

EFFECT OF ENTERPRISE RESOURCE PLANNING USER SKILLS ON PERFORMANCE OF SACCOS IN NAIROBI CITY COUNTY, KENYA

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Abstract: Savings and credit cooperatives encounter various obstacles that impede their capacity to deliver effective and long-lasting financial services to their members. Maintaining competitiveness and relevance in the market is crucial for a Sacco. The study sought to examine the effect of enterprise resource planning user skills on performance of Saccos in Nairobi City County, Kenya. A descriptive research design was employed, focusing on 86 IT specialists within Saccos. A sample of 69 respondents was chosen using stratified random sampling techniques. Data collection was facilitated through self-administered questionnaires that underwent pilot testing. The findings indicated that ERP User Skills ($\beta=0.354$; $p=0.000$) have a significant impact on the performance of SACCOS. The research findings indicate that the overall performance of the firm is frequently influenced by the competencies of its ERP users. This highlights that a key benefit of ERP software is its ability to provide real-time insights into business operations and performance metrics. The study suggests that comprehensive training programs and seminars are essential for users to improve their ERP proficiency.

Keywords: Enterprise Resource Planning User Skills, Performance.

1. INTRODUCTION

On a global scale, cooperatives and mutual organizations report a combined turnover of \$2,146 billion, while the Kenyan Sacco sector is estimated to manage 1 trillion Kenyan shillings, as per data released by SASRA in 2020. This figure accounts for roughly 43% of the nation's Gross Domestic Product. Such significant control has prompted the adoption of Enterprise Resource Planning (ERP) systems within the industry to enhance operational efficiency. In 2021, SASRA implemented a policy mandating that Saccos must possess a Management Information System (MIS) prior to their registration. This regulation has contributed to an increased frequency of ERP implementation across the sector. Currently, management systems are integral to the operational framework of Saccos (Ann Kathendu, 2020).

Enterprise Resource Planning (ERP) systems can significantly improve operational efficiency by automating and centralizing key processes such as member registration, loan processing, savings management, and financial reporting. This automation not only streamlines operations but also minimizes manual errors by equipping users with essential ERP skills (Moturi, 2018). An effective ERP system integrates data across various departments through a robust information storage framework, offering a comprehensive view of organizational operations. This integration facilitates enhanced decision-making and strategic planning. Furthermore, ERP systems enable more personalized and responsive interactions with members, allowing them to access their accounts, apply for loans, and manage their savings through intuitive interfaces. This necessitates heightened ERP data security measures to mitigate potential threats (Kilonzo, 2022). ERP systems provide tools for precise financial tracking, delivering real-time insights into cash flow, income, expenses, and

budget allocations, thereby empowering organizations to make informed financial decisions. Additionally, the capabilities of ERP systems assist organizations in identifying potential risks and compliance challenges, thereby supporting proactive risk management strategies (Njenga, 2019). These systems generate detailed reports and analytics, which are crucial for regulatory compliance and fostering transparency with members. Designed for scalability, ERP systems can accommodate growing transaction volumes and member bases. They also promote collaboration by enabling different departments to access shared data and work together efficiently through the information storage platform. Ultimately, this leads to improved services and quicker response times due to streamlined processes, enhancing overall customer satisfaction. The system also maintains a reliable audit trail, aiding in compliance with regulatory requirements (Wawire, 2022).

The effectiveness of the industry can be greatly enhanced by strategically utilizing ERP capabilities, resulting in improved resource management, superior member experiences, and heightened competitiveness within the financial services sector (Njoroge, 2018). Savings and operational efficiencies are being realized by Saccos, which are playing a transformative role in our economy. Modern ERP systems can perform the functions that previously required an entire department. This advancement leads to a more expedited and streamlined decision-making process. Furthermore, organizations that implement robust management systems experience increased productivity and sales (Kathendu, 2020). Nevertheless, the adoption of ERP within a Sacco presents certain challenges, including initial investment costs, the necessity for employee training, potential resistance to change, and the imperative of maintaining data security and privacy. This research assesses the influence of ERP capabilities on critical performance metrics, such as profitability, expansion of Sacco branches, Return on Equity, and customer satisfaction. It investigates how effectively leveraged ERP capabilities can confer a competitive edge in the current intensely competitive business landscape. The results of this study will offer valuable insights for Saccos contemplating ERP implementation or aiming to optimize their existing systems. By illuminating the capabilities and advantages of ERP systems, this research enhances the understanding of the role these systems play in fostering organizational success and efficiency. The study will explore the dynamic landscape of ERP and its crucial contribution to improving organizational performance. Given the continuously changing requirements of Saccos, ERP systems have become essential for optimizing operations, managing data, and facilitating decision-making processes. This research will thoroughly examine ERP capabilities, focusing on their functionalities, customization options, and adaptability within the Sacco sector (Manyala, 2020).

