UNDERSTANDING TECHNOLOGY ACCEPTANCE AND CRITICAL SUCCESS FACTORS OF ERP CONSULTNACIES IN THAILNAD

BY

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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION PROGRAM IN GLOBAL BUSINESS MANAGEMENT (INTERNATIONAL PROGRAM)

FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY

ACADEMIC YEAR 2023

THAMMASAT UNIVERSITY
FACULTY OF COMMERCE AND ACCOUNTANCY

INDEPENDENT STUDY

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ENTITLED

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was approved as partial fulfillment of the requirements for the degree of Master of Business Administration Program in Global Business Management (International Program)

on January 12, 2024

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Independent Study Title	UNDERSTANDING TECHNOLOGY ACCEPTANCE AND CRITICAL SUCCESS FACTORS OF ERP CONSULTANCIES
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Academic Year	2023

ABSTRACT

Background:

ERP systems are becoming necessary tools in the corporate world of today for businesses trying to increase productivity. ERP solutions combine and improve many organizational functions, promising strategic benefits and increased efficiency. But in addition to technology, user acceptance and important success criteria are also very important for the effective implementation of ERP.

Technology acceptance, which has to do with end users' attitudes and uptake of new technological solutions, is one important component. Among the elements that TAM emphasizes and offers insights into user attitudes are perceived usefulness and ease of use. Prioritizing the CSFs is necessary for organizations to effectively implement ERP. These include alignment with overall corporate objectives, performance expectancy, organization process and social influence. To guarantee the smooth integration and best use of ERP systems, ERP consultancies are essential in this context. They assist companies in navigating the complexities of technology adoption and important success criteria.

Purpose

The purpose of this study is to identify critical success factors in ERP success from ERP consultancies (technical and functional consultants).

Method

3 total variable CSFs are obtained from main studies: (1) performance expectancy (2) organizational process (3) social influence (4) Perceived usefulness (5) Perceived ease of use (6) ERP success. These CSFs generate hypotheses, which are subsequently put to the test via a survey made up of five items on the important and agree rating scale. The hypothesis is analyzed using multilinear regression, correlation, and descriptive statistics. Over the past ten years, there has been a significant development in web-push survey data collecting, which leverages mail contact to seek replies over the Internet while delaying the use of alternate replying modes until later in the process. The final section of this study discusses the enormous potential and serious difficulties that come with using web-push survey methodologies more often.

Result and Implication

ERP consulting can result in improved project outcomes, more informed decision-making, and enhanced organizational efficiency in general. The implication emphasize the necessity of an all-encompassing strategy that takes user viewpoints and the strategic elements of ERP deployment into account. ERP adoption is a challenging undertaking that calls for significant resources, hence companies frequently seek the advice of ERP experts. Consultants manage client expectations, ensure successful implementation, and fill knowledge gaps. Failures might result, though, if technology is given less importance than organizational change. This study investigates the connection between ERP consultants' decisions to embrace new technologies and their perceptions of software usability. It examines the relationship between perceived usefulness, consultant role, and innovation decisions in Thai software businesses using the Technology Acceptance Model. By thoroughly examining project, ERP system, and organizational components, the study aims to fill a vacuum in the literature on ERP adoption.

Keywords: Performance expectancy, Organizational process, Social influence, Perceived usefulness, Perceived ease of use, ERP success.

ACKNOWLEDGEMENTS

I would like to sincerely thank everyone who helped to finish this research on "Understanding Technology Acceptance and Critical Success Factors of ERP Consultancies." My sincere gratitude to Associate Professor Dr.Peter Ractham, PH.D. and Associate Professor Dr. Komn Bhundarak, PH.D. for all of their help during the research process, including their wise counsel, enlightening criticism, and steadfast support.

I express my gratitude to my friends and coworkers for their support and encouragement, which were crucial in helping me get over obstacles encountered while conducting my study.

The study's breadth and applicability have been enhanced by the participants' kind contributions of time and experiences, which I am thankful for. Our sincere gratitude goes out to the ERP consultancies experts and advisors from various companies, whose perspectives greatly influenced the results. Furthermore, I express my gratitude to my friends and coworkers for their aid and support.

In closing, I would want to express my sincere gratitude to my family for their unwavering understanding, support, and encouragement during this research journey.

MS. SAW SANDAR

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LIST OF ABBREVIATIONS

Symbols/Abbreviations	Terms
α	Cronbach's Alpha
BPR	Business Process Reengineering
CSFs	Critical Success Factors
ERP	Enterprise resource planning
IS	Information System
IT	Information Technology
TAM	Technology Acceptance Model
PEU	Perceived Ease of Use
PU	Perceived Usefulness

CHAPTER 1
INTRODUCTION

Using ERP systems is a critical approach for businesses looking to improve operational efficiency and streamline their operations in the quickly changing modern business environment. Nevertheless, the adoption of these technologies by end users and the careful evaluation of key success factors (CSFs) by ERP consultancies are crucial for the effective deployment of ERP solutions, which goes beyond the simple integration of technological capabilities. My thesis investigates the intricate link between the critical success criteria and the technology acceptability in ERP systems using data from performed research. It is crucial to comprehend the dynamics of technology adoption to guarantee the smooth integration and application of ERP systems in businesses. Drawing from Davis's seminal Technology Acceptance Model (TAM), recent research demonstrates the enduring significance of perceived usefulness and ease of use as key determinants impacting end users' opinions of ERP technology (Davis, 1989; Sun & Zhang, 2016). Users' adoption of ERP is greatly influenced by how they can easily engage with the system and how it can improve their duties in concrete ways. Moreover, recent research indicates other variables affecting technology adoption in the ERP setting. For example, Liang et al. (2007) highlight how important organizational support is in influencing how useful people believe ERP systems to be, whereas Sun and Zhang (2016) highlight how important user training programs are in increasing (PEU). ERP consultancies show a main role in guiding organizations through the complex process of ERP implementation. Several critical success factors contribute significantly to the effectiveness of ERP consultancies in ensuring successful ERP adoption. Consultancies must have a deeply understand of the dynamics of ATM and a committed focus on essential success criteria in order to successfully install ERP systems. ERP consultants may greatly aid in the smooth adoption and integration of ERP systems, which will eventually promote organizational success, by addressing end-user perceptions and matching tactics with crucial success determinants.

1.1 Problem Statement

"In today's complex business landscape, Enterprise Resource Planning (ERP) systems show a main role in streamlining operations, effective useful, and improving decision-making within organizations. ERP implementations, however, are often intricate endeavors fraught with challenges and complexities. ERP consultancies, as specialized service providers, face the challenge of ensuring the success of these implementations for their clients. Despite their expertise, ERP consultancies encounter various issues and uncertainties during ERP projects, which can hinder project success. Therefore, the problem statement revolves around identifying and understanding the critical success factors (CSFs) that ERP consultancies must prioritize to overcome these challenges and optimize the outcomes of ERP implementations for their clients."

This issue statement lays the groundwork for a research study that will investigate the particular CSFs that ERP consultants must take care of in order to guarantee ERP deployments that are effective. It recognizes the significance of ERP systems, the difficulties associated with using them, and the role consultants play in assisting their customers in successfully navigating these difficulties.

1.2 Research Purpose

The research is to investigate and delineate the critical success factors (CSFs) that are essential for ERP consultancies in the context of ERP implementation projects. Using a thorough case study of an ERP consulting firm, this research aims to identify and understand the specific CSFs that hold paramount importance for ERP consultancies. The findings will contribute valuable insights to enhance the understanding of ERP implementation success and benefit from the consultancy's viewpoint, benefiting both researchers and practitioners engaged in ERP projects. The ERP system is the foundation of e-business and the whole supply chain, and it is a must for many businesses to compete in both local and international markets. It also acts as a barrier to entry for gaining a

competitive edge in the global economy. Since many companies are still reluctant to utilize ERP systems, they will not be able to join the supply chains of numerous domestic and foreign companies, where ERP systems are now required and serve as a barrier to entry for the global economy. Understanding technology acceptance in ERP consultancies is crucial for successful implementation and utilization of ERP systems. Consultants' attitudes and receptivity to new technologies play a pivotal role in determining the effectiveness and efficiency of ERP projects. Factors such as training, support, and communication also contribute to shaping the overall technology acceptance landscape within ERP consultancies. The goal is to create an environment where consultants not only adopt new technologies but also actively contribute to their successful integration and optimization within the organization's workflow.

1.3. Research Questions/Hypothesis

I proposed the following research topics and hypotheses in this study.

Q1. To what extent are measure of ERP success and the level of performance expectancy, organization process, social influence, perceived ease and perceived usefulness?

Q2. How does performance expectancy, organization process, and social influence on perceived usefulness?

Q3. How does performance expectancy, organization process and social influence effect on perceived ease of use?

Q4. How does Performance expectancy, organization process, social influence on ERP success through perceived ease of use and perceived usefulness?

H1: Performance expectancy, organization process, social influence effect on perceived usefulness

H2 Performance expectancy influence, organization process, social influence effect on perceived ease of use

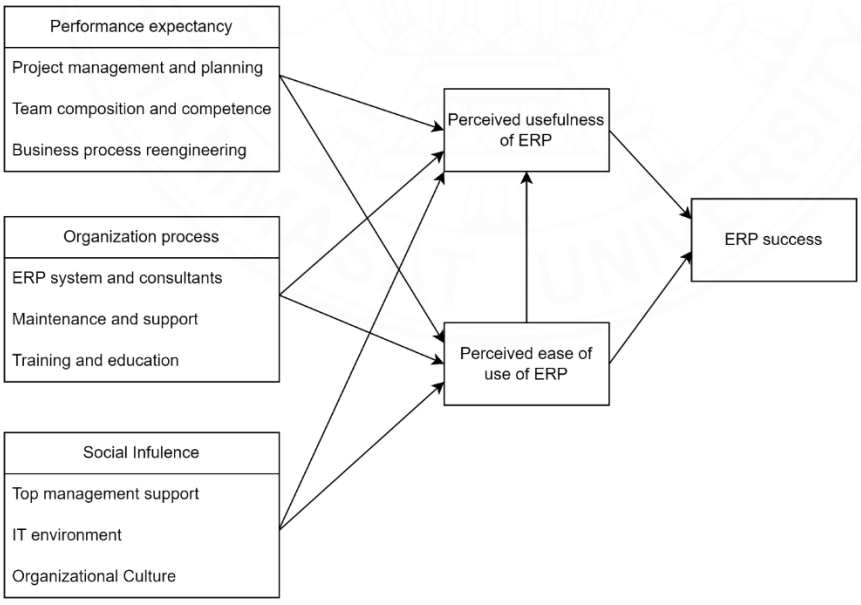
H3: Performance expectancy, organization process and social influence on ERP success through perceived ease of use and perceived usefulness

1.4 Conceptual Framework

I established two theoretical ERP Implementation CSFs in this study(Arvidsson, J., & Kojic, D., 2017; Dezdar, S., 2017; and Siham Jabraoui: Abdelhak Ait Touil, 2022, managing ERP implementation, the importance of consultancies management and the TAM (Oluwole, 2016; Niken, 2017; Davis, 1989) This study's main theoretical contribution to the literature is to clarify how the critical success factors that Bjørn Jaeger, Sophie A. Bruckenberger, and A. Mishra (2022) identified help to understand the conditions in which consultancies can reliably determine whether or not updating the software on their ERP systems is necessary.

Figure 1.1

Conceptual frameworks technology acceptance and critical success factors



1.5 Assumptions, Target Population, Scope and Limitations

Assumptions

For this study, some presumptions on the innovation processes in various commercial firms were established. It was believed that senior management's goals and actions had the biggest impact on the adoption of innovations in Thailand's consulting firms. Furthermore, the study proposed that cognitive processes associated with problem definitions constrain these behaviors and intents, and that these processes can be efficiently assessed and recorded using a survey.

Scope

The survey's breadth was such that invitations were sent to 300 ERP consultancies in Thailand's consulting industry, including both functional and technical consultants. This study's main goal is to look into any possible beneficial relationships between ERP deployment of Critical Success Factors (CSFs) in Thailand and perceived usefulness and convenience of use. Tests for discriminant validity and convergent validity will aid in this investigation. The research employs a correlational methodology to ascertain the factors impacting ERP consultancies' interest in CSFs. Google Forms, a safe online survey tool, was used to collect data.

Limitations

The major limitations in understanding the technology acceptance and critical success factors of ERP consultancies are inherent in the research process. A potential limitation lies in the focus on a specific ERP consultancy or a limited number of companies, which might restrict the generalizability of findings across the broader industry. Industry specificity is another concern, as ERP implementations can vary significantly across sectors, limiting the applicability of study results. The rapidly evolving nature of technology introduces temporal constraints; findings may become outdated due to ongoing advancements. Moreover, reliance on self-reported data from ERP consultants may introduce response bias, impacting the accuracy of results. The study's variables and measures may also be limited, potentially overlooking crucial factors influencing

technology acceptance. Additionally, a cross-sectional research design may hinder the establishment of causal relationships.

Cultural and organizational differences, if not adequately addressed, could undermine the study's comprehensiveness, as ERP consultancies in diverse contexts may exhibit distinct patterns of technology acceptance and critical success. Recognizing and addressing these limitations are essential for a nuanced interpretation of findings and inform avenues for future research and practical implications.

1.6 Significance of the Study

Contribution to Business Landscape

The study significantly contributes the business landscape by providing valuable insights into the technology acceptance and critical success factors (CSFs) within ERP consultancies. By enhancing decision-makers' awareness of factors influencing the constructive identification of problems in management accounting, the study empowers organizations to navigate challenges effectively. The findings serve as a practical guide for consultants working with decision-makers and executives, offering awareness of the support and coaching needed for the successful adoption of new technological innovations, particularly in ERP systems.

Implications for changing business environment

In a rapidly changing business environment, the study encourages businesses to move beyond traditional accounting models, considering organizational changes necessary for effective management accounting system adoption. Overall, the research contributes actionable insights that can positively impact business practices within ERP consultancies.

Operational definition

Performance Expectancy may be defined as a person's expectation of the advantages of utilizing technology for tasks relevant to their line of work. Respondents indicate expectations for better work performance on a Likert scale. Operationally, an

organization process is when a technology aligns and improves already-existing organizational processes. Evaluation entails determining the degree to which the technology is compatible with existing procedures and how effectively it fits with workflows and business operations. The impact of interpersonal ties on decisions about the adoption of technology is used to quantify social influence. This operational definition entails using a scale to gauge how much coworkers, managers, or outside contacts have an impact on decision-making procedures.

