Parameter
1	I have strong intention to use it I intent to recommend ERP to others I am eagerly waiting for implementation of ERP High amount of my work is based on ERP I will use ERP System Frequently With an increase complexities of job requirements ERP is essential ERP system would enable me accomplish task ERP system is useful in my job
2	With ERP system customize my work requirements
3	I can use ERP if someone help I can use ERP if i had enough time to finish work
4	ERP will be necessity for next generation
5	I can use ERP if there was online help
6	Learning ERP system is easy for me
7	With ERP system generate reports as i desired

IV. CONCLUSION

This study attempts to define a first set of factors affecting implementation of ERP at the work place. After a rigorous study and analysis of the employee attitude, we can draw conclusion that employees are interested for implementation of ERP software. The employee's attitude is to learn and use of software only when the top management support and provide appropriate incentive for that. By implementation of ERP, the organization work can be done easily and a better way. The employees can customize their work as per organizational need.

Reference:

[1] J. Gleick, ERP Implementation, Future Trends in the Center for Information Technology and Management Newsletter, vol. 6 (3), University of Texas, Dallas, 2002, accessed from in: http://citm.udallas.edu (effective link on 12 March 2003)..

[2] K.K. Hong, Y.G. Kim, The critical success factors for ERP Implementation: an organizational fit perspective, Information & Management 40 (2002) 25–40.

[3] Boon O, Corbett B, Peszynski K. Reassessing critical success factors for ERP adoption - a case study. Edited by; 2009

[4] Soja P. Success factors in ERP systems implementations: lessons from practice. Edited by: Journal of Enterprise Information Management; 2006:646-661. vol 19.

[5] Nattawee A, Siriluck R. Developing ERP implementation success factors of Thai SMEs. In GMSARN International Conference on Sustainable Development: Issues and Prospects for the GMS: 2008

[6] King W. R. Ensuring ERP Implementation Success. Information Systems Management, Volume 22, Issue 3 June 2005, p. 83-84

[7] Hawking P., Stein A., Foster S. (2004) Revisiting ERP systems: benefit realisation. System Sciences - 37th Hawaii International Conference. Available from Internet: http://www.hicss.hawaii.edu

[8] Zuckweiler K.M., Lee-Shang Lau J., Fui-Hoon Nah F. ERP implementation: Chief information Officers' Perceptions of Critical Success Factors. // International Journal of Human-Computer interaction 16 (1), 2003, Available from Internet: http://www.informatik.uni-trier.de/~ley/db/journals/ijhci/ijhci16.html

[9] Pabedinskaitė, A. (2009) Successful Implementation of ERP system. In Proceedings of the 9 th International Conference „Liberec Economic Forum 2009" p. 275-283.

[10] Verville J, Halingten A. An investigation of the decision process for selecting an ERP software: the case of ESC. Management Decision 2002, 40:206-216