Determinant of ERP Use and Its Impact on Employee Performance

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ABSTRACT
This study aims to examine the impact of the success of the Enterprise Resource Information System (ERIS) integrated in Enterprise Resource Planning (ERP) on employee performance. To achieve this goal, this study applies a combined approach between the Technology Acceptance Model and the Delone-Mclean Information System by including the variables of self-efficacy, organizational support, complexity, and training compatibility with ERP use as crucial factors in its analysis. This research method uses path analysis, which is analyzed through Structural Equation Modeling Partial Least Squares (SEM PLS 4.0). This research was conducted in two stages of testing, where the first stage involved evaluating all hypothesized paths, and the second stage involved removing one indicator path (outer loading) to test the consistency of the findings. The results showed a significant positive correlation between the variables in the research framework. The self-efficacy variable, which reflects an individual's belief in his or her ability to use ERIS in ERP, positively impacts ERIS adoption. Organizational support also had a significant favorable influence, signifying that organizational support plays an essential role in facilitating technology adoption. In addition, ERP complexity and training compatibility were also shown to influence ERIS adoption. In addition to the impact on technology adoption, ERIS adoption in ERP significantly influences employee performance. This signifies that employee performance tends to improve when ERIS is implemented successfully. All tested hypotheses proved significant in the SEM PLS 4.0 test at both testing stages, even after removing one indicator path. This study provides important insights into the relationship between ERIS success in ERP and employee performance. The findings provide practical guidelines for organizations in planning and managing ERIS implementation and understanding the key factors influencing adoption and its impact on overall organizational performance. The combined approach of the Technology Acceptance Model and Delone-Mclean Information Systems effectively identifies vital elements in technology adoption and its impact on organizational performance.

Keywords: *ERP System, Employee Performance, Information System, Technology Acceptance Model*

1. INTRODUCTION

Global developments in the field of information systems have had a major impact on organizations' efforts to achieve their goals through the use of technology. The successful use of technology in organizations directly contributes to improving individual company performance, supported by Al-Mamary et al. [1]. *Technology* adoption in its use is studied through the technology acceptance model. The *Technology Acceptance Model* (TAM) was first introduced by Fred D. Davis in 2017 to examine the adoption of human information technology. The purpose of

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TAM is to provide an explanation of the determinants of technology acceptance that can indirectly explain the cross-technology use behavior of end-users, supported by Davis F. [2]. TAM has been applied to ERP systems to explain organizational stakeholders' and end users' complex implementation and adoption issues, supported by Amoako-Gyampah et al. [3]. Various studies have focused on studying the success of technology adoption in an effort to improve employee performance. Davis' *Technology Acceptance Model* (TAM) is an influential theory in assessing the success of technology adoption that researchers widely apply.

Several studies have delved into the examination of technology adoption success and its impact on enhancing employee performance. Noteworthy among these is the research conducted by Al-Mamary et al. [1], which scrutinizes the fruitful outcomes of implementing Enterprise Resource Planning (ERP) systems for organizational benefit. Wenrich et al. [4] have also contributed significantly to this domain by exploring the positive implications derived from the application of ERP systems within companies. Additionally, the work of Saatçıoğlu & Celikok [5] further enriches the literature, shedding light on the advantageous results yielded by the incorporation of ERP systems in organizational operations.

Within this landscape, Davis' Technology Acceptance Model (TAM) emerges as an influential theoretical framework employed by researchers for assessing the success of technology adoption. The research endeavors of Al-Mamary et al. [1], Wenrich & Ahmad [4], and Saatçıoğlu & Çelikok [5] collectively underscore the pivotal role of technology adoption, particularly ERP systems, in fostering positive outcomes for organizations. As these studies contribute valuable insights, this current research aims to build upon and extend this knowledge base by investigating the determinants of ERP adoption and its subsequent impact on employee performance, specifically within the organizational context of PT Cakra Jawara Iveco in East Kalimantan.