Perceived ease of use is defined as the user's subjective evaluation of the amount of work involved in learning and using a technology. On a scale that goes from extremely difficult to very easy, respondents score the perceived ease. Operationally, perceived usefulness is the opinion of a person that utilizing a technology would improve work performance. This is determined by asking respondents to agree or disagree with statements or questions about the perceived usefulness in their work context.

Organization of paper

The acceptability of technology and important success elements in ERP consultants are examined in this article. It includes a literature review for theoretical underpinnings, a succinct methodology outlining the study design, and an analysis of the data for insights into the difficulties associated with technology adoption. A special focus is placed on crucial success variables that affect the deployment of ERP systems. This study offers a concise analysis of technology adoption and effectiveness in ERP consulting environments, concluding with recommendations for further research and practical implications for practitioners.

CHAPTER 2
LITERATURE REVIEW

2.1 Technology acceptant and Critical Success Factors of ERP implementation

A noteworthy investigation of the dynamics surrounding Critical Success Factors (CSFs) in the ERP life cycle may be found in Alsulami, Scheepers, and Rahim (2016). In particular, the study contrasts the viewpoints of external consultants with those of internal stakeholders, providing insightful information on the variables impacting ERP implementation success. The focus on technology acceptance within the ERP life cycle is a crucial aspect addressed in the study. By examining the perceptions of both internal stakeholders and external consultants, the research sheds light on potential divergences in their understanding of the critical success factors. The CSFs linked to the pertinent ERP life cycle phase(s) that have been developed based on the literature are verified through consultant interviews. Several surprising discoveries are uncovered when the viewpoint of consultants is studied. First, as part of a new CSF called "Stakeholder conflict management," four different forms of disputes involving internal and external stakeholders are defined. Second, in terms of CSFs and the accompanying ERP life cycle phase(s), a number of disparities between organizational stakeholders and consultants are identified. Understanding these variations is essential for creating a cohesive approach to technology adoption and ERP implementation. The broader understanding of how technology acceptance intersects with the distinct phases of the ERP life cycle. This knowledge can guide organizations in developing more tailored strategies that account for the diverse viewpoints of internal and external stakeholders, ultimately enhancing the likelihood of success in ERP initiatives. The study, which was presented offers researchers and practitioners a useful resource for navigating the challenges associated with enterprise resource planning (ERP) programs.. ME Porter, MR Kramer (2018) in the present-day developing world, organizations are consistently seeking ways to enhance the speed of business processes, increase profitability, yield, and reduce costs. ERP, or enterprise

resource planning, has become a very useful tool in this situation. Nevertheless, putting this system into place is sometimes a difficult process that presents obstacles. This study underlines the necessity of change management as a vital ingredient for the effective installation of ERP systems. Faisal Al Khateeb (2021) today, in the developing world, organizations are continuously focusing on methods to expedite business processes, boost profits, and cut costs. ERP, or enterprise resource planning, is acknowledged as a very useful technique for accomplishing these goals. However, putting ERP systems into place is sometimes a challenging procedure that runs into issues. From the standpoint of change management methodologies, this study emphasizes the critical role that change management plays in guaranteeing the success of ERP.

The mechanisms contributing to successful ERP management, shedding light on the critical interplay between user information processing and the quality of the ERP system. By focusing on these key dimensions, the research aims to provide insights into how organizations can effectively navigate and optimize their ERP implementations. Jo and Park's work not only contributes to the academic understanding of ERP management but also holds practical implications for businesses seeking successful ERP utilization. The emphasis on user perspectives and system quality underscores the importance of aligning technological solutions with user needs and expectations. This research, published in a reputable scientific journal, adds to the evolving body of knowledge surrounding ERP systems and offers valuable guidance for organizations striving to enhance their ERP management strategies Jo, H., & Park, D. H. (2023). Bach, Čeljo, and Zoroja's (2016) presented in Procedia Computer Science, explores the initial stages of developing a Technology Acceptance Model (TAM) specifically tailored for Business Intelligence (BI) systems. This study represents a crucial endeavor in understanding the factors influencing the acceptance of BI technology within organizational contexts. By applying the TAM framework to BI systems, the researchers aim to identify and assess key determinants impacting users' acceptance of these sophisticated analytical tools. The preliminary nature of the research implies a foundational exploration, laying the groundwork for a

comprehensive understanding of user attitudes toward BI technology. This work contributes to the evolving field of BI research, offering insights into the factors that shape user perceptions and adoption behaviors. As BI systems play a vital role in decision-making processes within organizations, the development of a dedicated TAM for this context holds significance for practitioners and scholars alike. The findings may inform strategies to enhance user acceptance and utilization of BI systems, ultimately contributing to more effective and informed decision-making within the business intelligence domain.

Putri, Lubis, and Azizah's (2020) presented employs an extended Technology Acceptance Model (TAM) to delve into ERP adoption dynamics within the context of a Trading and Distribution Company. By extending the TAM framework, the researchers aim to capture a more comprehensive understanding of the factors influencing the success of ERP in a specific industry. The focus on critical success factors underscores the practical implications of the study, as it addresses the nuanced challenges faced by trading and distribution companies in adopting ERP technologies. This research contributes valuable insights to both the academic and practical realms, offering a tailored perspective on ERP implementation within a specific business domain. The findings may inform strategies for optimizing ERP success in trading and distribution contexts, aligning technological adoption with the unique requirements and challenges of this industry sector. The research, published in the proceedings of a reputable IEEE conference, adds to the growing of knowledge on ERP systems and critical success factors.

Bach, Čeljo, and Zoroja's (2016) provides foundational insights into factors influencing user acceptance of BI technology, contributing to the ongoing discourse on BI systems and user adoption behaviors. The preliminary nature of the research highlights its significance in laying the groundwork for a more nuanced understanding of user attitudes toward BI systems, offering potential advancements for future research and practical applications in the field of business intelligence.

Theoretical Review

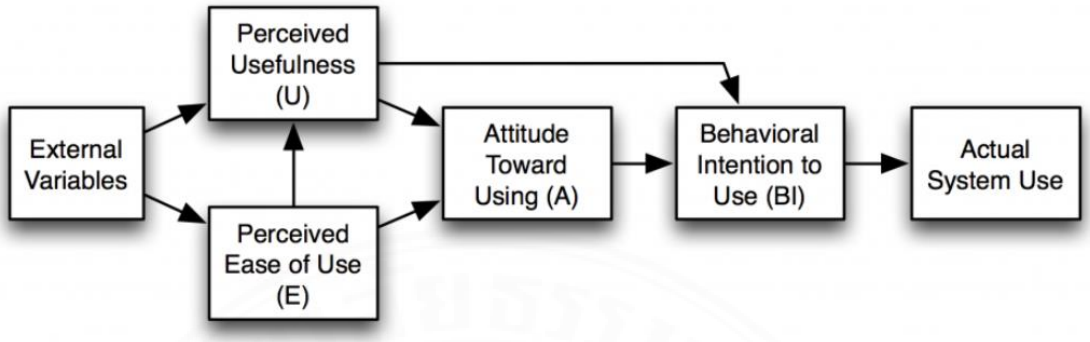
2.2 Technology Acceptance Model

Govindaraju and Indriany's (2007) represents a valuable exploration into the factors influencing the acceptance of Enterprise Resource Planning (ERP) systems, a critical area in operations and supply chain management. By using TAM, the study undoubtedly examines crucial elements like perceived utility and perceived ease of use, which contributes to a deeper comprehension of user attitudes about ERP technology. The research findings might offer valuable perspectives on tactics to improve ERP system acceptability and integration in operational and supply chain settings. The study, presented at an international conference, contributes to the body of knowledge on ERP acceptance and aligns with the broader discourse on technology adoption in the field of operations and supply chain management.

Davis's work in 1989 is seminal in the field of technology acceptance. His research, often referred to as the Technology Acceptance Model (TAM), introduced key constructs such as perceived ease of use and perceived usefulness. This model laid the foundation for understanding how users interact with and adopt technology. Davis's insights have significantly influenced subsequent research on user behavior and technology adoption, shaping the way scholars and practitioners conceptualize and study the acceptance of various technological innovations.

Figure 2.1

Technology Adoption Model (TAM) Source: Davis (1989)



Durodolu's (2016) published in Library Philosophy & Practice, explores the application of the Technology Acceptance Model (TAM) in predicting the utilization of information systems for the development of information literacy skills. This study likely investigates the relationships between factors such as perceived ease of use and perceived usefulness, shedding light on how individuals adopt information systems to enhance their information literacy capabilities. By employing TAM in the context of information literacy, Durodolu contributes to the understanding of user behavior and technology acceptance within library settings. Durodolu's work aligns with the broader discourse on the intersection of technology acceptance and information literacy, emphasizing the role of TAM in predicting user engagement with information systems for skill development.

Dezdar's (2017) proposes a sophisticated model to enhance the realization of benefits from Enterprise Resource Planning (ERP) implementation. The integrative nature of the model encompasses diverse facets such as organizational processes, user acceptance, and technology impact, providing a comprehensive framework for understanding and optimizing the outcomes of ERP initiatives. By addressing the multifaceted aspects of ERP implementation, Dezdar's work offers strategic insights for organizations seeking to maximize the value of their ERP investments. The study contributes significantly to the ERP literature by presenting a unified model that considers the interplay of various factors

influencing the success of ERP projects. Practical implications stemming from this research may guide decision-makers in effectively managing ERP implementations, aligning technology adoption with organizational objectives, and realizing substantial benefits. Dezdar's integrative model stands as a valuable resource in the field, enriching the discourse on ERP implementation strategies and benefit realization.

The focus on perceived success suggests an investigation into user satisfaction, usability, and the overall impact of ERP systems on decision support functions. Holsapple and colleagues likely delve into critical aspects of ERP implementation that influence decision-making, shedding light on factors such as system features, information quality, and user experiences. This research is significant as it aligns with the broader discourse on the strategic role of ERP systems in supporting organizational decision-making. The findings may offer insights for practitioners and decision-makers seeking to optimize their ERP systems for effective decision support. Holsapple, Sena, and Wagner's work likely contributes to understanding the nuanced relationship between ERP systems and decision support, providing valuable guidance for organizations aiming to leverage technology for informed and strategic decision-making processes Holsapple, Sena, and Wagner (2019).

2.3 Technology Acceptance Model Foundation

In Cecile van de Kamp's (2019 research, likely published in an undisclosed source, focuses on understanding the factors influencing the acceptance of Massive Open Online Courses (MOOCs) among Dutch university students. By incorporating elements from both UTAUT and TAM, van de Kamp's work provides a nuanced framework for comprehending the dynamics of MOOC acceptance. Key dimensions including perceived usefulness, perceived simplicity of use, and social impact may be explored in the study, providing insightful information about what motivates students to adopt this cutting-edge method of instruction.

Van de Kamp's integration of UTAUT and TAM likely provides a comprehensive understanding of the complexities surrounding MOOC acceptance, with

potential implications for educational institutions and policymakers aiming to enhance the effectiveness of online learning platforms.

It advises using the TAM (Davis, 1989), which focuses on perceived usefulness and ease of use as the two main perceptions that influence users' acceptance of technology. Perceived ease of use refers to the user's perception of the simplicity and effortlessness of interacting with the technology, while perceived usefulness relates to the user's belief in the system's capability to enhance their performance or productivity. These two fundamental perceptions play a central role in TAM, influencing users' attitudes and intentions towards adopting and using technology in various contexts. TAM has since become a foundational framework for understanding user behavior and acceptance in the field of information system.

Doulani (2018), the study is expected to explore and synthesize findings from existing literature, aiming to identify key variables and their impact on the acceptance of technology. Doulani's work likely contributes to the refinement and enhancement of the TAM framework by consolidating empirical evidence and shedding light on the nuanced relationships between various factors. Meta-analytical insights from this study may provide a broader understanding of the critical determinants shaping users' attitudes and behaviors in accepting technology across different contexts.

2.4 Perceived Usefulness

The first component of Davis's (1989) "Perceived Usefulness" as a basic construct is perceived usefulness. "Perceived usefulness" refers to an individual's personal assessment of how much a certain technology or system enhances their ability to execute or accomplish specific goals. When it comes to TAM and influencing customers' attitudes and intentions around technology adoption, perceived utility is a key factor. It expresses how the user views the concrete advantages and benefits that technology provides in terms of making their work or activities easier. If a user believes a technology will increase their

efficacy or efficiency, they are more inclined to adopt and embrace it. (Machdar, N. M. (2016); Abdullah, Ward, and Ahmed, 2016).

2.5 Perceived Ease of Use

It captures how the user feels about how easy it is to use, how user-friendly it is, and how much work it takes to do tasks. As per the technology Acceptance Model (TAM), individuals who perceive a technology to be user-friendly are inclined to develop favorable opinions about it and, as a result, demonstrate a greater inclination to embrace and integrate it into their daily routines. Davis, TAM (1989). The degree of ease with which users perceive a piece of technology influences their acceptance of it. It seems sense that people would be more engaged and accepting of a system that they find simple to use. Davis's Technology Acceptance Model (TAM), which placed a strong focus on perceived usefulness and ease of use, became a cornerstone in the disciplines of information systems research and human-computer interaction. It also laid the groundwork for analyzing user behavior with regard to the adoption and use of technology. Comprehending the correlation between PEU and information quality is imperative for comprehending consumers' perspectives and actions regarding the integration and utilization of technology. N. M. Machdar (2016).

2.6 Integrated Theoretical Model

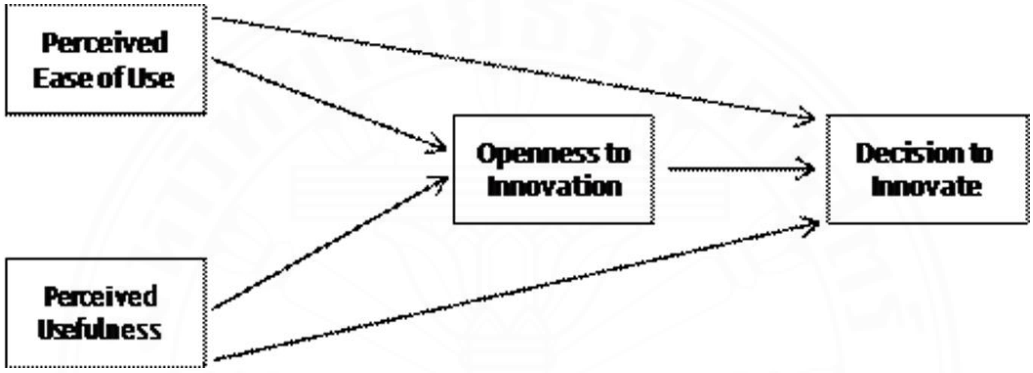
Saade and Nijher (2016) offer insightful information on the critical elements that successfully adopt and apply ERP technologies in organizational settings.