An Enterprise Resource Planning (ERP) system is a comprehensive software solution aimed at enhancing and streamlining various business operations within an organization. When implemented in Savings and Credit Cooperative Organizations (Saccos), ERP systems can profoundly influence the performance of these entities. They facilitate the automation and centralization of numerous processes, including member registration, loan processing, savings management, and financial reporting. This results in improved operational efficiency and a decrease in manual errors. Furthermore, an ERP system can consolidate data from various departments, offering a comprehensive perspective on organizational operations. This integration supports enhanced decision-making and strategic planning (Kathendu, 2020). As noted by Kaburu (2019), the successful implementation of an ERP system is contingent upon addressing issues related to user skills, data security, infrastructure, and information storage. User skills encompass the specific abilities and knowledge required for individuals to effectively utilize the ERP system within the organization. These skills generally include navigation, data entry, report generation, data analysis, troubleshooting, and an understanding of processes (Ma'arif, 2018). The required skills may differ based on the users' roles and responsibilities within the organization. With the implementation of ERP, organizations can recruit qualified and skilled users, ensuring that member interactions are more personalized and responsive. Additionally, members can be equipped with the necessary skills to access their accounts, apply for loans, and manage their savings through intuitive interfaces (Kathendu, 2020).

Saccos play a crucial role in Kenya's financial sector. In recent years, these organizations have significantly embraced technology to enhance their competitive edge and adhere to established regulations (Waweru, 2018). The Sacco Societies Regulatory Authority (SASRA) has mandated that all Saccos implement an information system prior to their registration. The Kenyan Sacco industry is estimated to manage assets worth 1 trillion Kenyan shillings, as reported by SASRA (2020), which accounts for roughly 43% of the nation's Gross Domestic Product. The advent of the digital age and the internet of everything has compelled Saccos to adapt and innovate in order to diversify their services and meet the evolving demands of the market. Given the rapid growth and diversification of the modern market, Saccos face increasing pressure to provide high-quality services to remain competitive (Mwangi & Wambua, 2016). Enhanced flexibility may contribute to improved performance within the sector. In today's business landscape, technology is essential for all

enterprises, including financial institutions. Effectively utilizing ERP systems can enable Saccos to enhance their performance and deliver superior services to their members, while also achieving cost efficiencies, reducing turnaround times, and improving service delivery (Juma, 2022).

Performing Saccos efficiently manage operations and meet financial commitments, demonstrating stability and effective functionality. Key to their classification are competent management, adherence to best practices, and a focus on customer needs (Mwangi & Wambua, 2016). Their performance is assessed through metrics like profitability, branch expansion, member satisfaction, and return on equity. Profitability, measured by net surplus, asset quality, dividend distributions, or capital adequacy, is vital for long-term viability. Saccos aim for sustainable growth and profitability, often requiring new branches to avoid resource strain. Return on Equity reflects the value delivered to members, with higher returns indicating effective investment management. Saccos aim to meet their members' financial needs, leading to increased service usage and improved performance. A satisfied membership enhances the Sacco's effectiveness, with management of services and funds being key performance indicators. Efficiently managing savings and providing timely loans positions Saccos as superior cooperatives. However, many face inefficiencies, burdening members with excessive paperwork and slow processes. Mwangi & Wambua (2020) assessed Sacco performance based on financial stability, compliance, member services, and governance. A well-performing Sacco demonstrates sound management, ensuring financial stability and effectively serving its members (Ahmed, 2019).

In Nairobi City County, Saccos play a vital role in providing financial services to a diverse membership, including individuals, small businesses, and informal sector workers. The city hosts 437 Saccos, benefiting from its status as a major economic hub that enhances financial inclusion through improved access to credit and savings. Nairobi's economic activities create an ideal environment for the growth of Saccos, which contribute significantly to the financial ecosystem by promoting financial inclusion, economic growth, and community development across the country (Juma, 2022).