Modern organizations invest significantly in complex information systems like enterprise resource planning (ERP) systems. Despite their recognized benefits, over two-thirds of ERP system projects fail, supported by Chang, W et al. [6]. In general, ERP is an enterprise resource planning system that takes the form of an extensive software system that integrates several business processes, such as manufacturing, supply chain, sales, finance, human resources, budgeting, and customer service activities, supported by Wenrich & Ahmad [4]. Other benefits of an ERP system are its complete integration with all business processes, reduction of data entry volume, technology upgrades, portability to other systems, adaptability, and implementation of best practices, supported by Saatçıoğlu [7].

The successful implementation of a system is crucial for reaping the anticipated benefits, such as heightened productivity and the emergence of a competitive advantage, supported by Addo-Tengkorang [8]. This necessitates comprehensive alterations in the system itself, various processes, and other social dimensions within the organization, supported by Kwahk K. et al. [9], demanding seamless coordination among organizational members, supported by Chang, W. et al. [6]. Notably, the introduction of an ERP system often triggers substantial changes in the organizational structure and operational methodologies, supported by Kallunki JP et al. [10]. Particularly in the context of PT Cakra Jawara Iveco in Kalimantan Timur, the implementation of ERP at this location signifies a significant organizational evolution. This transformation extends beyond technological aspects to encompass shifts in the company's internal dynamics and working methodologies.

Moreover, the adoption of ERP as an information system brings about considerable advantages in enhancing employee performance within the organization. While past research has predominantly explored aspects of business process change, there is a discernible gap in understanding individual employee perspectives and the drivers influencing their adoption of such processes. Furthermore, scant attention has been given to factors affecting resistance or the overall impact of process change on employees when dealing with intricate technology solutions like ERP, supported by Venkatesh V. [11]. Therefore, this study seeks to fill this gap by investigating the determinants of ERP adoption at PT Chakra Jawara Iveco in Kalimantan Timur and its consequential impact on employee performance. The research will delve into individual, organizational, and technological characteristics, providing a comprehensive understanding of the intricate dynamics involved in ERP implementation in this specific location

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2. METHODS

Employees of PT Cakra Jawara Iveco, an Indonesian company located in East Kalimantan, actively participated in the survey conducted for this quantitative study. The research incorporates six key indicators, namely Self Efficacy (X1), Organizational Support (X2), Training (X3), Complexity (X4), Compatibility (X5), and ERP Usage (Y1), which collectively contribute to the evaluation of Employee Performance (Y2) and overall system success. The determination of both the population and sample size adheres to the Hair formula, with the application of the Likert

scale for score calculation. Following this methodological approach, the minimum sample size is computed by multiplying the number of indicators (28 in this case) by a factor of 5, resulting in a minimum sample size of 140.

In presenting the research model, it is important to highlight that the data analysis for this study is carried out using SmartPLS 4.0 software, employing inferential statistical analysis through the six steps of structural equation modeling (SEM). The outcomes of the analysis will be assessed descriptively, providing a comprehensive understanding of the relationships and implications derived from the examined indicators. This formal and rigorous methodology ensures the robustness and reliability of the research findings, contributing significantly to the scholarly discourse on the determinants of ERP adoption and its impact on employee performance within the organizational context of PT Cakra Jawara Iveco in East Kalimantan. Here's the research model of this study:

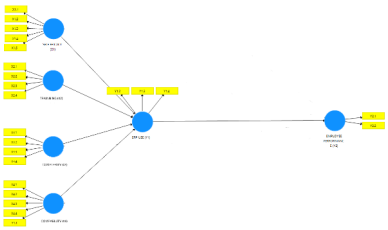


Figure 1 Research Model

3. Result and Discussion

3.1 Result

In the SEM test, there are at least three steps of analysis, namely: (1) testing the relationship between indicators and latent or construct variables (the outer model or measurement model); (2) testing the relationship between latent or construct variables (the structural model); and (3) testing the compatibility model. The results of the calculations on the construct validity and reliability tests are shown in Figure 1 below, which is the result of running the outer model test (measurement model).