One can hypothesize that user perceptions of the system's usability and ease of use may have an impact on the success of ERP implementation by making a connection to Davis's groundbreaking research on the Technology Acceptance Model (TAM) from 1989, which introduced concepts like perceived ease of use and perceived usefulness. Comprehending these variables is vital within the wider framework of technology adoption

and the effective implementation of intricate business systems. The case studies of Saade and Nijher combined with Davis's TAM figure 2 principles might offer a thorough understanding of the several facets that go into making ERP systems in companies successful.

Figure 2.2

Technology Acceptance Model (Perceived Ease of use and Perceived usefulness Davis) (1989)



2.7 ERP Implementation

The process of using integrated software solutions to manage and expedite several business operations inside a company is known as ERP (Enterprise Resource Planning). Thorough preparation, departmental cooperation, and a dedication to change management are necessary for an ERP deployment to be successful. It aims to improve efficiency, enhance data accuracy, and provide decision-makers with real-time insights into organizational performance. Installing your ERP software, transferring the current data, configuring the system, and training your staff are all part of the ERP deployment process. An ERP system, as previously said, aggregates data and information from several departments. A typical ERP implementation project is divided into the following phases: analysis, planning, design, development, testing, deployment, training, and support. Every

phase of the ERP deployment process must be efficient and well-planned for to be successful. It also calls for meticulous preparation, closer coordination, and commitment from the ERP project team. The complexity and time needed for implementation vary depending on the size and kind of your firm. Although it takes a lot of time, there are many advantages, like reduced costs, increased productivity, centralized data, better return on investment, etc. Because of all of these, implementing ERP is a wise investment.

Pre-implementation Phrase

The pre-study phase of ERP implementation is a crucial stage that lays the foundation for a successful integration. In this initial phase, organizations undertake a comprehensive assessment of their existing systems, processes, and business requirements. Organizations conduct a thorough evaluation of their operational needs and identify areas where an ERP system can bring value and efficiency. A clear definition of the project scope and objectives of the ERP implementation is established, outlining the specific areas and processes that will be impacted.

Implementation Phrase

The Implementation Phase in ERP involves the actual deployment of the selected ERP system. Set up the ERP system in accordance with the unique needs and business procedures of the company. Adjust the parameters to conform to industry norms and the workflows of the business. In order to find and fix any problems, thoroughly test the ERP system. Integrate the ERP system with the organization's other current systems. Let end users to compare the system's functionality to their requirements and expectations. To guarantee a smooth transition to the new ERP system, careful planning, organization, and execution are crucial throughout the Implementation Phase. To ensure user approval and the overall success of the project, effective communication and assistance are essential throughout this phase.

Go-Live Phrase

The "Go-Live" phase in ERP (Enterprise Resource Planning) implementation is the final stage where the new ERP system is officially launched and becomes operational

within the organization. During this phase, daily operations will be moved from the old ERP system to the new one. Install the ERP system in all pertinent organizational departments and locations. Finish the last data transfer from the new ERP system to any last legacy systems. To evaluate the overall effectiveness of the ERP deployment, do a post-implementation evaluation. The Go-Live phase represents a significant milestone in the ERP implementation process, marking the transition to full operational use of the new system. It requires careful planning, coordination, and support to ensure a smooth and successful transition for the organization.

2.8 Consultancy's role in ERP implementation

Baker and Haddara explore the consultants' role in ERP system implementations. This study likely investigates the specific contributions, challenges, and impact of consultants during the various phases of ERP projects. Consultants play a crucial role in guiding organizations through the complexities of ERP adoption, and this study may provide insights into the dynamics of their involvement Baker and Haddara (2019). Jæger et al. focuses on critical success factors for ERP consultancies. The study presumably finds and examines the elements that make ERP consultants successful, providing insightful information about the tactics and approaches that provide good results in consultancy-driven ERP deployments. Jæger, B., Bruckenberger, S. A., & Mishra, A. (2020). The role of consultancy in ERP (Enterprise Resource Planning) implementation is pivotal for ensuring the success of these complex and transformative projects. Consultancies bring specialized expertise, experience, and methodologies that significantly contribute to the effective adoption and utilization of ERP systems within organizations. Consultants provide specialized knowledge in ERP systems, offering guidance on best practices, industry standards, and the latest technological advancements. Their expertise is crucial for steering organizations through the intricacies of ERP implementation. Consultancies conduct thorough needs assessments to understand organizational requirements. They play a key role in designing tailored ERP solutions that align with the unique business processes

and objectives of the client. The consultancy's role in ERP implementation is multifaceted, encompassing strategic guidance, technical expertise, project management, and ongoing support. This collaborative approach helps organizations leverage the full potential of ERP systems to enhance operational efficiency, decision-making, and overall business performance.

2.9 Related studies/ Empirical review

In their 2021 research, Shaikh, Glavee-Geo, and Karjaluoto engaged in an empirical review, likely exploring key facets of technology adoption. The study probably delved into contemporary factors impacting user behavior, organizational processes, and the pivotal roles of perceived usefulness and ease of use in technology implementation. By examining related studies, the authors aimed to provide a comprehensive understanding of current trends and challenges in technology acceptance. The research serves as a valuable resource, offering insights into the dynamic landscape of technology adoption across diverse industries. Scholars, practitioners, and decision-makers can benefit from the nuanced perspectives presented in this empirical review, contributing to the broader discourse on technology integration and user engagement.

Shaikh, Glavee-Geo, and Karjaluoto most likely carried out an empirical evaluation in their 2021 study, investigating the idea of performance expectation in technology adoption. It's possible that the relevant research looked into how users see the expected advantages and results of using particular technology for work-related tasks. In order to shed light on the elements impacting performance expectation and its effects on user behavior and decision-making processes, this empirical review most likely dug into current research. The writers provide important insights into the complex processes underlying performance expectation in the field of technology adoption by combining empirical data. It is anticipated that this study would provide a modern viewpoint, helping academics and professionals better comprehend and improve how technology is accepted in diverse settings.

By concentrating on the Technology Acceptance Model (TAM), social influence, and security linkages, Nisa and Solekah's 2022 study, which was published in "Iqtishoduna: Jurnal Ekonomi dan Bisnis Islam," explores the factors that impact people's desire to use e-wallets. The research presumably does an empirical review, consolidating previous studies to investigate the ways in which these variables impact consumers' beliefs and confidence, hence influencing their inclination to embrace electronic wallets. The writers provide insightful analysis of the intricate factors influencing the adoption of E-wallets in the context of Islamic business and economics by exploring relevant research. Scholars and practitioners looking for a thorough grasp of the factors influencing the use of e-wallets in Islamic economic contexts will greatly benefit from this research.

Putri, Lubis, and Azizah's (2020) study looks at the Critical Success Factors (CSF) that Trading and Distribution Companies face while implementing Enterprise Resource Planning (ERP) systems. The study, which may expand on earlier research, looks at the intricate factors influencing the success of ERP adoption utilizing the Extended Technology Acceptance Model (TAM). This empirical review may look at pertinent studies to understand how user acceptance, organizational procedures, and other factors impact the effectiveness of ERP adoption. The study published in the 2020 International Conference on Electrical, Telecommunication, and Computer Engineering proceedings offers insightful information at the junction of TAM and CSF, which is helpful for scholars, practitioners, and companies looking to successfully implement ERP in the trading and distribution industry.

Table1 2.1

Presents the nine main factors revealed from the literature review and that are found to be vital for implementation of ERP success

CSF	Reference
Project Management and Planning	Alsulami et al. (2016), Lech (2016) and Teo (2017)
Team composition and competence	Gupta, S., and Misra, S. C., (2016)

CSF	Reference
Business process reengineering	Xin, M., and Choudhary, V., (2019)
ERP system and ERP Consultants	Alsulami et al. (2016), Lech (2016) and Teo (2017),
Maintenance and support	Gupta and Misra (2016).
Training and Education	Mamurov's (2019)
Top Management and planning	Alsulami et al. (2016), Lech (2016) and Teo (2017)
IT environment	Gupta and Misra (2016), Alsulami et al. (2016), Lech (2016)
Organizational Culture	Lubis, F. R., & Hanum, F. (2020, December)

2.10 Factor Discussion

2.10.1 Project Management and planning

Project management is integral to the success of enterprise system implementation projects, and insights from various studies shed light on the challenges, perspectives, and strategies related to project management in the context of ERP (Enterprise Resource Planning) systems.

Lech (2016) explores the dominant risk factors in enterprise system implementation projects from the perspective of consultants. The study emphasizes the critical role of project management in addressing these risk factors. Effective project management, according to the consultants, involves proactive risk identification, mitigation planning, and a robust framework for managing uncertainties throughout the ERP life cycle. Alsulami, Scheepers, and Rahim's (2016) study compares the perceptions of organizational stakeholders and external consultants on Critical Success Factors (CSFs) affecting ERP life cycle phases. The findings highlight the significance of clear project management practices in aligning the perspectives of internal stakeholders and external consultants, emphasizing the need for effective communication, collaboration, and

coordination during project execution.Teo's (2017) multiple case study on ERP system implementations in Australia, presented in a PhD thesis, delves into the complexities of managing ERP projects. The research underscores the role of project management methodologies, tools, and techniques in navigating the challenges associated with ERP implementation. Teo's study emphasizes the importance of aligning project management strategies with the unique contextual factors of each implementation case.

2.10.2 Team composition and competence

Gupta and Misra's (2016) study investigates the moderating effects of compliance, network, and security on critical success factors in the implementation of cloud ERP. While the specific focus of the study is not on team composition and competence, the broader context of cloud ERP implementation encompasses various factors influencing success. In the realm of team composition and competence, effective collaboration and expertise within the implementation team are crucial components. The study's exploration of critical success factors, even if not explicitly addressing team composition, indirectly underscores the importance of a skilled and well-coordinated team. Successful cloud ERP implementation requires a team with diverse competencies, emphasizing the need for professionals who can navigate compliance issues, optimize network infrastructure, and enhance security measures in the context of cloud-based ERP systems.

2.10.3 Business process reengineering

Xin and Choudhary's (2019) study delves into the dynamics of IT investment under competition, with a specific focus on the role of implementation failure. Although the primary emphasis is not directly on business process reengineering (BPR), the study provides insights into factors influencing IT project outcomes. Within the context of IT investment and implementation failure, business process reengineering becomes relevant as it often constitutes a fundamental aspect of IT projects. The study indirectly underscores the importance of effective business process reengineering by examining the consequences of implementation failure. Successful IT investments necessitate not only

sound technological decisions but also a strategic approach to restructuring business processes to align with the new IT infrastructure.

2.10.4 ERP system and Consultant

Lech's (2016) examines the reasons for and solutions for the most common risk concerns in enterprise system implementation projects, with a focus on the consultants' point of view.. It provides valuable insights into the challenges faced by consultants during ERP implementations. Alsulami et al.'s (2016) study, comparing organizational stakeholders' and external consultants' perceptions on critical success factors (CSFs) affecting ERP life cycle phases, sheds light on the differing perspectives within the implementation process. Teo's (2017) multiple case study on ERP system implementations in Australia, presented in a PhD thesis, contributes to understanding ERP projects' intricacies and nuances, providing context-specific insights into challenges and successes.

2.10.5 Maintenance and Support

Gupta and Misra's (2016) published in the IEEE Transactions on Cloud Computing, the authors delve into the intricate interplay of compliance, network, and security in shaping the critical success factors of cloud ERP implementation. The research sheds light on the crucial role of maintenance and support in ensuring the effective deployment and sustainability of cloud ERP systems. The study's findings conte valuable insights to the understanding of how these factors influence the overall success and maintenance aspects of cloud ERP initiatives.

2.10.6 Training and Education

Mamurov's (2019) emphasizes the importance of adopting an acmeological perspective to enhance the effectiveness of educational practices. By providing a scientific basis for this approach, Mamurov contributes valuable insights to the field, aiding educators, trainers, and policymakers in developing more refined and impactful training and educational strategies. The study's focus on the acmeological approach adds depth to discussions on innovative methodologies, offering practical implications for optimizing the training and education experiences within academic and

professional settings. Training and education are essential components of personal and professional development, aiming to impart knowledge, skills, and competencies to individuals. Training typically refers to a specific process of teaching or learning that focuses on acquiring practical skills or competencies related to a particular task or job. On the other hand, education is a broader concept encompassing the overall process of acquiring knowledge, values, skills, and habits through various means such as teaching, storytelling, discussion, and research.

2.10.7 Project Management

We know that in project management, top management's or a sponsor's support is essential for a project's execution, or for it to proceed smoothly through each step and be completed. This is due to the fact that top management's engagement would ensure the project has the appropriate funding and resources, as well as help to approve changes as they arise and continuously provide input on the project's course. Before the project starts, the sponsor or top management of the implementing organization must approve a realistic ERP project charter, make sure the team has the resources needed to complete the project, and set up a system to deal with unforeseen obstacles that may arise during project implementation.

According to Alsulami et al. (2016), Lech (2016), and Teo (2017), one of the most demanding and complex activities in the ERP implementation project is communication. All stakeholders must be informed of project expectations, user feedback, and project progress during the ERP system deployment process. Clear communication of goals allows ERP adopting companies to continuously improve their ERP deployment. Teo (2017) added that a key to improving the efficiency of ERP deployment is providing staff with advance notice of the goals, scope, activities, and updates. Thus, the research framework for this study led to the definition of the following hypothesis.

2.10.8 IT environment

The IT environment of an organization encompasses a complex ecosystem of interconnected components and resources that collectively enable the management, processing, and utilization of information technology. In today's dynamic

business landscape, a robust IT environment is crucial for organizations to enhance efficiency, drive innovation, and maintain a competitive edge.. At its core, the IT environment includes the hardware infrastructure, comprising servers, computers, networking equipment, and storage devices. These elements provide the foundation for various software applications, ranging from operating systems and productivity tools to specialized business applications and custom-developed software. Networking infrastructure forms a vital part of the IT environment, facilitating communication and data exchange within the organization and beyond. Local area networks (LANs), wide area networks (WANs), and internet connectivity contribute to seamless information flow. Effective data management is another critical aspect, involving the storage, retrieval, and security of organizational data. Databases, data warehouses, and backup systems play key roles in ensuring data integrity, availability, and protection against potential threats. In the realm of cybersecurity, safeguarding the IT environment against unauthorized access, cyber threats, and data breaches is paramount. Security measures include firewalls, encryption, access controls, and ongoing monitoring to mitigate risks Gupta and Misra (2016), Alsulami et al. (2016), Lech (2016).Many organizations leverage cloud services as part of their IT strategy, adopting Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) solutions. Cloud services offer scalability, flexibility, and cost-efficiency in managing IT resources.