Many Nairobi-based Saccos have embraced digital transformation by offering online banking, mobile apps, and electronic payment solutions to enhance member convenience and accessibility. Integrating ERP systems improves operational efficiency, reduces costs, and enhances member experiences. This strategic shift helps Saccos remain competitive in a rapidly evolving financial landscape. Effective ERP implementation can automate tasks, minimize errors, and lower operating costs. However, challenges such as data security threats, limited user proficiency, misalignment with Sacco needs, and cultural transformation issues hinder full ERP potential (Kariuki, 2017). Careful planning, user training, ongoing support, and alignment with Sacco objectives are crucial to overcoming these challenges and effectively serving members (Kahoro, 2017).

2. STATEMENT OF THE PROBLEM

Saccos face various challenges that hinder their ability to provide effective financial services. To remain competitive, they must achieve financial sustainability, which is often compromised by high operational costs and loan portfolio management issues. Significant capital investments, expected to yield long-term returns, can further increase these costs, affecting interest rates and customer satisfaction (Juma, 2022). Additionally, a changing regulatory environment poses legal risks. Limited member engagement and dissatisfaction due to cumbersome processes and poor customer service can lead to member attrition (Kariuki, 2017). The Sacco sector has made significant advancements to align with technological progress and member needs, reflecting its dynamic nature in response to changing expectations and regulations (Moturi, 2018). However, many Saccos underutilize data analytics due to limited information storage and ERP system experience, missing opportunities for personalized services and data-driven decisions. Additionally, risks related to ERP data security and privacy could threaten member trust and financial stability. To remain relevant and efficient, Saccos must adapt to cybersecurity threats and rapid technological changes (Njoroge, 2018). Urban Saccos also face challenges from competition, economic inequalities, and regulatory pressures, necessitating strong risk management strategies to address high non-performing loan rates and ensure financial stability (Wangui, 2019).

The adoption of Enterprise Resource Planning (ERP) systems in Savings and Credit Cooperative Organizations (SACCOs) in Kenya has risen to about 60% over the past five years. However, there is a significant gap in understanding the impact of ERP on SACCO performance, with limited statistical data on their successes and challenges. Many SACCOs may not be fully leveraging their ERP investments, underscoring the need for a detailed analysis of ERP's effects on operational efficiency, financial health, and member services. Current literature reveals a lack of research on the relationship between ERP capabilities and SACCO performance, particularly regarding the unique challenges and

opportunities in customizing ERP systems for their specific needs. The literature highlights a lack of comprehensive analysis on training and support systems during ERP implementation, leaving questions about how staff preparedness impacts technology integration. Additionally, there is insufficient exploration of resistance to technological change within SACCOs' organizational cultures, hindering understanding of socio-cultural factors affecting ERP adoption. SACCOs in Nairobi face performance challenges related to connectivity, loan portfolio quality, member engagement, financial management, governance, and regulatory issues (Sahid, 2020). Furthermore, problems like inadequate ERP user skills, data security concerns, underutilized infrastructure, and decentralized information storage limit their performance, raising concerns about the inconsistent delivery of financial services. Saccos are vital for providing financial services, but their performance varies significantly. While some demonstrate strong stability and growth, others struggle with low loan repayment rates, stagnant membership, and financial sustainability. This inconsistency raises questions about the factors affecting their effectiveness as financial intermediaries (Wawire, 2022). Despite significant industry growth and the adoption of ERP systems to streamline operations, many Saccos face challenges in synchronizing processes like membership management and financial reporting, leading to inefficiencies (Kathendu, 2020). There is concern that Saccos are not fully leveraging ERP systems, highlighting the need to understand the causes of this performance gap to enhance their viability and impact on members and the local economy.

3. LITERATURE REVIEW

Theoretical Literature Review

Technology Organization Environment Framework

The inception of this theory can be traced to the late 1980s and early 1990s, a period during which researchers began to acknowledge the necessity for a systematic framework to examine the interactions among technology, organizational traits, and the external environment. Kevin Pavitt concentrated on the correlation between technology and a company's performance, while Dodgson and Rothwell highlighted the significance of comprehending how organizations adjust to technological advancements, particularly regarding innovation processes and the effects of the external environment. This model is employed in technology management to analyze how organizations embrace and implement technology in relation to their surroundings. The theory investigates the interplay of technological elements, organizational attributes, and external environmental factors in shaping technology adoption and its subsequent effects.

