



# A STUDY ON IMPACT OF ERP SYSTEM SUCCESS ON ORGANIZATIONAL CULTURE IN SELECTED CONSTRUCTION CHEMICAL COMPANIES IN CHENNAI

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**Abstract-** Construction Chemical companies face immense challenges for mere existence with permanent changes in Technologies, culture, micro and macroeconomic and various other regulatory changes. Enterprise Resource planning technology empowers employees to do their jobs better and more efficiently, boosting employee morale and contributing to the company. Enterprise Resource planning is business software which integrates all the functions including human resources, production, finance, sales and marketing, etc., It enables a free flow of information beyond various barriers throughout the organization and links all the stakeholders in an efficient and orderly way. The implementation of Enterprise Resource planning in modern manufacturing organizations plays a major role in any size or scale of operations. The right way of implementing the effective adaptation of Enterprise Resource planning (ERP) is a key factor in increasing the efficiency of the organization. In this paper both primary and secondary data were collected. Structured questionnaires were used to collect primary data from the construction chemical companies' employee through questionnaires. The secondary data was collected from journals, websites and reports. For measurable investigations, utilized SPSS and Statistical tools like percentage analysis, ANOVA, Correlation, Chi-square and 't' test applied. The findings based on Research hypothesis, demographic profile and various dimensions of impact of ERP system success on organizational culture. Proposals and determinations will be based on these findings.

**Keywords:** Enterprise Resource planning (ERP), Chemical companies, organizations

## I. INTRODUCTION

Construction chemical companies' development, survival is quite a challenge in the market. Present day organizations face immense challenges for mere existence with permanent changes in technologies, culture, labor supply, micro and macroeconomic and various other regulatory changes. To survive in the current scenario, it is vital for every organization to differentiate from their competitors. Organizations respond proactively to manage and negotiate critical circumstances. In the dynamic worldwide business environment, changes are unavoidable and are the only way to induce development or sustainability in the business. Changes might be organizational rebuilding, infrastructural and development of a new product to suit the current organizational vision.

Information System (IS) plays a vital role in every organization. An IS is a technical infrastructure which empowers every organization to formulate accurate decisions. Subsequently, many organizations have implemented modern IS to increase the effectiveness.

Management Information System (MIS) is a decision support system which is utilized for the everyday management of an organization. It involves HR, procedures, gadgets and technologies deployed in the organization. MIS over a period of time frame into Enterprise Resource Planning (ERP).

System quality is the best characteristics of an information system in the organization. The data accuracy, system effectiveness, reaction time, etc., are the parameters which indicate the system quality. It is also indicated by the system execution as the information quality and on the whole quality of the whole system which is the key factors to evaluate the quality of the information systems.

The pertinence, understandability, accuracy, conciseness, completeness, timeliness and usability are the advantageous characteristics of the framework outputs such as management reports, website pages etc., Information quality is characterized by the value of the information, where the framework is skilled

to store, retrieve, or reproduce, which in turn serves as the most recognized of all the factors to evaluate the Information systems.

The effect that is exerted by the information systems on the individuals or the representative is referred as the individual impact. It clearly defines the effect, as the improvements in productivity decision making model, the decision- making process and their resultant influences on the individual end clients.

Organizational impact is denoted by the entire impact where Information System is created on the whole organization. Few of the positive effects are mentioned to reduce working costs, labor costs and the registered growth in revenue and benefits.

Human skill and develop the collective sense of ownership and responsibility. Among all the representatives which result in the expanded employee commitment towards their work, to feel a possession of ownership and to provide a creative input towards achieving the organizational objectives. Employee empowerment, organization and team work are the ways to develop human capability in successful and efficient organizations. Hence, this paper 'Impact of ERP system success on organizational culture in selected construction chemical companies' to take to analysis.