2.10.9 Organizational Culture

Lubis and Hanum (2020) delves into the significant topic of organizational culture. Organizational culture encompasses the shared values, beliefs, and behaviors that shape the work environment within a company. In their research presented at the 2nd Yogyakarta International Conference on Educational Management/Administration and Pedagogy (YICEMAP 2019), the authors likely explored the impact of organizational culture on various aspects of educational management. Organizational culture plays a pivotal role in influencing how members of an institution interact, make decisions, and respond to challenges. The study may have investigated how the prevailing organizational culture within educational institutions affects leadership

styles, decision-making processes, and overall effectiveness in educational management. Understanding and analyzing organizational culture are crucial for educational administrators and leaders as it can impact the success of educational initiatives, collaboration among staff, and the overall learning environment for students. The findings of this research may contribute valuable insights to the field of educational management and administration, guiding educators and administrators in cultivating a positive and conducive organizational culture within educational institutions.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Research Philosophy

A researcher's perception of the environment and its things will be taken as the study's foundation. These assumptions stem from research ideologies, which influence the researcher's perception of the type and quantity of knowledge (Saunders et al., 2016). Since the ontological approach includes assumptions about the nature of reality, it will be considered first (Mark NK Saunders, 2019). According to Saunders et al. (2016), p. 111, "social phenomena are created from the perceptions and consequent actions of social actors," which is the ontological approach of subjectivism that this study follows. There is no one truth since there will be a variety of organizations and consultants engaged, and because we believed that each organization and user would have their own perspectives of the situation.

Put differently, the viewpoint of the observer—in this case, the participating ERP consultancies—determines how the CSFs are seen. After considering the ontological perspective, one must choose an epistemological stance. According to Saunders et al. (2016), epistemology establishes assumptions about the kind of knowledge that is appropriate for a certain research topic. By incorporating user perceptions into components established in the literature, the goal of this thesis was to gain knowledge of the consultants' points of view. In order to analyze variations between people participating in social interactions who offer a subjective insight into their interpretations and behaviors related to the researched phenomena, the interpretivist epistemological approach will be adopted (Saunders et al., 2016).

In a deductive research approach for the thesis topic of understanding technology acceptance and critical success factors of ERP consultancies would start with established theories and models related to technology acceptance and ERP success. For example, based on technology acceptance frameworks like the Technology Acceptance

Model (TAM) or the Unified Theory of acceptability and Use of Technology (UTAUT), the research might establish specific hypotheses on factors impacting technology acceptability inside ERP consultancies. The deductive approach allows for a structured investigation, where these hypotheses are tested and validated through empirical data collected from ERP consultancies. The study aims to confirm or refute existing theories and contribute to the refinement or extension of established frameworks.

An inductive approach allows for flexibility, enabling the exploration of new insights and factors that may not have been considered in existing theoretical frameworks

3.2 Research Design

The key elements and problems determining the advantages of ERP installation are discovered through analysis of prior research. This evaluation of the literature will aid the researcher in identifying any gaps in earlier work and in developing a research model for additional study. After reading the relevant literature and creating a study strategy, a survey questionnaire is created and used to gather data. As advised by (Joseph Hair, Rolph Anderson, Bill Black, Barry Babin, 2016), the content validity of the questionnaire is evaluated in three ways. An evaluation of the data using the IBM SPSS do after a pilot study to make sure the questionnaire is reliable. To display the frequencies and percentages of the demographic data at the initial stage of the data analysis, descriptive statistics will be used.

The two-step technique suggested by (Joseph Hair, Rolph Anderson, Bill Black, Barry Babin, 2016)is used in the second section of the analysis to conduct structural equation modeling (SEM) analysis. I decided to use linear regression to look at the connections between the decision to innovate and quantitative, the Critical Success Factors (CSFs) of ERP installation, and technology acceptance. The adoption of a quantitative methodology was directed by the study's objective of identifying the magnitude of the linear correlations between these constructs. Instead of investigating causal relationships in a controlled laboratory setting, the main goal was to perform preliminary research into

the correlations across quantitative constructs, which is why a cross-sectional correlational technique was selected (I. Khosla, 2021).

It would be premature to perform experimental research given the descriptive character of this study. A cross-sectional strategy was therefore deemed more acceptable at this stage in comparison to a longer and more resource-intensive longitudinal analysis, according to Charles C. Ragin and Lisa M. Amoroso (2019).ex.

3.3 Research Question and Hypotheses

Q1. To what extent are measures of ERP success and the level of performance expectancy, organization process, social influence, perceived ease, and perceived usefulness?

Q2. How does performance expectancy, organization process, and social influence on perceived usefulness?

Q3. How does performance expectancy, organization process, and social influence effect on perceived ease of use?

Q4. How does performance expectancy, organization process, and social influence on ERP success through perceived ease of use and perceived usefulness?

H1: Performance expectancy, organization process, social influence effect on perceived usefulness

H2 Performance expectancy influence, organization process, social influence effect on perceived ease of use

H3: Performance expectancy, organization process, and social influence on ERP success through perceived ease of use and perceived usefulness

3.4 Setting and sampling

ERP consultancies, or technical and functional consultants in software companies that use ERP systems software in Thailand, made up the population I used for my study. For my questionnaires, I utilize ERP Odoo Partner and Microsoft Business Central Partnership mail surveys. Random sample of the sampling frame was expected to yield a large enough sample size to ensure the delivery of at least 150 valid surveys. Considering the typical response for online surveys (Dillman et al., 2017), it was a realistic assumption that about 300 completed questionnaires would be provided by a random sample of ERP consultants. For the project's statistical analysis phase, I was able to gather a final sample of 150 completed questionnaires.

3.5 Data Collection

I used a Google Form survey tool to collect data for an online survey that I performed. The survey wording that was submitted into the Survey Google Form is located in Appendix A. The 50 employees of software firms (Odoo and Microsoft partnership) who were randomly selected for the sample were sent invitation email to participate in the online survey, in an effort to guarantee that at least 300 ERP consultancies (technical and functional consultants) took part. To boost the response rate to the survey, three emails were sent out. The Dillman Tailored Design approach (Dillman, D. A., Smyth, J. D., & Christian, L. M. 2016) is another name for the three-push email contact approach. Using this strategy, each potential responder in the sample receives an initial invitation email. The goal of the online survey and a link to it were included in invitation email 50. One days later, all potential respondents who did not answer to the first email survey were contacted again through an invitation email. More details regarding the objective of the online poll and a link to it were included in the second email invitation. Further details about the significance of the respondent's survey participation were included in the second email. Everyone who was able to respond to the first invitation email received a follow-up email

invitation after an additional week. The third email contained a link to the poll in addition to the same details as the previous ones. Notification that this was the last chance for the recipient to take the survey was also included in the third email. One week after the final email, all data collecting was stopped. As previously stated, when dealing with one or more independent variables and a dependent variable that is a dichotomous nominal-level indicator, linear regression is the appropriate analysis approach to use (Agresti & Franklin, 2012). By using this method, I looked at whether ERP consultancies' inclination to accept innovations wisely was predicted by the focal independent factors, net of statistical control variables. Perceived utility, perceived usability, and crucial success are these independent factors.

3.6 Data Analysis

Using the statistical software SPSS, version 25, I conducted two separate data analysis methods on the collected data once it was collected. The computation of descriptive statistics, such as means, medians, and standard deviations, was the initial approach to data analysis. Agresti and Franklin (2012) assert that descriptive statistics facilitate comprehension of the underlying patterns and trends in the data. Multilinear regression was my second method of data analysis.

3.7 Measurement

Independent variable

This study included two mediators and nine focal independent variables, such as perceived usefulness, perceived ease of use, and critical success criteria. A description of each of these variables may be found below. The ERP multi-item scale was designed by Stratman, J. K., and Roth, A. V. (2002), and I evaluated its variable critical success aspects. The two-stage normative approach of scale development is incorporated into this scale. First, we identify a set of eight generic elements that are hypothesized to be associated with

the successful deployment of ERPs. Subsequently, a manual item sorting technique is applied iteratively to independent panels of expert judges in order to operationalize each construct as a multi-item measuring scale, with the aim of proving preliminary validity and reliability. The five-item Likert scale used for this scale's response categories goes from a low of "Not Important" to a high of "Extremely Important." ERP competency is a set of organizational, technical, and management skills and knowledge that is seen to be a precondition for better business performance that follows the installation and maintenance of an ERP system.

Research of this kind is quantitative in nature. Survey research is the kind of study being done. Sugiyono (2019) defines survey research as an approach that examines data from samples drawn from a population, either large or small, in order to identify patterns between variables. Testing if one variable affects other variables is known as casual hypothesis testing (Bougie & Sekaran, 2019).

Dependent

The dependent variable in this study is ERP success, which is defined as the overall effectiveness and performance of the ERP system inside the organization. ERP success is measured using a composite index that considers key performance indicators such the organizational benefits attained after deployment, data correctness, user satisfaction, system functionality, and process efficiency. To ascertain if each respondent made the right choice in adopting a new technical advance, I created four variables (see Appendix A for a full description of each of the four variables). Each respondent was paired at random with one of four scenarios, each of which asked people to decide whether to update the software used by a fictional company's ERP systems. "The ERP implementation that was done before was successful." We can assess each important success factor's relevance in regard to you, the system user, by using this survey. We have established our own definition of "successful" implementations because the term has multiple meanings.

3.8 Ethical Protection of Participants

I sent emails software businesses possible respondents inviting them to take part in the online survey. Online survey link on the Google Form website was given in the invitation email. The survey's anonymous login option gave respondents the moral certainty that their responses would remain private. Nothing in the survey could have made it possible for someone to link an email response address to their answers. An embedded consent form was shown to participants prior to the start of the session. On the final permission form, potential responders were asked to state that they were aware of and willing to participate in the study. I was unable to connect a respondent with their data since all of the information I obtained from the online survey was de-identified data. When the poll was done, I moved the data from the Google Form server to my laptop. I removed the information from the server when the Google Form was taken down. I then stored all of the data on a laptop I owned that required a password to access. When not in use, the laptop was always kept in a locked cabinet. I had the key to the locked cabinet and the special password for the laptop. There will not be any individual responder data in Chapter 4, as all of the data will only be given in aggregate form. Informed permission was given by each survey participant. The consent process included a clear explanation of the study's purpose, procedures, and any potential risks or benefits associated with participation. Participants were made aware of their right to withdraw from the study at any point without facing adverse consequences.

To safeguard the confidentiality of participants, the survey collected and stored data in a secure and anonymized manner. Personal identifiers were either excluded or replaced with unique codes to ensure that individual responses remained confidential. The data was accessible only to the research team, and any information disclosed during the survey was used solely for the purposes outlined in the informed consent. Furthermore, the study abides by ethical guidelines related to data storage and disposal. Once the research is concluded, all collected data will be securely archived or permanently deleted, as appropriate.

This commitment to ethical principles ensures that the survey respects the autonomy, dignity, and privacy of each participant, fostering trust between researchers and those who contribute to the advancement of knowledge through their valuable insights.

CHAPTER 4
RESULTS AND ANALYSIS

4.1 Introduction

With the variables of employee count, internet commerce activity, respondent age, gender, and educational background controlled for, the aim of this quantitative correlational study was to investigate whether critical success factors of ERP, perceived ease of use, and perceived usefulness lead to the effective of ERP success. This chapter presents show the statistical and the data analysis results findings I utilized to look into the main study concerns. The steps I took to prepare the data are listed below, and I went into the variable factors that I used to go into the specifics methods of each research problem. Descriptive statistics after and a synopsis of (Reliability) Cronbach alpha estimates, Finally, I discuss regression in the context of the four research issues.

4.2 Data Preparation

I sent survey invites via email to the 50 software businesses and 100 randomly selected people's social media accounts in order to make sure that 150 ERP consultants took part in the online survey. To increase the response people to the survey, I employed a three-time sent email contact strategy. The Dillman Tailored Design technique is another name for the three-time sent email contact strategy (Dillman, D. A., Smyth, J. D., & Christian, L. M., 2016).Using this tactic, I sent out the first invitation email with the hopes of receiving a sample of every possible response. The email invitation included details about the poll's purpose and a link to the online version. I sent invitation emails to all prospective respondents who hadn't replied to the survey's 54 first emails, one week later. More details regarding the objective of the online poll and a link to it were included in the second email invitation. Further details about the significance of the respondent's survey participation were included in the second email. I emailed the invitation to each prospective

responder who had not replied to the first or second survey after another week had passed. The third email contained a link to the poll in addition to the same details as the previous ones. Notification that this was the last chance for the recipient to take the survey was also included in the third email. A week after I sent out the last email, I stopped gathering data. I arrived to the conclusion that only respondents who answered every item in the survey completely should be included in the analysis before any statistical analysis is performed. As a result, I only added people whose data points were appropriate for each of the questions to the final dataset. A total of 300 individuals chose to participate in the survey form. After seeing the authorization document, three of them said they were not interested in continuing with the survey. Forty-one more people stopped taking the survey before it ended. One hundred fifty completed surveys made up the final sample that I used for all of the data analysis. There was a forty-four-referent difference between the total number of survey initiators and the total number of completed questionnaires. A 30% attrition rate is shown by the discrepancy between the total number of respondents who began the survey and the total number of respondents who responded to every question. 36. I designed three measures for this study: the perceived usefulness (PU) scale, the perceived ease of use (PEU) scale, and the critical success aspects variables scale. To create these scales, the total number of scale items was added and then divided by the total number of scale pieces. For example, the PEU scale has three questions. The answers to these three questions were totaled up, the total was divided by the total number of questions, and the result was divided by six consequently, the PEU scale is displayed as a five-point scale, with 1 representing "Strongly Disagree" and 5 representing "Strongly Agree." Higher scores on this metric imply higher levels of relevance. The meter used by the PU and I scales is the same as that of the five-point PU and PEU scale, where a score of 1 indicates "Strongly Disagree" and a score of 5 indicates "Strongly Agree." I was able to determine the independent variable in this investigation—whether the respondent used the right choice that was essential to the success criteria—by fusing the scenario to which the respondent was allocated with their answer to Question 5 of the survey. An essential component of success was finding the right answer for situations 1 and 5. I categorized the dependent variable as ERP success

also employ five- point where a score of 1 denotes "Strongly Disagree" and a score of 5 denotes "Strongly Agree."