Figure 1 below shows the results of the construct validity and reliability tests. Questions or indicators with a loading factor value of 0.7 will be excluded from the model when testing their validity, supported by Hair Jr, et al. [12]. In Figure 1, it can be seen that the first running output shows that there is a loading factor value of 0.7, which will then be excluded from the model one by one, namely: λX1.1 = 0.218 and λY1.3 = 0.670 (figure 1). After running two times, the external model is obtained, which contains all indicators with a loading factor value of > 0.7.

Figure 2 Pls Algorithm Run 1

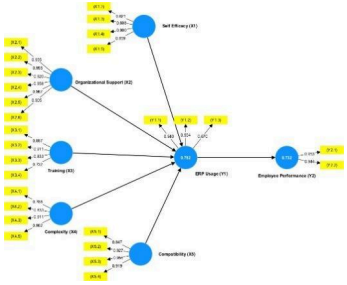
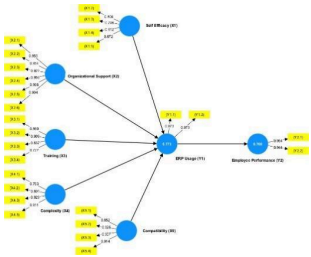


Figure 3 Pls Algorithm Run 2



The influence analysis between latent and construct variables in the SEM model is nothing more than testing the structural model in path analysis. In the inner model, the research hypotheses will be proven. In this study, the analysis used bootstrapping using SmartPLS software. The results of running calculations with Bootstrapping are shown in Figure 2 below, and the results of several stages of the analysis are explained below.

To complete the analysis in this study, the authors display a table of hypothesis test results. This can be seen in the table.

Table 1. Hypothesis Test

	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (|O/STDEV|)	Nilai P (P values)
Compatibility (X5) -> ERP Usage (Y1)	0.415	0.417	0.087	4.763	0.000
Complexity (X4) -> ERP Usage (Y1)	-0.416	-0.420	0.055	7.589	0.000
ERP Usage (Y1) -> Employee Performance (Y2)	0.872	0.872	0.024	35.758	0.000
Organizational Support (X2) -> ERP Usage (Y1)	0.216	0.205	0.090	2.411	0.016
Self Efficacy (X1) -> ERP Usage (Y1)	0.172	0.177	0.071	2.421	0.016
Training (X3) -> ERP Usage (Y1)	0.101	0.100	0.106	0.953	0.341

Source: Data Process, 2023

Shown in Table 1 above is the calculation result of bootstrapping to test the inner model, which describes the research hypotheses in the SEM model simultaneously. The results of the path analysis explaining the direct effects of one construct on another are as follows:

1. H1 = Self-Efficacy (X1) positively affects ERP Usage (Y1) with a path coefficient of px1y1 = 0.164 and *p-value* = 0.021. So, the first hypothesis is proven.
2. H2 = Organizational Support (X2) positively affects ERP Usage (Y1) with a path coefficient of px2y1 = 0.218 and *p-value* = 0.016. So, the second hypothesis is proven.
3. H3 = Complexity (X3) significantly negatively affects ERP Usage (Y1) with a path coefficient of px3y1 = -0.418 and p-value = 0.341. So, the third hypothesis is not proven.
4. H4. = Compatibility (X4) affects ERP Usage (Y1) with a path coefficient of px4y1 = 0.406 and *p-value* = 0.000. So, the fourth hypothesis is proven.
5. H5 = Training (X5) has a positive and insignificant effect on ERP Usage (Y1) with a path coefficient of px5y1 = 0.164 and *p-value* = 0.323.
6. H8 = ERP usage affects employee performance with a path coefficient of py1y2 = 0.872 and *p-value* = 0.000. So, the eighth hypothesis is proven.

Model Fit Testing

At the stage of testing the suitability of the model, there are five types, among others, by looking at the coefficient of determination (R square), f square, q square, and the standardized root mean square residual (SRMR). In this paper, researchers only used two model fit tests: R square and SRMR. The initial stage of testing the model's suitability is to determine the coefficient of determination (R square) value. The results of calculating R2 are shown in Table 2 below.