## II. REVIEW OF LITERATURE

Markus and Tanis (2015) is used for various achievement estimation approaches at different periods of an ERP-project. It gives the probability to make arrangements and take initiatives. If an outcome is not as anticipated and give signs of improvements in the current stage in light of the fact that each result of a stage is affecting the current stage. "A Cycle Hypothesis of Enterprise System Success" with the stages named as - the successful result, fundamental conditions, probabilistic methods and a formula for progress. The distinction to various models is that this model gives a hypothetical structure to examine reflectively and probably the business value of big enterprise systems.

Beheshti (2014) defines Enterprise Resource Planning (ERP) framework as "a set of business applications or modules, which joins different business units of an organization such as financial, bookkeeping, manufacturing, and HR into a firmly incorporated single system with a common platform for stream of information across the entire business".

Ngai, E.W.T., Law, C.C.H. and Wat, F.K.T. (2015) expressed that to recognized critical success factors relevant to ERPs, but cultural fit is an especially neglected factor in assessing ERP implementation success. Enterprise Resource Planning Systems as programming frameworks for business management encompassing modules supporting functional areas such as planning, manufacturing, sales, marketing, distribution, accounting, financial, human resource, management, project management, inventory management, service and maintenance, transportation and e-business. ERP frameworks in numerous organizations are described as a mainstay of business intelligence as it offer consistent combination of processes across functional areas with better-quality work process, standardization of several business practices and access to continuous up-to-date data.

According to Peng and Nunes (2016) the implementation of ERP is frequently faced with challenges, difficulties and issues even when the system is implemented successfully.

Srivastava, M. and Gips, B.J. (2017) stated that ERP implementation received successfully in one culture, nation, or region, may be a disastrous failure in another. Hence, embracing an ERP that has been invented and developed in one culture, country, or region to another diverse culture involves more than simply giving information on the technical features of adopting the software.

## III. RESEARCH METHODOLOGY

### **Need of the study**

At present the progress of technology has touched every aspect of life. The persistent advancements in every field has resulted in innovative processes, products and services. The business and organizations are immensely benefited by the technological advancements. Organizational culture plays a role in the successful implementation of ERP. Once successfully implemented, ERP is likely to influence the

organisational culture. The nature of influence is found, it will be of benefit to the developers of ERP and the users of ERP. Hence this paper is taken to help the Organization to understand the positive and negative factors which will play a role in the success of ERP in construction chemical companies in Chennai.

### **Objectives of the study**

The research has been undertaken with the following objectives:

1. To examine the level of impact of ERP system success on organizational culture.
2. To describe the various demographic profile of the employees.
3. To find-out ERP brands of the organizations.
4. To analyze various factors of impact of ERP system success on organizational culture.
5. To find out suitable suggestions for the organization towards ERP system success.

### **Research Design**

Research design proposed for the study is 'Descriptive' kind of research design. This type of research deals with employees is working in the construction chemical companies in Chennai. In this paper the researcher attempts to analyze the various dimensions of Impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, system quality, information quality, individual impact and Organizational impact. Hence descriptive design was adopted.

### **Data collection**

Data was collected in two ways.

- i. Primary data and
- ii. Secondary data.

### **Primary data**

The primary data was collected by questionnaire survey method based on a pilot study. The primary data are those data which are collected a fresh and for the first time. It is the first hand data collected directly from the employees who are working in the construction chemical companies with a designed schedule for the purpose at Chennai in Tamil Nadu.

### **Secondary data**

Secondary data was collected from websites, journals and research articles to support the research.

### **Research Hypothesis:**

1. There is a significant correlation between respondents' age and various dimensions of impact of ERP system success on organizational culture.
2. There is a significant correlation between respondents' monthly income and impact of ERP system success on organizational culture.
3. There is a significant correlation between respondents' experience and various dimensions of impact of effective implementation of Enterprise resource planning on Organization.
4. There is a significant inter correlation matrix among various dimensions of impact of ERP system success on organizational culture.
5. There is a significant difference between respondents' gender and various dimensions of impact of ERP system success on organizational culture.
6. There is a significant difference between respondents' educational qualification and various dimensions of impact of ERP system success on organizational culture.
7. There is a significant difference between respondents' marital status and various dimensions of impact of ERP system success on organizational culture.
8. There is a significant difference between respondents' type of management and various dimensions of impact of ERP system success on organizational culture.
9. There is a significant variance among the respondents' department with regard to various dimensions of impact of ERP system success on organizational culture.
10. There is a significant variance among the ERP brand with regard to various dimensions of impact of ERP system success on organizational culture.