4.3 Descriptive statistics

In the first part of the analysis, descriptive statistics are utilized to show the frequencies and percentages of the demographic variables. Frequency distributions were obtained for each of the personal data or category factors. The traits of the respondents are shown in Table 1. As can be seen, in terms of gender, there were noticeably more male responses than female ones. The gender distribution observed here is representative of the contemporary ERP consulting landscape, which is dominated by male technical and functional consultants. Based on the numbers, the bulk of responders (55%) are older than 31. This percentage was expected to be greater because the respondents that were chosen belong to a specific organization group. Nearly seventy percent of the participants have completed their university education. According to the positions they held, it appears that the respondents had a high degree of education. Based on a review of the respondents' years of employment with their current employer, about seventy percent of them had more than four years of experience in their businesses. These figures demonstrate that the respondents are knowledgeable with the company's policies and business climate. As a result, they might answer the questionnaire with the appropriate information, producing an analysis that is ultimately more reliable. Based on their activity profile, the majority of respondents (94.7%) were working on an ERP implementation project. Therefore, the respondents were the most qualified informants to finish the survey. Regarding how long respondents had been using ERP systems, the majority (85.3%) had been using them for at least two years, indicating that they were well-versed in the features, functionalities, and outcomes of these systems. The length and duration of the respondents' employment of ERP systems indicates their familiarity with them, which raises the possibility that the research's conclusions will identify actual CSFs influencing ERP deployment. The first step of the study uses descriptive statistics to show the frequencies and percentages of the demographic variables.

Frequency distributions are provided for each classification variable or piece of personal data. The characteristics of the respondents are shown in the table. Participants will be staff members of the research consultant who are actively involved in ERP implementation; further details are provided in the table.

Table 4.1

Measure, Categories, Percentages and Frequencies, Study Variables

Measure	**Categories**	**Frequency**	**Percentage**
Sex	Male	78	52%
	Female	72	48%
Age	Below 23 years old	7	4.7%
	23-30 years old	88	58.7%
	31-40 years old	48	32%
	Over 50 years old	7	4.7%
Education	At lease a high school diploma	0	0
	some college, but no degree	0	0
	Bachelor's degree	107	71.3%
	Master's degree	40	26.7%
	Doctoral degree	3	2%
	Professional degree (such as a medical degree or law degree)	0	0
Employment with this company	Less than 2 years	27	18%
	2-4 years	63	42%
	5-10 years	52	34.7%
	More than 10 years	8	5.3%

Measure	Categories	Frequency	Percentage
Involvement in ERP implementation project	Fully Involved	87	58%
	Partly Involved	55	36.7%
	Not Involved	8	5.3%
ERP Working Experience(use period)	Under 1 years experiences	22	14.7%
	1-2 years experiences	42	28%
	2-5 years experiences	54	36%
	Over 5 years experiences	32	21.3%
N		150	100%

The means, median, and standard deviations of each continuous variable utilized in the current study are shown in Table 4.1. The corresponding means for each of the three variables—performance expectancy, organization process, social influence, PEU, PU, and ERP success—are interpreted in relation to their respective measurement metrics. The following is the scale distribution of respondents' assessment criteria derived from the computation above:

0 to 1 is very bad.
1 - 2 = bad
2 - 3 = Fair
3 - 4 = Good
4–5 = Very good

For each of the twelve scales, for business process reengineering, the higher mean was 3.91; for team composition and competency, it was 3.90; and for "project management and planning," which was considered good, it was 3.75. The results demonstrated that respondents thought favorably of the tangibility component. 3.0 is the scale's midpoint. Higher levels of agreement with a particular scale are indicated by mean

scores above the halfway, whilst lower levels of agreement are indicated by scores below it. All 12 scales in Table 2 have midpoints that are higher than the middle; however, this is only generally the case on the Performance expectations scale (M = 3.85, SD = 0.45).

For "Maintenance and support," "Training and support," and "ERP system and consultant," the higher averages were 3.95, 3.94, and 3.83, respectively, and all were considered to be in good shape. The results demonstrated that respondents thought favorably of the tangibility component. The midpoint of the scale is 3.0. The midpoints of all 12 scales in Table 2 are above the midpoint; on the Organization process scale, however, this is only marginally true overall (M = 3.9, SD = 0.37).

The three areas with the highest means were "Top management support," "technology reengineering," and "organizational culture," with mean scores of 3.98, 3.98, and 4, respectively. This result implied that the respondent had a favorable assessment of the tangibility attribute. The midpoint of the scale is 3.0. All 12 of the scales in Table 2 have midpoints that are higher than the midpoint; however, this is only generally true for the Organization process *scale (M = 3.99, SD = 0.4).*

Out of the three, the PU, PEU, and ERP success measures have the highest mean *(M = 4).* The PU, PEU, and ERP success findings indicate that respondents thought favorably of the tangibility feature.

Table 4.2

Means and Standard Deviations, Study Variables

Variable	Mean	**T-Mean**	Median	**T- Median**	SD	**TSD**	Min	**T min**	Max	**T mix**	Skewness	Kurtosis
Project management and planning	3.75		3.67		0.51		2.67		5		-0.2	0.09
Team composition and competence	3.9		4		0.53		2.67		5		-0.3	0.22
Business process reengineering	3.91		4		0.47		2.33		5		-0.5	1.21
Performance expectancy		**3.85**		**3.89**		**0.45**		**2.67**		**5**		
ERP system and consultants	3.83		4		0.43		3		5		-0.1	0.56
Maintenance and support	3.95		4		0.41		3		5		-0.2	1.37
Training and education	3.94		4		0.43		3		5		-0.4	0.96
Organization Process		**3.9**		**4**		**0.37**		**3**		**5**		
Top management support	3.98		4		0.46		2.67		5		0.13	1.09
Technology Environment	3.98		4		0.45		2.67		5		-0.2	0.92
Organizational Culture	4		4		0.42		2.33		5		-0.3	2.16
Social Influence		**3.99**		**4**		**0.4**		**2.78**		**5**		
Perceived Usefulness	3.93		4		0.45		2		5		-0.5	2.62
Perceived ease of use	4.01		4		0.4		3		5		-0.1	1.98
ERP success	3.98		4		0.4		2.67		5		-0.3	2.4

Table 4.3

Bivariate Correlations among All Variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1	1											
2	.735**	1										
3	.645**	.706**	1									
4	.524**	.579**	.656**	1								
5	.359**	.335**	.454**	.602**	1							
6	.452**	.447**	.476**	.615**	.772**	1						
7	.567**	.535**	.588**	.565**	.520**	.604**	1					
8	.429**	.435**	.470**	.484**	.515**	.508**	.608**	1				
9	.473**	.511**	.527**	.464**	.463**	.527**	.676**	.710**	1			
10	.471**	.516**	.491**	.498**	.467**	.543**	.563**	.504**	.596**	1		
11	.459**	.392**	.363**	.417**	.421**	.538**	.433**	.392**	.471**	.640**	1	
12	.300**	.257**	.238**	.312**	.377**	.365**	.364**	.313**	.448**	.600**	.631**	1

Note: < p .01

Each variable in Table below name:

1. Project management and planning
2. Team composition and competency
3. Business process reengineering
4. ERP system and consultants
5. Maintenance and support
6. Training and education
7. Top Management and support
8. Technology Environment
9. Organizational Culture
10. Perceived Usefulness
11. Perceived Ease of use
13. ERP success

The table displays the correlation coefficients between pairs of variables, with significance levels indicated. For instance, the correlation between Project Management and Planning (Variable 1) and Team Composition and Competency (Variable 2) is .735, showing a strong positive relationship ($p < .01$). These variable provide insights into the associations among various factors related to ERP success in the context of project management, team composition, business process reengineering, technology environment, and organizational culture.

Table 4.4

Bivariate Correlations among Total Variables

Variables	1	2	3	4	5	6
1	1					
2	.604**	1				
3	.640**	.668**	1			
4	.552**	.571**	.629**	1		
5	.454**	.522**	.490**	.640**	1	
6	.297**	.399**	.425**	.600**	.631**	1

Note: < p .01

Key for variable in Table

1. Performance expectancy
2. Organization process
3. Social influence
4. Perceived Usefulness
5. Perceived Ease of use
6. ERP success

The table shows the correlation coefficients between pairs of variables. For example, the correlation between Performance Expectancy (Variable 1) and Organization Process (Variable 2) is .604, which is statistically significant at the 0.01 level. Similar interpretations can be made for other pairs of variables. These findings provide insights into the relationships among the constructs, aiding in understanding the interplay between different factors in the context of ERP success.

4.4 Cronbach Alpha

The Cronbach Alpha (reliability coefficients) for each of the 12 scales used in the current study are shown in Table 3. According to Šerbetar, Ivan, and Iva Sedlar (2016), Lee Cronbach created the alpha statistic to gauge a scale's internal consistency in relation to its dependability. Higher ratings on the alpha scale, which goes from 0 to 1, typically denote greater reliability. According to Erbetar, Ivan, and Iva Sedlar (2016), a scale is considered to have an adequate level of reliability if its score is .60 or higher. An appropriate degree of reliability for these three scales would be suggested by the fact that the PEU and PU scales shown.

Table 4.5

Internal Consistency Values (Cronbach α)

Scale	α
Project management and planning scale	0.68
Team composition and competence scale	0.68
Business process reengineering scale	0.79
ERP system and consultants scale	0.78
Maintenance and support scale	0.66
Training and education scale	0.75
Top management support scale	0.74
Technology Environment scale	0.76
Organizational Culture scale	0.79
Perceived Usefulness scale	0.74
Perceived ease of use scale	0.75
ERP success scale	0.82

Internal Consistency Values, often measured by Cronbach's alpha (α), provide a crucial assessment of the reliability and homogeneity of a scale or questionnaire. The values range from 0 to 1, with higher scores indicating greater internal consistency among the items in a given scale. In the context of the provided data on various scales related to project management and enterprise resource planning (ERP), Cronbach's alpha serves as a valuable metric for evaluating the reliability of each scale.

Analyzing the presented data, we observe a range of alpha values across different scales. The Project Management and Planning Scale, along with the Team Composition and Competence Scale, both exhibit a moderate level of internal consistency with α values of 0.68. Scales such as Business Process Reengineering, ERP System and Consultants, Technology Environment, and Organizational Culture demonstrate higher internal consistency, with alpha values ranging from 0.76 to 0.79.

Notably, the ERP Success Scale stands out with a commendable internal consistency value of 0.82, suggesting a strong coherence among its components. These Cronbach's alpha values affirm the reliability of the scales in measuring their respective constructs, offering researchers and practitioner's confidence in the consistency of the instruments employed in assessing various aspects of project management and ERP implementation.

4.5 Regression Result

Table (4.6) Understanding the relationship between the independent variables and the dependent variable—ERP success—is possible thanks to the regression results. At least one independent variable is a significant predictor of ERP success, according to the model's statistically significant F-value (5.482). The number of predictors in the model is taken into account by the R value (0.510). According to the corrected R-squared (0.213), 21% of the variance in ERP success may be explained by the model. ERP success appears to be significantly predicted by organizational culture, but maintenance and support only marginally so. Based on the results provided, other variables do not exhibit statistically significant associations with ERP success.

Table 4.6

Effect of independent variable on dependent variable (ERP success)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Project management and planning	0.146	1.274	0.205	0.403	2.484
Team composition and competence	-0.22	-0.18	0.858	0.343	2.916
Business process reengineering	-0.168	-1.408	0.161	0.370	2.706
ERP system and consultants	0.079	0.697	0.487	0.410	2.440
Maintenance and support	0.218	1.778	0.078	0.351	2.853
Training and education	-0.001	-0.10	0.992	0.324	3.083

Top management support		0.034	0.295	0.768	0.390	2.563
Technology Environment		-0.117	-1.059	0.291	0.435	2.298
Organizational Culture		0.402	3.407	0.001	0.380	2.633
F	5.482					
R	0.510					
Adjusted R2	0.213					

Table (4.7) the regression results suggest the following relationships between the independent variables and the dependent variable (PU - Perceived Usefulness). The model has a statistically significant F-value (13.968), indicating that at least one of the independent variables is a significant predictor of PU. The R-squared value (0.688) accounts for the number of predictors in the model. The adjusted R-squared (0.439) suggests that the model explains 43.9% of the variance in PU. Organizational Culture is a significant predictor of Perceived Usefulness, while other variables do not appear to be statistically significant predictors based on the given results.

Table 4.7

Effect of independent variable on dependent variable (PU)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Project management and planning	0.03	0.315	0.753	0.403	2.484
Team composition and competence	0.162	1.548	0.124	0.343	2.916
Business process reengineering	0.002	0.019	0.985	0.37	2.706
ERP system and consultants	0.064	0.664	0.508	0.41	2.44
Maintenance and support	0.041	0.400	0.69	0.351	2.853
Training and education	0.167	1.547	0.124	0.324	3.083
Top management support	0.095	0.970	0.334	0.39	2.563
Technology Environment	0.027	0.295	0.769	0.435	2.298

Organizational Culture		0.277	2.787	0.006	0.38	2.633
F	13.968					
R	0.688					
Adjusted R2	0.439					

Table (4.8) The regression results indicate the following relationships between the independent variables and the dependent variable (PEU - Perceived Ease of Use).The model has a statistically significant F-value (9.411), indicating that at least one of the independent variables is a significant predictor of PEU. The R-squared value (0.614) accounts for the number of predictors in the model. The adjusted R-squared (0.377) suggests that the model explains 37.7% of the variance in PEU. Training and Education and Organizational Culture are significant predictors of Perceived Ease of Use, while other variables do not appear to be statistically significant predictors based on the given results.

Table 4.8

Effect of independent variable on dependent variable (PEU)

Predictive Variable		Beta	t	Sig	Tolerance	VIF
Project management and planning		0.262	2.489	0.14	0.403	2.484
Team composition and competence		-0.018	-0.16	0.873	0.343	2.916
Business process reengineering		-0.087	-0.789	0.432	0.370	2.706
ERP system and consultants		0.064	0.612	0.542	0.410	2.44
Maintenance and support		-0.018	-0.164	0.870	0.351	2.853
Training and education		0.355	3.029	0.003	0.324	3.083
Top management support		-0.046	0.433	0.666	0.390	2.563
Technology Environment		-0.01	-0.100	0.921	0.435	2.298
Organizational Culture		0.233	2.15	0.033	0.38	2.633
F	9.411					
R	0.614					
Adjusted R2	0.377					

Table (4.9) In Model 1, the regression results explore the impact of various independent variables (PU – Perceived usefulness) on the dependent variable (ERP success).The F-value is statistically significant, indicating that at least one of the independent variables is a significant predictor of ERP success. The R value for the number of predictors in the mode. The adjusted R-squared accounts indicates that the model explains 21.3% of the variance in ERP success. Organizational Culture is the only variable that appears to be a statistically significant predictor of ERP success in Model 1, while other variables do not show statistically significant relationships based on the given results. Table (4.10) In Model 2, the regression results explore the impact of various independent variables (PU – Perceived usefulness) on the dependent variable (ERP success).The F-value is statistically significant, indicating that at least one of the independent variables is a significant predictor of ERP success. The R value for the number of predictors in the mode. The adjusted R-squared accounts indicates that the model explains 37.2 % of the variance in ERP success. Organizational Culture is the only variable that appears to be a statistically significant predictor of ERP success in Model 2, while other variables do not show statistically significant relationships based on the given results.