Critics contend that the inherent rigidity of the framework fails to sufficiently accommodate the dynamic and swiftly evolving landscape of technology and its associated environment. In the current rapid technological climate, organizations may struggle to adapt to changing elements, such as the necessary skills for ERP users, which could render certain analyses outdated. While the framework offers a systematic methodology, its complexity and static characteristics necessitate thorough evaluation and modification during implementation (Chen, 2019). The framework is of significant value in the fields of technology management and organizational strategy. It facilitates the identification of essential success factors and obstacles related to technology adoption, enabling organizations to customize their strategies accordingly. By comprehending the interplay between technology and organizational structures, Saccos can improve their ERP capabilities, optimize operations, and make informed strategic decisions. This empowers organizations to proactively leverage technological advancements, remain flexible, and sustain their relevance in an ever-changing business environment (Waweru, 2018).

The framework has developed into a multifaceted instrument for researchers aiming to comprehend the intricate dynamics of technology adoption and its effects on organizations. It offers a systematic method for examining how technological innovations are shaped by both internal organizational elements, such as the skills of ERP users, and external environmental influences, including regulatory changes. This framework is pertinent for investigating technology management and innovation strategies within various sectors, including Saccos. The adoption of ERP systems is contingent upon an organization's preparedness to embrace the technology, its internal configuration, and the context of the industry. It is essential that the internal structure includes ERP users who possess the necessary skills.

Empirical Literature Review

Haleem and Ayoobkhan (2020) conducted a study examining the factors influencing contingency elements within an ERP system. Their findings indicated that user competency plays a crucial role in optimizing the functionalities of an ERP environment. The success of an organization is closely tied to its selection of individuals possessing the necessary

competencies. The researchers concluded that the competency of ERP users significantly affects the quality of information generated. The study specifically addressed various dimensions of ERP user competency, including knowledge, values, and skills. It consistently emphasized that ERP user competency involves a diverse skill set, which includes not only an understanding of system functionalities but also proficiency in data entry, report generation, and troubleshooting. Competent users are capable of effectively navigating the ERP system and enhancing data integrity, thereby facilitating informed decision-making within their organizations.

Hwang (2019) conducted an empirical investigation into user experience and personal innovativeness within the context of ERP systems. The findings of the study clearly indicated that user experience serves as a moderating factor in the effectiveness of information systems. This research explored the moderating influence of user experience on the motivations for adopting ERP systems. It was found that users with greater familiarity with the system exhibit varying levels of personal innovativeness regarding their motivation to adopt ERP solutions. The study emphasized the necessity of designing ERP systems that are user-friendly and tailored to meet user requirements. A favorable user experience not only boosts user satisfaction but also has significant implications for the overall performance of the organization. The research acknowledged that a thoughtfully designed user experience can mitigate user resistance and facilitate more effective use of the capabilities offered by the ERP system.

Ma'arif and Satar (2021) undertook a study focused on the training mechanisms for Enterprise Resource Planning (ERP) systems aimed at enhancing user skills and optimizing system performance. They introduced a training framework tailored for ERP users within the Malaysian industrial sector. The findings provided valuable insights and best practices that organizations can implement to enhance the efficacy of their ERP systems. Effective user training reduces resistance and fosters user proficiency in operating the ERP system, thereby facilitating the realization of its benefits. The existing literature highlights the necessity of ongoing education and support following implementation. It stresses the importance of evaluating training effectiveness, utilizing assessments, feedback systems, and performance metrics as essential tools to determine how effectively users are applying their training in real-world ERP system scenarios. Furthermore, the literature advocates for training programs that are centered around the user and flexible enough to adequately prepare users with the requisite knowledge and skills to utilize the ERP system to its fullest potential.

Shekhany and Farhan (2023) undertook a study focusing on the external auditor's role in evaluating internal control systems within information systems. The objective of this research was to highlight the significance of the external auditor's practical qualifications in Enterprise Resource Planning (ERP) and the necessity to adapt to technological advancements. The qualifications required for ERP users encompass a broad spectrum of skills and competencies, reflecting their varied responsibilities within the organization. It is essential to ensure that users are equipped with the appropriate qualifications through effective hiring practices and skill enhancement programs, as this is crucial for maximizing the potential of the ERP system and enhancing its impact on organizational performance.