Table 2. Model fit test (R-square)

	R-square	Adjusted R-square

Employee Performance	0.795	0.790
ERP Usage	0.773	0.765

Source: Data Process, 2023

It appears in Table 3 that the model fit test with the R-square test shows a significance level of 0.773 or 77% on variable Y1. This means that the percentage value of the influence of exogenous variables, namely self-efficacy, organizational support, complexity, compatibility, and training, and/or endogenous variables, namely ERP usage, is 77%. Next, in Table 3, the model fit test with the R-square test shows a significance level of 0.795 or 79% on variable Y2. This means that the percentage value of the influence of endogenous variables, namely ERP Usage, on other endogenous variables, namely Employee Performance, is 0.795 or 79%.

Table 3. SRMR Test

Index Fit	Fit Criteria	Marginal Fit Criteria	Results
Standardized Root Mean Square Residual (SRMR)	≤ 0.08	0.08 - 0.09	0.086

Source: Data Process, 2023

The value that describes the model's mismatch based on the residuals is the SRMR value. Therefore, the model is better and more accurate with a smaller SRMR value. If the SRMR value is 0.08, the model is considered to be fit; if it is between 0.08 and 0.10, the model is said to be marginal; and if it is greater than 0.10, the model is said to be wrong (unsuitable), supported by Garson [13]. Given that the model fit is marginal and acceptable, Table 3's SRMR value of 0.086, which falls between 0.08 and 0.10, indicates.

3.2 Discussion

After testing the relationship between indicators and latent variables, testing the relationship between latent variables, and testing the model's fit, finally, a final model that fits simultaneously has been found. As described above, indicator testing implies the exit of indicators X1.1 and Y1.3 from the Self Efficacy (X1) and ERP Usage (Y1) variables; besides that, at the initial inner model testing stage, it implies a weak hypothesis path, namely the effect of Training (X3) on ERP Usage (Y1). Then, in the process of finding the final model that fits simultaneously, it implies that the entire hypothesis model can be accepted.

1. Individual characteristics theoretically affect the use of ERP, where the individual characteristics of information system users have been empirically proven to be related to different levels of information system use, supported by Szajna B [14]. The results of model fit testing prove the existence of a positive influence relationship from the *Self Efficacy* variable (X1) on ERP Usage (Y1). This proves that the better a person's ability to use technology, the better the use of technology, which in this study is the use of ERP.
2. In organizations that use technical systems, organizational support (technology support) in various aspects affects behavioral intention to use the system, supported by Fishbein M et al. [15]. In the ERP system environment, if the organization provides sufficient support to employees for their tasks, employees will enjoy their work more and improve their performance through the use of new systems, supported by Lee M, et al. [16]. The results of model fit testing prove the existence of a positive influence relationship from the Organizational Support variable (X2) on ERP Usage (Y1). This proves that the better the organizational support in various aspects, the better the use of technology, which in this study is the use of ERP.
3. Management (training) in developing employee capabilities affects behavioral intention to use the system in an ERP system environment; if the organization provides sufficient support to employees for their tasks, employees will enjoy their work more and improve their performance through the use of new systems, supported by Lee, M et al. [16]. The results of model fit testing prove a weak and meaningless influence relationship from the Training variable (X3) on ERP Usage (Y1). The weak influence of the influence can be seen through the amount of influence of 0.010. This proves that the existence of training has no impact on the use of technology, which in this study is the use of ERP.
4. The complex nature of ERP systems limits the amount of knowledge that users can absorb prior to actual use, supported by Yi, Y et al. [17]. Higher complexity results in higher mental workload and stress [18]. ERP system complexity can negatively impact user attitudes toward using the system, supported by Chang, W [6], Basoglu N et al. [19]. The results of model fit testing prove the negative influence of the Complexity variable (X4) on ERP Usage (Y1). This proves that the more complex technology is applied in the organization, the use of technology, which in this study is the use of ERP, will be worse and have an impact, namely stress and workload for employees.