Table 4.9

Model 1 Effect of independent variable on dependent variable (ERP success)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Project management and planning	0.146	1.274	0.205	0.403	2.484
Team composition and competence	-0.022	-0.18	0.858	0.343	2.916
Business process reengineering	-0.168	-1.408	0.161	0.370	2.706
ERP system and consultants	0.079	0.697	0.487	0.410	2.440
Maintenance and support	0.218	1.778	0.078	0.351	2.853
Training and education	-0.001	-0.01	0.992	0.324	3.083
Top management support	0.034	0.295	0.768	0.390	2.563
Technology Environment	-0.117	-1.059	0.291	0.435	2.298
Organizational Culture	0.402	3.407	0.001	0.380	2.633

F	5.482
R	0.51
Adjusted R2	0.213

Table 4.10

Model 2 Effect of independent variable on dependent variable (PU)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Project management and planning	0.130	1.266	0.208	0.402	2.486
Team composition and competence	-0.110	-0.984	0.327	0.337	2.966
Business process reengineering	-0.169	-1.586	0.115	0.370	2.706
ERP system and consultants	0.045	0.441	0.660	0.409	2.448
Maintenance and support	0.196	1.786	0.076	0.350	2.856
Training and education	-0.091	-0.795	0.428	0.319	3.135
Top management support	-0.017	-0.165	0.870	0.388	2.581
Technology Environment	-0.131	-1.336	0.184	0.435	2.299
Organizational Culture	0.252	2.328	0.021	0.360	2.779
Perceived Usefulness	0.541	6.045	0.000	0.527	1.898
F	9.841				
R	0.644				
Adjusted R2	0.372				

Table (4.11) In Model 1, the regression results explore the impact of various independent variables (PEU – Perceived Ease of use) on the dependent variable (ERP success).The F-value is statistically significant, indicating that at least one of the independent variables is a significant predictor of ERP success. The R value for the number of predictors in the mode. The adjusted R-squared accounts indicates that the model explains 21.3 % of the variance in ERP success. Organizational Culture is the only variable that appears to be a statistically significant predictor of ERP success in Model 2, while other variables do not show statistically significant relationships based on the given results.

Table (4.12) In Model 2, the regression results explore the impact of various independent variables (PEU – Perceived Ease of use) on the dependent variable (ERP success).The F-value is statistically significant, indicating that at least one of the independent variables is a significant predictor of ERP success. The R value for the number of predictors in the mode. The adjusted R-squared accounts indicates that the model explains 41.9 % of the variance in ERP success. Organizational Culture is the only variable that appears to be a statistically significant predictor of ERP success in Model 2, while other variables do not show statistically significant relationships based on the given results.

Table 4.11

Model 1 Effect of independent variable on dependent variable (ERP success)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Project management and planning	0.146	1.274	0.205	0.403	2.484
Team composition and competence	-0.22	-0.180	0.858	0.343	2.916
Business process reengineering	-0.168	-1.408	0.161	0.370	2.706
ERP system and consultants	0.079	0.697	0.487	0.410	2.440
Maintenance and support	0.218	1.778	0.078	0.351	2.853
Training and education	-0.001	-0.010	0.992	0.324	3.083
Top management support	0.034	0.295	0.768	0.390	2.563
Technology Environment	-0.117	-1.059	0.291	0.435	2.298
Organizational Culture	0.402	3.407	0.001	0.380	2.633

F	5.482
R	0.510
Adjusted R2	0.213

Table 4.12

Model 2 Effect of independent variable on dependent variable (ERP success)

Predictive Variable		Beta	t	Sig	Tolerance	VIF
Project management and planning		-0.001	-0.014	0.989	0.385	2.594
Team composition and competence		-0.012	-0.113	0.91	0.343	2.916
Business process reengineering		-0.120	-1.162	0.247	0.368	2.718
ERP system and consultants		0.043	0.443	0.658	0.409	2.446
Maintenance and support		0.229	2.169	0.032	0.350	2.854
Training and education		-0.201	-1.777	0.078	0.304	3.285
Top management support		0.060	0.604	0.547	0.390	2.567
Technology Environment		-0.111	-1.173	0.243	0.435	2.298
Organizational Culture		0.271	-2.63	0.010	0.368	2.720
Perceived Ease of use		0.563	7.122	0.000	0.623	1.605
F	11.759					
R	0.677					
Adjusted R2	0.419					

Overall for each variable for liner regression

Give the answers to the linear regression four research topics' hypotheses. The following lists the outcomes of the four research hypothesis tests:

H1: Performance expectancy influence, organization process, social influence effect on perceived usefulness

According to Table (4.13) there is a positive correlation between Perceived Usefulness and Performance Expectancy, with a regression value of 0.189. In this model, Performance Expectancy may not be a significant predictor of Perceived Usefulness, as indicated by the t-value of 2.267, which is not statistically significant (p = 0.25). Organization Process and Perceived Usefulness have a positive and statistically significant

relationship, as indicated by the regression coefficient of 0.213. The Organization Process is a significant predictor of Perceived Usefulness, according to the t-value of 2.469 ($p = 0.015$). With a regression value of 0.365 for social influence, perceived usefulness and social influence are found to be positively and statistically significantly correlated. According to the t-value of 4.087 ($p < 0.001$), Perceived Usefulness is significantly and strongly predicted by Social Influence. When tolerance levels are more than 0.2, multicollinearity is not a problem. The absence of multicollinearity is further supported by VIF (Variance Inflation Factor) values less than 5. The model's overall relevance is tested by the F-value. Because of the strong statistical significance of the F-value ($p < 0.001$) in this instance, at least one predictor variable clearly contributes to the explanation of the variation in the dependent variable. The fraction of the number of predictors is represented by R-squared. In this model, the dependent variable accounts for roughly 67.5% of the variation explained by the model; the dependent model accounts for about 44.5% of the variance, as indicated by the modified R2 of 0.445. After accounting for the number of predictors, the variable is accounted for.

The findings provide credence to the theory that Perceived Usefulness is highly influenced by Organization Process and Social Influence. Nonetheless, it seems that in this model, Performance Expectancy is not a statistically significant predictor of Perceived Usefulness. The significance of social impact and organizational procedures is emphasized by these findings, which advance our knowledge of the variables affecting perceived usefulness.

Table 4.13

Independent Variable (Performance expectancy influence, organization process, social influence effect on dependent Variable (Perceived Usefulness)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Performance expectancy	0.189	2.267	0.25	0.534	1.872
Organization Process	0.213	2.469	0.015	0.501	0.1995
Social Influence	0.365	4.087	0.000	0.466	2.144
F	40.765				
R	0.675				
Adjusted R2	0.445				

H2: Performance expectancy influence, organization process, social influence effect on perceived ease of use

Table (4.14) Perceived Ease of Use and Performance Expectancy have a positive correlation, as seen by the regression coefficient of 0.146. In this model, Performance Expectancy may not be a significant predictor of Perceived Ease of Use, as indicated by the t-value of 1.567, which is not statistically significant ($p = 0.119$). Organization Process and Perceived Ease of Use have a positive and statistically significant correlation, as indicated by the regression coefficient of 0.304. Perceived Ease of Use is significantly predicted by Organization Process, according to the t-value of 3.155 ($p = 0.002$). Perceived Ease of Use and Social Influence have a positive correlation, as seen by the 0.194 regression coefficient. The minimal lack of statistical significance ($p = 0.055$) indicated by the t-value of 1.938 implies that Social Influence might not be a powerful predictor of Perceived Ease of Use in this model. When tolerance levels are more than 0.2, multicollinearity is not a problem. The absence of multicollinearity is further supported by VIF (Variance Inflation Factor) values less than 5. The model's overall significance is tested using the F-value of 22.907. The statistical significance of the F-value ($p < 0.001$) in this instance suggests that a minimum of one predictor variable has a substantial role in

elucidating the variation in the dependent variable. The number of predictors in the model is shown by R-squared 0.566. The predictors in this model account for around 56.6% of the total. The percentage of the dependent variable's variation that the model can account for is taken into account by the Adjusted R-squared. After accounting for the number of predictors, the adjusted R2 in this instance is 0.306, meaning that around 30.6% of the variation is explained. The idea that Organization Process has a major impact on Perceived Ease of Use is partially supported by the data. Perceived Ease of Use in this model does not seem to be statistically significantly predicted by Performance Expectancy or Social Influence. These results highlight the significance of organizational procedures and further our understanding of the variables affecting perceived ease of use.

Table 4.14

Independent Variable (Performance expectancy influence, organization process, social influence effect on perceived usefulness) effect on dependent Variable (Perceived Ease of use)

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Performance expectancy	0.146	1.567	0.119	0.534	1.872
Organization Process	0.304	3.155	0.002	0.501	1.995
Social Influence	0.194	1.938	0.055	0.466	2.144
F	22.907				
R	0.566				
Adjusted R2	0.306				

H3: Performance expectancy, organization process, social influence on ERP success through perceived ease of use and perceived usefulness

Model 1. Predicting ERP success through Perceived usefulness

Table (4.15) Performance Expectancy's regression coefficient is -0.021, and since it is not statistically significant (p = 0.833), it is possible that Performance Expectancy is not a reliable indicator of ERP success in this particular model. Organization Process has a regression coefficient of 0.214, indicating a favorable correlation with ERP success. At the 0.05 significance level (p = 0.041), the t-value of 2.057 is statistically significant, suggesting that Organization Process is a significant predictor of ERP success. With a regression coefficient of 0.296, social influence and ERP success are positively and statistically significantly correlated. According to the t-value of 2.737 (p = 0.007), ERP success is significantly predicted by social influence. The model's overall relevance is tested by the F-value. The statistical significance of the F-value (p < 0.001) in this instance suggests that a minimum of one predictor variable has a substantial role in accounting for the variance in ERP performance. R square in this model indicates that 45.3% of the variance is explained by the predictors. The number of predictors in the model is taken into account by the Adjusted R-squared. The adjusted R2 in this instance is 0.189, meaning that the success of the predictors accounts for around 18.9% of the variance in ERP success.

Model 2 (Table 4.16) ERP Success Predicted by Perceived Utility

It is possible that Performance Expectancy is not a major predictor of ERP success through Perceived Usefulness in this model, as indicated by the regression coefficient for Performance Expectancy, which is -0.127 and not statistically significant (p = 0.167). Organization Process's regression coefficient is 0.096, and since it is not statistically significant (p = 0.314), it is possible that Organization Process does not significantly predict ERP success in this model through Perceived Usefulness. According to this model, Social Influence may not be a major predictor of ERP performance through Perceived Usefulness, as indicated by the regression coefficient of 0.092 and lack of statistical significance (p = 0.367). Perceived usefulness has a favorable and highly statistically significant correlation with ERP success, as indicated by the regression value of 0.588. In this model, perceived usefulness is a strong and significant predictor of ERP success, as indicated by the t-value of 6.263 (p < 0.001). The model's overall significance is tested using the F-value of 21.57. The present scenario demonstrates that at least one

predictor variable significantly contributes to explaining the variance in ERP success, since the F-value in this example is highly statistically significant ($p < 0.001$). R-squared 61.2% indicates how many predictors are taken into account. The percentage of ERP success variation that the model explains is taken into account by the Adjusted R-squared. In this instance, the modified R2 is 0.357, meaning that the model accounts for about 35.7% of the variance in ERP performance.

Model 1 shows that Social Influence and Organization Process are important indicators of ERP performance. Performance Expectancy, however, is not a major predictor in this particular situation.

With the addition of Perceived Usefulness as a predictor, Model 2 expands on the study. ERP success is not strongly predicted by Performance Expectancy, Organization Process, or Social Influence in this model. Rather, ERP success is strongly and significantly predicted by perceived usefulness.

Table 4.15

Performance expectancy, organization process, social influence on ERP success through perceived usefulness

Model 1

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Performance expectancy	-0.021	-0.212	0.833	0.534	1.872
Organization Process	0.214	2.057	0.041	0.501	1.995
Social Influence	0.296	2.737	0.007	0.466	2.144

F	12.539
R	0.453
Adjusted R2	0.189

Model 2

Predictive Variable		Beta	t	Sig	Tolerance	VIF
Performance expectancy		-0.127	-1.389	0.167	0.516	1.938
Organization Process		0.096	1.010	0.314	0.481	2.079
Social Influence		0.092	0.905	0.367	0.419	2.389
Perceived usefulness		0.588	6.263	0.000	0.544	1.837
F	21.673					
R	0.612					
Adjusted R2	0.357					

Predicting ERP success through Perceived ease of use

Model 1

Table (4.16). It is possible that Performance Expectancy is not a significant predictor of ERP performance in this model because the regression coefficient for Performance Expectancy is -0.021 and is not statistically significant ($p = 0.833$). Organization Process has a regression coefficient of 0.214, indicating that ERP success and it are positively associated. Organization Process is a substantial predictor of ERP performance, as shown by the t-value of 2.057, which is statistically significant at the 0.05 significance level ($p = 0.041$). Social influence and ERP success have a favorable and statistically significant correlation, as seen by the regression coefficient of 0.296 for social influence. Social Influence appears to be a significant predictor of ERP performance, as indicated by the t-value of 2.737 ($p = 0.007$). The F-value of 12.539 evaluates the model's overall significance. The F-value in this instance is statistically significant ($p < 0.001$), suggesting that a minimum of one predictor variable makes a meaningful contribution to the explanation of the variance in ERP success. The model's predictor count is shown by the R value of 45.3%. The model's explanation of the variance in ERP success is measured by the Adjusted R-squared. According to this model, the predictors explain around 18.9% of the variance in ERP performance.