Morrisson (2020) investigated optimal models for the implementation of enterprise resource planning (ERP) systems and the associated security challenges. The researcher employed a content analysis methodology, examining a variety of publications related to ERP implementation. This study utilized secondary sources, including books, academic journals, and various online materials that discuss best practices for the implementation of ERP systems. The findings indicated that prior to embarking on ERP implementation, organizations should consider several key practices for successful execution: formulating a plan with well-defined goals and objectives, securing internal support and commitment, choosing appropriate software, ensuring adequate resource allocation, and focusing on training and change management. Additionally, the research highlighted that the integration of user management, internal controls, data and information management, reporting, compliance, and safeguarding against both internal and external threats within a unified solution presents significant challenges. The paper concludes that while ERP systems are crucial for organizations, their implementation poses considerable difficulties, necessitating thorough preparation to achieve success.

4. RESEARCH METHODOLOGY

The research employed a descriptive design, focusing on ICT specialists from Saccos in Nairobi City County. The target group included 86 ICT officers, with 69 respondents selected using stratified random sampling from a total of 146. Primary data was gathered through self-administered questionnaires, and a pilot test with four ICT officers (5% of the sample) was conducted to assess the research instrument's reliability. Two ERP experts were consulted for content and

construct validity, and reliability was measured using Cronbach's Alpha. Data analysis included descriptive statistics and Pearson's correlation to assess the relationship between ERP capabilities and Saccos' performance. Findings were presented in tables and figures, with inferential analysis involving correlation and multiple linear regression to evaluate variable influence.

5. FINDINGS

The results of the descriptive statistics concerning ERP user skills are displayed in Table 1.

Table 1: ERP user Skills and Performance of Saccos.

Statement	SD	D	N	A	SA	Mean	SD
Rate the user's overall familiarity with ERP systems	6%	25%	5%	37%	27%	3.52	1.30
Users are comfortable interacting with different features of the ERP system	22%	10%	14%	22%	32%	3.31	1.55
Users are proficient in generate standard and ad hoc reports	17%	6%	24%	24%	29%	3.39	1.42
Users have the competence to analyze system relayed information	10%	19%	16%	32%	24%	3.41	1.30
Users often encounter errors or issues while using the ERP system	10%	13%	37%	14%	27%	3.36	1.27
Users can perform basic data entry in the ERP system	10%	13%	30%	35%	13%	3.28	1.14
Users can perform data retrieval tasks in the ERP system	16%	14%	11%	38%	21%	3.33	1.37
Users receive formal training on the ERP system	16%	11%	22%	25%	25%	3.33	1.39
Users feel confident in troubleshooting common ERP system issues on their own	10%	17%	29%	33%	11%	3.19	1.14
Users are always aware of any changes, upgrades and updates to the ERP system	21%	11%	17%	48%	3%	3.01	1.25
Users can utilize remote access to the ERP system	10%	21%	14%	33%	22%	3.38	1.30
Additional support is needed to help improve ERP user skills	14%	11%	24%	30%	21%	3.31	1.31
Challenges and difficulties are constantly faced while using the ERP system	16%	16%	27%	21%	21%	3.14	1.35
Improving the ERP system's user interface and functionalities help users easily navigate	13%	16%	25%	35%	11%	3.15	1.20
Users need advanced training and workshops to enhance their ERP skills	17%	10%	29%	29%	16%	3.15	1.31

An organization's success is greatly influenced by its expertise in key areas. Research showed that 64% of participants noted users' familiarity with ERP systems in their SACCOs, while 54% felt comfortable navigating its features, and 53% could generate standard and ad hoc reports. This suggests that a business thrives with a skilled team. Haleem and Ayoobkhan (2020) emphasized that user competency enhances ERP functionality, indicating that success is linked to selecting individuals with the right knowledge, values, and skills, which ultimately affects the quality of information.

An ERP system aims to improve business operations by automating repetitive tasks. Research shows that 56% of respondents believe users can interpret the system's information, while 23% disagree that users often encounter errors. Additionally, 48% noted that users can perform basic data entry within the ERP. This suggests that the organization's performance is influenced by ERP users' capabilities. Moturi (2018) supports this, stating that knowledgeable users can better utilize ERP functionalities, enhancing financial decision-making and stability in Saccos. To achieve this, Saccos should ensure strong leadership, transparent communication, sound governance, and invest in training programs to keep ERP users skilled.