5. Compatibility in the use of technology for knowledge exploration that users can absorb before actual use, supported by Chang, W. et al. [6], Basoglu N et al. [19]. The results of model fit testing prove the positive influence of the Compatibility variable (X5) on ERP Usage (Y1). This influence can be seen through the magnitude of the effect of 0.415. This proves that the better the compatibility of technology in various aspects, the better the use of technology, which in this study is the use of ERP.
6. In an ERP system environment, if the organization provides sufficient support to employees for their tasks, employees will enjoy their work more and improve their performance through the use of the new system [16]. The model fit testing results prove a positive influence relationship from the Training variable (X5) on Employee Performance (Y2). The influence can be seen through the amount of influence of 0.285. This proves that the better the training, the better employee performance.
7. In the context of computer and IT use, computer *self-efficacy* is defined as an assessment of one's ability to use a computer and is an essential antecedent of perceived usefulness, supported by Compeau et al. [20]. Users in organizations can only realize significant productivity or performance improvements if they use ERP adequately and appropriately, supported by Sun, A et al. [21]. The results of model fit testing prove a positive influence relationship from the *Self-efficacy* variable (X1) on Employee Performance (Y2). The influence can be seen through the amount of influence of 0.291. This proves that the better the employee's self-efficacy or self-ability, the better the employee's performance will be.
8. Ahmad [22] explains that an enterprise resource planning (ERP) system is an extensive software system that integrates several business processes, such as manufacturing, supply chain, sales, finance, human resources, budgeting, and customer service activities. Users in organizations can only realize significant productivity or performance improvements if they use ERP adequately and appropriately, supported by Sun, A. et al [21]. The model fit testing results prove a positive influence relationship from the variable ERP Usage (Y1) on Employee Performance (Y2). This influence can be seen through the magnitude of the effect of 0.872. This proves that the better the compatibility of technology in various aspects, the better the use of technology, which in this study is the use of ERP.

AUTHORS' CONTRIBUTIONS

The research investigates the factors influencing the utilization of Enterprise Resource Planning (ERP) systems and their subsequent impact on employee performance. Firstly, individual characteristics, particularly self-efficacy, positively influence ERP usage, indicating that higher technological proficiency enhances system utilization. Secondly, organizational support significantly affects ERP usage, suggesting that comprehensive support improves technology adoption. However, training exhibits a weak and insignificant influence on ERP usage, implying its limited impact on technology utilization. Additionally, system complexity negatively impacts ERP usage, while compatibility positively influences it, reflecting the importance of system design in facilitating effective usage. Moreover, training positively influences employee performance, indicating its role in enhancing task proficiency. Furthermore, self-efficacy positively correlates with employee performance, emphasizing the significance of individual competence. Finally, ERP usage positively influences employee performance, underscoring the pivotal role of system utilization in enhancing organizational productivity

Ahmad [4] explains that an enterprise resource planning (ERP) system is an extensive software system that integrates a number of business processes, such as manufacturing, supply chain, sales, finance, human resources, budgeting, and customer service activities. Users in organizations can only realize significant productivity or performance improvements if they use ERP adequately and appropriately, supported by Sun, A. et al [21]. Users use ERP if they think ERP will help them achieve the desired performance result, supported by Amoako-Gyampah et al. [3]. Goodhue & Thompson [23] and Kishokumar & Thiyagarajan [24] argue that ERP is more likely to be used in organizational settings and will positively impact individual performance if ERP capabilities match the tasks that users must perform. The results of model fit testing (R^2) prove the existence of a positive influence relationship from the variable ERP Usage (Y1) on Employee Performance (Y2). This influence can be seen through the amount of influence of 0.872. This proves that the better the compatibility of technology in various aspects, the better the use of technology, which in this study is the use of ERP. This proves that the better the compatibility of technology in various aspects, the better the use of technology, which in this study is the use of ERP. The magnitude of the effect of ERP Usage on employee performance of 87% explains that there are still many other indicators in ERP Usage that influence Employee Performance that still need to be explored in this study.

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