In Model 2, the regression coefficient for Performance Expectancy is -0.104, indicating that it may not be a major predictor of ERP performance through Perceived Ease of Use. Moreover, the coefficient is not statistically significant ($p = 0.235$). It is possible that Organization Process is not a major predictor of ERP performance through Perceived Ease of Use in this model because the regression coefficient for Organization Process is 0.043 and is not statistically significant ($p = 0.643$). Social Influence has a favorable and statistically significant correlation with ERP success, as seen by its regression value of 0.186. According to the t-value of 1.990 ($p = 0.048$), perceived ease of use (PERE) success is significantly predicted by social influence. With a regression coefficient of 0.564, perceived ease of use and ERP success are positively and statistically significantly associated. According to the t-value of 7.366 ($p < 0.001$), ERP success is strongly and significantly predicted by perceived ease of use. The F-value evaluates the model's overall significance. The F-value of 26.398 in this instance is highly statistically significant ($p < 0.001$), suggesting that at least one predictor variable plays a major role in explaining the variance in ERP performance. There are 64.9% predictors in the model, as shown by the R value. The model's explanation of the variance in ERP success is measured by the Adjusted R-squared. According to this model, the predictors explain around 40.5% of the variance in ERP performance.

Model 1 presents the findings that Organization Process and Social Influence are important indicators of ERP performance. But in this case, performance expectation is not a major predictor. By including Perceived Usefulness as a predictor, Model 2 expands on the previous study. Performance Expectancy, Organization Process, and Social Influence are not significant predictors of ERP performance in this model. Rather, it is shown that a strong and substantial predictor of ERP performance is perceived usefulness.

Table 4.16

Performance expectancy, organization process, social influence on ERP success through perceived usefulness

Model 1

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Performance expectancy	-0.021	-0.212	0.833	0.534	1.872
Organization Process	0.214	2.057	0.041	0.501	1.995
Social Influence	0.296	2.737	0.007	0.466	2.144

F	12.539
R	0.453
Adjusted R2	0.189

Model 2 Performance expectancy, organization process and social influence on ERP success through perceived ease of use

Predictive Variable	Beta	t	Sig	Tolerance	VIF
Performance expectancy	-0.104	-1.193	0.235	0.525	1.904
Organization Process	0.043	0.464	0.643	0.469	2.131
Social Influence	0.186	1.990	0.048	0.455	2.199
Perceived ease of use	0.564	7.366	0.000	0.680	1.471

F	26.398
R	0.649
Adjusted R2	0.405

CHAPTER 5
DISCUSSION, CONCLUSIONS, AND RECOMMENDATION

5.1 Introduction

For software companies to successfully integrate innovations and make well-informed decisions, it is essential to accurately identify issues with ERP software systems (Bertini, 2016). This dissertation emphasizes how important it is for ERP consultancies—both technical and functional—to accurately identify ERP software system issues. Academics recommend giving priority to technical advancements that improve the operational effectiveness of software companies, as opposed to just obtaining new software innovations (Arvidsson & Kojic, 2017; Dezdar, 2017). One prevalent mistake is thinking that software system problems can only be solved by purchasing new technology. This can result in the neglect of organizational transformation factors and other unfavorable outcomes, like resource waste.

The study examined how ERP consultants' decisions about adoption were influenced by their level of receptivity to technology innovations in systems management. It also investigated if perceived usefulness and simplicity of use of systems management innovations affected the innovation choices made by ERP consultants. Expanding upon Davis's (1989) theories that technological innovation adoption is mostly influenced by perceived ease of use, perceived utility, and receptivity to innovation, this study sought to understand how these elements interact to influence the choices made by ERP consultants.

The quantitative study used linear regression to examine the relationships between the dependent variable (ERP success) and the important independent variables (performance expectancy, organization process, social influence, perceived ease of use, and perceived usefulness). The study was carried out through an online survey with 150 ERP consultancies in Thailand. The findings highlighted the importance of these criteria in ERP consultants' decision-making as they had a major impact on ERP success.

The study's favorable implications for social transformation highlight how crucial it is for decision-makers to comprehend the elements that enable efficient problem identification and handling in accounting. In Chapter 5, the findings are synthesized and a comprehensive description of the statistical results, interpretations, and recommendations for future research are addressed. The chapter also addresses the broader implications for societal transformation.

5.2 Summary of Findings

To ensure a solid sample size of at least 150 technical and functional consultants from software organizations, I sent email invitations to a randomly selected survey sample of 300 persons. Throughout the survey, I made an effort to increase the response rate by utilizing the three-sent email contact strategy known as (Dillman et al., 2017). After giving their informed consent, 150 of the 300 respondents were included in the final data analysis.

The average participant was revealed to be a middle-aged male college graduate after statistical analysis. Most of the respondents worked for companies with fewer than 4,000 employees that did not conduct internet business. Surprisingly, seven out of every thirty respondents chose well when it came to adopting the ERP software innovation, according to the scenario supplied in the study. Binary linear regression was utilized to look at the components that Research Questions 1 through 4 mentioned. For all statistical analyses, SPSS was utilized, and significance was assessed using an alpha level of 0.05. The conclusions that pertain to each research topic are covered in further detail in the sections that follow.

5.3 Research Question (RQ1)

There appears to be a general alignment in the perceived levels as indicated by the comparable means and t-means for ERP Success and the other components

(Performance Expectancy, Organization Process, Social Influence, Perceived Ease of Use, and Perceived Usefulness). Consistency across the measurements is also demonstrated by the medians and t-medians. All metrics had identical standard deviations, showing consistent response variability.

There is a strong agreement in views along these dimensions, as shown by the mean and t-mean values. The mean of 3.98 for ERP success is close to the averages of the other variables, which range from 3.83 to 4.01. T-means also show a consistent trend, supporting the notion that respondents' perceptions are harmonized. The core patterns are further highlighted by the medians and t-medians, especially for ERP success and related parameters. The evenly specified standard deviations of five indicate a consistent distribution of answers for all variables. A distribution that is skewed to the left, suggesting a concentration of higher values, is indicated by many components with negative skewness. The uniform standard deviations indicate a constant variability in the answers. Multiple variables with negative skewness indicate a distribution with a left-skewed tail, indicating a concentration of higher values. The kurtosis values show relative peakedness in their distributions, especially for perceived usefulness and corporate culture.

In summary, the evidence clearly points to a substantial correlation between ERP success and the factors under investigation. However, more sophisticated statistical studies like regression models or correlation coefficients would be required to accurately measure the strength of these correlations. However, the general pattern emphasizes how crucial it is to take into account elements like perceived utility, social impact, organizational procedure, performance expectations, and perceived simplicity of use in order to achieve a successful ERP installation.

5.4 Research Question (RQ2)

The study sought to evaluate the influence of technological adoption and Critical Success Factors (CSFs), specifically perceived utility and perceived ease of use, on software enterprises' decisions to successfully install ERP. This research question (RQ2)

was addressed by the study. To conduct an empirical investigation into the principles of RQ2, author formulated the subsequent hypotheses:

H1: The impact of social influence, organizational procedures, and performance expectations on perceived usefulness

With the use of a linear regression equation, author looked into the principles of RQ2. In order to determine whether or not a responder chose the right course of action after accepting ERP success, author employed independent variables (such as performance expectancy, organizational process, and social impact) for RQ2. Once more, a linear regression strategy was the best method for examining the aforementioned research topic because RQ2's dependent variable, perceived usefulness, was a dichotomous binary indicator and RQ2 employed independent factors.

In Chapter 4 of this dissertation, Table 11's results from this equation were given. Table 11 of Table 4's omnibus chi-square goodness of fit statistic revealed that the model as a whole was statistically significant. As a result, Table 11 of Table 4's logit coefficients are not statistically significant, indicating that there is no connection between technological acceptability, CSFs, and the adoption choices made by functional and technical consultants. According to Putri, Lubis, and Azizah (2020) demonstrated and a noteworthy connection agree between critical success factors and Perceived Usefulness (PU). Their research emphasized the conformable influence of these factors, revealing their significant impact on the effectiveness and acceptance of relevant systems or technologies, providing valuable insights for enhancing user experience and overall success.

5.5 Research Question (RQ3)

The study sought to evaluate the influence of technological adoption and Critical Success Factors (CSFs), specifically perceived utility and perceived ease of use,

on software enterprises' decision an empirical investigation into the principles of RQ3, author formulated the subsequent hypotheses:

H2: Performance expectancy influence, organization process, social influence effect on perceived ease of use

With the use of a linear regression equation, author looked into the principles of RQ3. In order to determine whether or not a responder chose the right course of action after accepting ERP success, author employed independent variables (such as performance expectancy, organizational process, and social impact) for RQ2. Again, a linear regression strategy was the best method for examining the aforementioned study issue because RQ2's dependent variable (reported ease of use) was a dichotomous binary indicator and RQ2 employed independent factors.

In Chapter 4 of this dissertation, the equation's findings were shown in Table 12. Table 12 of Table 4's omnibus chi-square goodness of fit statistic indicated that the model as a whole was statistically significant. As a result, Table 12 of Table 4's logit coefficients are not statistically significant, indicating that there is no connection between technological acceptability, CSFs, and the adoption choices made by functional and technical consultants. Putri, Lubis, and Azizah (2020) demonstrated a noteworthy connection agree between critical success factors and Perceived Ease of use (PEU). Their research emphasized the conformable influence of these factors, revealing their significant impact on the effectiveness and acceptance of relevant systems or technologies, providing valuable insights for enhancing user experience and overall success.

5.6 Research Question (RQ 4)

In order to answer Research Question 4 (RQ4), the study set out to evaluate how technology adoption and Critical Success Factors (CSFs), in particular perceived utility and perceived ease of use, affected software organizations' decisions to successfully

install ERP. To conduct an empirical investigation into the principles of RQ4, author formulated the subsequent hypotheses:

H3: Performance expectancy, organization process and social influence on ERP success through perceived ease of use and perceived usefulness

With the use of a linear regression equation, author looked into the principles of RQ4. To determine whether or not a responder chose the right course of action while accepting ERP success, author employed independent factors for R4 (such as performance expectancy, organization process, social impact, perceived ease usefulness, and ease of use) for Models 1 and 2 of Table 13 in Chapter 4. Once more, a linear regression strategy was the best method for examining the aforementioned study topic because RQ4's dependent variable (ERP performance) was a dichotomous binary indicator and RQ4 used independent factors.

In the case where ERP success was the dependent variable, a linear regression was required. This was necessary since ERP success is operationalized using the Individual (II) scale. The II scale was measured using a five-point continuous Likert scale that went from a low value of "Strongly Disagree" (coded as 1) to a high value of "Strongly Agree" (coded as 5). Moreover, author used independent factors for RQ4 (performance expectancy, organization process, social impact, perceived easy usefulness, and ease of use) to predict the value of ERP success as assessed by the II scale. With these specifics, the linear regression methodology was the most effective way to investigate the concepts of RQ4, where openness to innovation was the dependent variable. The solutions to these equations were included in the regression model that was displayed in Tables 13 and 14 in Chapter 4 of this dissertation, as well as Models 1 and 2 of Tables 13 and 14. An omnibus chi-square goodness of fit statistic for Models 1 and 2 in Tables 13 and 14 showed that the model was statistically non-significant overall.

The equation's findings were shown in Tables 13 and 14 of this dissertation's Chapter 4. An investigation of the omnibus chi-square goodness of fit statistic related to

Tables 13 and 14 in Chapter 4 proved that the model was statistically significant overall. This result indicates a statistically significant relationship between the acceptance of technology, CSFs, or Tables 13 and 14 in Chapter 4 and the adoption choices made by technical and functional consultants.

Putri, Lubis, and Azizah (2020) demonstrated the impact of performance expectancy, organizational processes, and social influence on ERP success. Their findings underscored the conformable critical success factors, highlighting their significant influence on perceived ease of use and perceived usefulness, contributing to the overall success of ERP implementations.

5.7 Discussion

5.7.1 Contribution

This study aimed to investigate, from a technical and functional consultant perspective, the relatively unexplored field of technology adoption and CSFs in ERP performance, rather than from a purely managerial one. This study served as a preliminary step in identifying the kinds of important success criteria required for ERP success from a management and ERP consulting perspective. From a theoretical perspective, this research makes a substantial contribution to the corpus of knowledge already available on technology acceptance by focusing on the intricate dynamics of ERP systems. The thesis seeks to better understand the complexities of ERP technology adoption by extending and improving well-established theories, such as the Technology Acceptance Model (TAM), through the adoption of a nuanced viewpoint. It investigates the variables affecting people's and organizations' propensity to embrace and incorporate ERP technology. In the particular setting of ERP consulting, the theoretical framework created in this thesis will provide a greater understanding of the behavioral and cognitive processes that support technological acceptance. The findings has significant practical ramifications, especially in the demanding and dynamic work settings of ERP consultancies. The thesis provides practical insights to ERP consultants and practitioners

to improve the efficacy of ERP implementations by identifying crucial success criteria. Project management and planning, team composition and competency, business process reengineering, technological environment considerations, maintenance and support strategies, training and education initiatives, and top management support are just a few examples of the practical contributions that are made. The study's conclusions will work as a manual for practitioners, providing concrete tactics for navigating and maximizing ERP initiatives in practical settings. By bridging the theoretical and practical divide, this practical emphasis seeks to promote ERP adoption and implementation strategies that are successful.

The study makes contributions to related fields outside of its immediate realm by providing insights that can be applied to various organizational and technological situations. The essential success variables that have been found could have wider consequences for the adoption of technology outside of ERP consultancy. Discussions and research in areas like information systems, technological integration, and organizational change management may benefit from the research findings. Through the establishment of links between ERP success determinants and wider technical environments, the thesis advances a comprehensive comprehension of technology-induced organizational changes.

It provides a multifaceted contribution, advancing theoretical frameworks, offering practical guidance for ERP consultancies, and fostering knowledge transferability to related areas. The research aims to be a valuable resource for scholars, practitioners, and decision-makers navigating the complexities of ERP technology acceptance and implementation in the rapidly evolving landscape of contemporary business environments.

5.7.2 Recommendations for Future Research

Because the study focused on ERP consultancies in a single company, its conclusions are not very generalizable. Future studies might delve into the temporal aspects of ERP implementation, examining how technology acceptance and critical success factors evolve over time. Longitudinal research could capture the dynamics of ERP projects, providing insights into the sustainability of success factors and the adaptability of

technology acceptance models. Exploring the influence of individual characteristics, such as consultant expertise, age, and educational background, on technology acceptance and critical success factors could be fruitful. This approach would add granularity to our understanding of the human factors shaping ERP implementation outcomes. Furthermore, the incorporation of qualitative methods, like in-depth interviews with ERP consultants, can uncover nuanced perspectives and bridge gaps between management-derived Critical Success Factors and the lived experiences of consultants. Understanding the intricacies of consultants' technical and functional roles could inform more targeted strategies for successful ERP adoption. Future studies could investigate possible differences in ERP perceptions by looking at several organizations in a variety of industries. Analyzing variations between different business units or international locations may also yield insightful information, given the possible influence of elements such as social influence, corporate culture, and performance expectations on the implementation of a system. Additionally, the utilization of substitute analytical instruments, like regression analysis, could augment the profundity of subsequent inquiries. In contrast to the current study, which only looked at the relationship between ERP consultants' views and Critical Success Factors (CSFs), regression analysis could reveal particular effects on each CSF from the consultant's point of view. There is another level of complexity that has to be investigated, which is the relationship between individual attributes like age, education, and position within a software firm and the perceived importance of CSFs. Other organizational sectors' impressions of ERP consultants could be the subject of future research, while the current study concentrated on the management process. It could be possible to find more factors influencing ERP consultants—especially technical and functional consultants—by incorporating qualitative approaches like interviews. By addressing the perceived discrepancy between CSFs created with a management mindset and the nuanced perspectives of ERP consultants, this strategy may enhance our understanding of the dynamics of ERP deployment.