A business's competitiveness is closely tied to its ERP system's effectiveness, which offers real-time insights into critical metrics like financial performance. Research shows that 59% of respondents can retrieve data within the ERP, 50% have received formal training, and 44% feel confident resolving common issues independently. These findings highlight that real-time access to operations and performance indicators is a key benefit of ERP software. This research supports Shekhany and Farhan's (2023) findings on external auditors' role in evaluating information systems' internal controls. It emphasizes the need for auditors to have practical ERP qualifications and stay updated on technology. The varied skills of ERP users, reflecting their organizational roles, highlight the importance of effective hiring and skill development to maximize ERP capabilities and improve organizational performance. Training for ERP software can significantly boost employee productivity and efficiency. Findings show that 51% of respondents are informed about ERP modifications, while 55% can access the system remotely. Additionally, 51% expressed a need for more support to improve their ERP skills, highlighting the importance of an engaged project team for successful ERP implementation. This aligns with Ma'arif and Satar (2021), who emphasized ERP training strategies to enhance user skills in the Malaysian industry. Their study provided insights and best practices for organizations to maximize ERP benefits, as training not only improves user proficiency but also reduces resistance to the system.

Working on a sluggish system can cause frustration and inefficiency. ERP programs require high productivity and adequate storage, yet 42% of users face challenges with their ERP systems. Additionally, 46% believe improvements to the user interface would enhance navigation, and 45% feel advanced training is necessary to boost their ERP skills. Implementing a new ERP system can pose technical challenges, as noted by Garg and Garg (2013), who highlight risks like ineffective consulting, misalignment of software, unrealistic management expectations, and excessive customization. Most risks, including compatibility and technological complexity, stem from human and organizational factors, such as culture, existing processes, and resistance to change.

Inferential Statistic Results

Correlation Analysis Results

Table 2: Correlation Analysis

		Performance of SACCOS	X1
ERP User Skills	Pearson Correlation	.871**	1
	Sig. (2-tailed)	.000	
	N	63	63

The research demonstrated a statistically significant correlation between ERP User Skills and the Performance of SACCOS ($r=0.871^{**}$; $p=0.000$). This indicates that proficient ERP users are able to leverage the system's features effectively, thereby enhancing their capacity to make informed financial decisions.

Regression Analysis Results

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.899	.892	.34586

The results demonstrate that 89.2% of the performance of SACCOS can be assessed through ERP User Skills. Additionally, the model reveals that 10.8% remains unexplained in this study.

Table 4: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	61.849	1	61.849	80.378	.000 ^b
Residual	46.938	61	.769		
Total	68.787	62			

An analysis of variance was conducted on the four independent variables of this study, demonstrating that the model ($r^2 = 0.892$, $F(1,61) = 80.378$, $p < 0.05$) achieved statistical significance at the 0.05 alpha level.

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics		
	B	Std. Error	Beta		t	Tolerance	VIF
1 (Constant)	-.606	.191		-3.170	.002		
ERP User Skills	.338	.082	.354	4.117	.000	.235	4.260

The findings indicated that ERP User Skills ($\beta=0.354$; $p=0.000$) have a significant impact on the performance of SACCOS.

The equation for the study was developed as follows:

$$\text{Performance of SACCOS} = -0.606 + (\text{ERP User Skills} * 0.354)$$

6. CONCLUSIONS

ERP is regarded as a mechanism that ensures seamless information flow and fosters a holistic comprehension of a company's operational activities. This method of data exchange enhances productivity and equips the organization to make informed strategic choices. ERP systems play a vital role in facilitating information sharing that enhances organizational efficiency. The overall success of a business is influenced by proficiency in specific domains. Consequently, the overall performance of the organization is frequently affected by the expertise of its ERP users. This highlights that a key benefit of ERP software is its ability to provide real-time insights into business operations and performance metrics.

7. RECOMMENDATIONS

The study suggests that advanced training and seminars are necessary for users to enhance their ERP skills. Second, companies must make the necessary investments in robust computer networks, such as routers and firewalls, to facilitate effective data transfer between ERP modules and users. In order to guarantee continuous ERP access, enterprises also need to think about network design and backup procedures. In particular, they must make significant investments in a dedicated IT staff that is in charge of managing and keeping up the ERP system. Last but not least, the company must prioritize the amount of work needed to protect sensitive data within the systems.

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