5.7.3 Limitations

There are limits to this study, despite the fact that it advances knowledge by exploring a relatively unexplored area of ERP success research and going deeper into detail by analyzing a section of the operation process where information flow is crucial. The study's results are limited because only one company was used for the investigation. A more robust result might have been obtained by using a wider range of organizations and, in doing so, obtaining a more diversified population of respondents. It was also challenging to uncover new subtleties in a phenomenon such as ERP implementation success when performing this quantitative study; nevertheless, the goal was not so much to uncover new underlying causes as it was to differentiate the perspectives of technical and functional consultants from one another. For example, depending on who is polled, various people may have varied ideas about what constitutes a successful ERP deployment, which could have an impact on the study's findings. Given that Spearman's simple rank correlation only assesses monotonic correlations between two variables, the use of descriptive statistics in conjunction with it may have further constrained the findings of our investigation. For instance, we could have gotten more insight into the survey results by using a linear regression analysis. Nevertheless, selecting the appropriate additional independent variables would have been challenging because further research would be needed to determine which variables, from the standpoint of an ERP consultant, have an impact on each CSF. Additionally, the study's goal was to determine whether CSFs from earlier studies correspond with the erp consultant's impressions; for this reason, Spearman's simple rank correlation was judged to be the most appropriate and was used. The study may also be constrained by the relatively small population we are able to reach. The goal of the study, however, requires not only ERP consultants—who can be difficult to identify and locate—but also ERP consultants who have direct experience with an implementation. These requirements restrict the investigation, yet they are necessary for the validity and credibility of the findings.

5.7.4 Summary and Conclusion

ERP deployment is a significant task that incorporates a variety of internal and external elements for any organization. It needs an organization to efficiently deploy the ERP, a project that the organization has typically already finished, by utilizing a lot of resources including money, people, and time. Due to these difficulties, businesses need ERP consultants who have hands-on expertise adopting new ERPs in a range of businesses. When an organization lacks the requisite internal capabilities, expertise, and knowledge, consulting is required. The role of the consultancy is to help the client adopt the ERP in the most effective way possible. The consulting firm bridges the knowledge gap between the client's existing and necessary knowledge. A consultancy must make sure the client has reasonable expectations for the implementation and feels that these expectations have been met or exceeded in order to achieve customer satisfaction. These expectations must be structured throughout the entire implementation process because the customer's satisfaction is based on time and multidimensional in terms of several stakeholders.

Problems may arise from management's propensity to purchase new software technologies just to own the newest models. When it comes to ERP consulting within businesses, misprizing software issues in the name of technology advancements can lead to the installation of ERP systems failing to take organizational transformation into account. Negative effects could result from this, such as the ineffective use of financial resources, lost time, and energy spent on the incorrect software adoption process. Based on these findings, this study makes the assumption that an ERP consultant's opinions regarding the usability and ease of use of ERP systems software affect their choices regarding the adoption of new technological advancements.

The goal of the study was to determine how the choice to innovate, the perceived utility and simplicity of use of a technology, and the function of an ERP consultant in Thai software companies all related to each other. The Technology Acceptance Model (TAM) developed by Davis (1989) provided the theoretical framework

for investigating the elements that affect an ERP consultant's propensity to embrace new ERP systems software.

A vacuum was found in the literature on ERP deployment that was caused by earlier research that frequently concentrated on individual essential components. The goal of this study was to examine the "Project, ERP system, and Organization" from a holistic standpoint. The integrated study framework, created and tested in Iran, demonstrated that, in the context of developing nations, performance expectations, organizational culture, and social impact all positively relate to ERP success.

Both the client organization and the ERP consultancy use CSFs to direct managerial choices. This study will discover that CSFs such as project management, the IT environment, training and education, Human factors, and maintenance and support are shared by clients and consultancies. Two additional CSFs, managing client expectations and client maturity, are exclusive to ERP consulting.

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APPENDICES

APPENDIX A
INTRODUCTORY LETTER

Dear Respondents,

We invite you to participate in a survey aimed at gaining insights into the critical success factors of ERP (Enterprise Resource Planning) consultancies (technical consultant, functional consultant).We value your opinion! Please take a moment to complete our survey.
Click the link below to start the survey. Thank you for your time; we appreciate your contribution.

https://forms.gle/hE8jEg2gEcZHpi5y7

Best regards,
Saw Sandar
Thammasat Business School

APPENDIX B
THE QUESTIONNAIRE

Please rate the following factors in terms of importance when implementing an Enterprise Resource Planning (ERP) success and technology acceptance. Each statement is to be answered with a number from 1 to 5, where:

1 = Not Important

2 = Slightly Important

3 = Moderately Important

4 = Very Important

5 = Extremely Important

Performance Expectancy

Project management and planning

1. How important are strong project management skills for ERP consultants?

1. ทักษะการจัดการโครงการที่แข็งแกร่งสำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

2. How important is the ability to identify and manage risks during ERP projects?

2. ความสามารถในการระบุและจัดการความเสี่ยงระหว่างโครงการ ERP มีความสำคัญเพียงใด?

3. How important is adaptability to changing project requirements for ERP consultants?

3. ความสามารถในการปรับตัวต่อการเปลี่ยนแปลงข้อกำหนดของโครงการสำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

Team composition and competence

4. How important are conflict resolution skills in maintaining project harmony?

4. ทักษะการแก้ไขข้อขัดแย้งมีความสำคัญเพียงใดในการรักษาความสามัคคีของโครงการ?

5. How important is the practice of knowledge sharing with client teams?

5. การฝึกแบ่งปันความรู้กับทีมลูกค้ามีความสำคัญแค่ไหน?

6. How important is collaboration with client teams and project stakeholders?

6. การทำงานร่วมกันกับทีมลูกค้าและผู้มีส่วนได้ส่วนเสียของโครงการมีความสำคัญเพียงใด?

Business process reengineering

7. How important do you believe the current business processes are to align with the organizational goals
and objectives?
7. คุณเชื่อว่ากระบวนการทางธุรกิจในปัจจุบันมีความสำคัญเพียงใดเพื่อให้สอดคล้องกับเป้าหมายและวัตถุประสงค์ขององค์กร?
8. How important is technical proficiency in ERP system configuration and customization?
8. ความสามารถด้านเทคนิคในการกำหนดค่าและปรับแต่งระบบ ERP มีความสำคัญเพียงใด?
9. How well do you think the existing business processes support innovation and adaptation to changing market conditions?
9.คุณคิดว่ากระบวนการทางธุรกิจที่มีอยู่สนับสนุนนวัตกรรมและการปรับตัวให้เข้ากับสภาวะตลาดที่เปลี่ยนแปลงไปได้ดีเพียงใด?

Organization Process

ERP system and consultants

10. How important is ethical conduct as a fundamental attribute of ERP consultants?
10. ความประพฤติทางจริยธรรมในฐานะคุณลักษณะพื้นฐานของที่ปรึกษา ERP มีความสำคัญเพียงใด?
11. How critical is the contribution of ERP consultants to achieving a positive ROI for clients?
11. การมีส่วนร่วมของที่ปรึกษา ERP มีความสำคัญเพียงใดในการบรรลุ ROI เชิงบวกสำหรับลูกค้า?
12. How important is the role of the ERP system in supporting your organization's daily operations and business functions?
12. บทบาทของระบบ ERP ในการสนับสนุนการดำเนินงานประจำวันและฟังก์ชั่นทางธุรกิจขององค์กรของคุณมีความสำคัญเพียงใด?

Maintenance and support

13. How is the important of current maintenance and support processes meet the critical needs of the organization?
13. ความสำคัญของการบำรุงรักษาและกระบวนการสนับสนุนในปัจจุบันตอบสนองความต้องการที่สำคัญขององค์กรอย่างไร?
14. How important do you feel that the maintenance and support services contribute to the overall reliability?
14. คุณรู้สึกว่าบริการบำรุงรักษาและสนับสนุนมีส่วนสำคัญต่อความน่าเชื่อถือโดยรวมอย่างไร?
15. How is important to maintenance stability of the systems or equipment?
15. การบำรุงรักษาเสถียรภาพของระบบหรืออุปกรณ์มีความสำคัญอย่างไร?

Training and education

16. How important is ensuring end-user training as a crucial factor for ERP consultants?

16. การรับรองว่าการฝึกอบรมผู้ใช้ปลายทางเป็นปัจจัยสำคัญสำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

17. How important is providing post-implementation support for ERP consultants?

17. การให้การสนับสนุนหลังการใช้งานสำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

18. How important is a commitment to continuous learning and staying updated for ERP consultants?

18. ความมุ่งมั่นในการเรียนรู้อย่างต่อเนื่องและคอยอัพเดทอยู่เสมอสำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

Top management support

19. How important do you think top management support is for the success of ERP projects?

19. คุณคิดว่าการสนับสนุนผู้บริหารระดับสูงมีความสำคัญต่อความสำเร็จของโครงการ ERP อย่างไร?

20. How important is deep ERP system knowledge for ERP consultants?

20. ความรู้เชิงลึกเกี่ยวกับระบบ ERP สำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

21. How important is the problem-solving ability when issues arise during ERP implementations?

21. ความสามารถในการแก้ไขปัญหามีความสำคัญเพียงใดเมื่อเกิดปัญหาระหว่างการนำ ERP ไปใช้?

Technology Environment

22. How important do you believe the current technology infrastructure is in supporting the day-to-day operations of our organization?

22. คุณเชื่อว่าโครงสร้างพื้นฐานทางเทคโนโลยีในปัจจุบันมีความสำคัญเพียงใดในการสนับสนุนการดำเนินงานในแต่ละวันขององค์กรของเรา?

23. In your opinion, how important does the technology environment contribute to the efficiency and productivity of employees?

23. ในความเห็นของคุณ สภาพแวดล้อมทางเทคโนโลยีมีส่วนสำคัญต่อประสิทธิภาพและประสิทธิผลของพนักงานมากน้อยเพียงใด?

24. How important is the role of emerging technologies in shaping the future success of our organization?

24. บทบาทของเทคโนโลยีเกิดใหม่มีความสำคัญเพียงใดในการกำหนดความสำเร็จในอนาคตขององค์กรของเรา?

Organizational Culture

25. How important is client satisfaction with ERP consulting services?

25. ความพึงพอใจของลูกค้าต่อบริการให้คำปรึกษา ERP มีความสำคัญเพียงใด?

26. How important is the ability to build strong client relationships for ERP consultants?

26. ความสามารถในการสร้างความสัมพันธ์อันแข็งแกร่งกับลูกค้าสำหรับที่ปรึกษา ERP มีความสำคัญเพียงใด?

27. How important do you believe the current organizational culture is in fostering collaboration and teamwork among employees?

27. คุณเชื่อว่าวัฒนธรรมองค์กรในปัจจุบันมีความสำคัญเพียงใดในการส่งเสริมการทำงานร่วมกันและการทำงานเป็นทีมระหว่างพนักงาน?

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Perceived Usefulness

28. How important do you consider the perceived usefulness of ERP systems in contributing to the overall success of your project team?

28. คุณคำนึงถึงประโยชน์ที่ได้รับของระบบ ERP อย่างไรในการเอื้อต่อความสำเร็จโดยรวมของทีมงานโครงการของคุณ?

29. How important does the perceived usefulness of ERP consultancies influence the effectiveness of ERP implementation in your project team?

29. การรับรู้ถึงประโยชน์ของที่ปรึกษา ERP มีความสำคัญเพียงใดที่มีอิทธิพลต่อประสิทธิผลของการนำ ERP ไปใช้งานในทีมงานโครงการของคุณ?

30. How important is the perceived usefulness of ERP systems provided by consultancies in achieving success in your project team specific goals and objectives?

30. การรับรู้ประโยชน์ของระบบ ERP ที่ได้รับจากที่ปรึกษามีความสำคัญเพียงใดในการบรรลุความสำเร็จในเป้าหมายและวัตถุประสงค์เฉพาะของทีมโครงการของคุณ?

Perceived ease of use

31How important is the ease of use of ERP systems in your perception of achieving success in your project team?

31.ความง่ายในการใช้งานระบบ ERP มีความสำคัญเพียงใดในการรับรู้ถึงความสำเร็จในทีมงานโครงการของคุณ?

32. How important is the user-friendly nature of ERP systems provided by ERP consultancies?

32. ลักษณะที่เป็นมิตรต่อผู้ใช้ของระบบ ERP ที่ให้บริการโดยที่ปรึกษา ERP มีความสำคัญเพียงใด?

33. How important does the perceived ease of use of ERP consultancies impact the successful implementation and utilization of ERP systems?

33. การรับรู้ถึงความง่ายในการใช้งานของที่ปรึกษา ERP มีความสำคัญอย่างไรต่อความสำเร็จในการนำไปใช้และการใช้งานระบบ ERP?

ERP success

34. How important is the perceived usefulness (PU) of ERP consultancies in contributing to the overall success of ERP?

34. การรับรู้ถึงประโยชน์ (PU) ของที่ปรึกษา ERP มีความสำคัญเพียงใดในการมีส่วนต่อความสำเร็จโดยรวมของ ERP?

35. How important does the perceived ease of use (PEU) of ERP consultancies play in achieving ERP success?

35. การรับรู้ถึงความสะดวกในการใช้งาน (PEU) ของที่ปรึกษา ERP มีความสำคัญเพียงใดในการบรรลุความสำเร็จของ ERP?

36. How important do you believe the relationship between perceived usefulness (PU) and perceived ease of use (PEU) is for ensuring the overall success of ERP?

36. คุณเชื่อว่าความสัมพันธ์ระหว่างการรับรู้ถึงประโยชน์ (PU) และการรับรู้ถึงความง่ายในการใช้งาน (PEU) มีความสำคัญเพียงใดในการรับประกันความสำเร็จโดยรวมของ ERP?