### **Sampling techniques**

Sample size: 98. The sample data was collected from the employees who are working in the construction chemical companies at Chennai in Tamil Nadu. Disproportionate sampling technique is used for the study. With disproportionate stratification, the sample size of each stratum does not have to be proportionate to the population size of the stratum. This means that two or more strata will have different sampling fractions.

### Period of study

The study on impact of ERP system success on organizational culture in selected construction chemical companies in Chennai was carried out during the period of October 9<sup>th</sup> to November 10<sup>th</sup> 2020.

### Analysis of data

Analysis of the collected data was carried out using percentage analysis, correlation test, 'inter correlation matrix'-test, 't' test and ANOVA test.

**Table 1: Karl Pearson's Co-Efficient of correlation between the respondents' Age and various dimensions of impact of ERP system success on organizational culture**

S.No	Impact of ERP system success on organizational culture	Correlation value	Statistical Interface
1.	Age and Involvement	0.414**	<b>P &lt; 0.01 Significant</b>
2.	Age and Consistency	0.345**	<b>P &lt; 0.01 Significant</b>
3.	Age and Adaptability	0.666**	<b>P &lt; 0.01 Significant</b>
4.	Age and System Quality	0.496**	<b>P &lt; 0.01 Significant</b>
5.	Age and Information Quality	0.458**	<b>P &lt; 0.01 Significant</b>
6.	Age and Individual impact	0.903**	<b>P &lt; 0.01 Significant</b>
7.	Age and Organizational impact	0.785**	<b>P &lt; 0.01 Significant</b>
8.	Age and Impact of ERP system success on organizational	0.684**	<b>P &lt; 0.01 Significant</b>

\*\* Correlation is **significant** at the **0.01** level

\* Correlation is **significant** at the **0.05** level

**Table 1:** There is a significant relationship between age of the respondents and various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact.

**Table 2: Karl Pearson's Co-Efficient of correlation between the respondents' monthly income and various dimensions of impact of ERP system success on organizational culture**

S.No	Impact of ERP system success on organizational culture	Correlation value	Statistical Interface
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1.	Monthly income and Involvement	0.456**	P < 0.01 Significant
2.	Monthly income and Consistency	0.354**	P < 0.01 Significant
3.	Monthly income and Adaptability	0.669**	P < 0.01 Significant
4.	Monthly income and System Quality	0.522**	P < 0.01 Significant
5.	Monthly income and Information Quality	0.494**	P < 0.01 Significant
6.	Monthly income and Individual impact	0.911**	P < 0.01 Significant
7.	Monthly income and Organizational impact	0.813**	P < 0.01 Significant
8.	Monthly income and Impact of ERP system success on organizational	0.719**	P < 0.01 Significant

\*\* Correlation is **significant** at the **0.01** level

\* Correlation is **significant** at the **0.05** level

**Table 2:** There is a significant relationship between monthly income of the respondents and various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact.

**Table 3: Karl Pearson's Co-Efficient of correlation between the respondents' experience and various dimensions of impact of ERP system success on organizational culture**

S.No	Impact of ERP system success on organizational culture	Correlation value	Statistical Interface
1.	Experience and Involvement	0.460**	P < 0.01 Significant
2.	Experience and Consistency	0.266**	P < 0.01 Significant
3.	Experience and Adaptability	0.586**	P < 0.01 Significant
4.	Experience and System Quality	0.490**	P < 0.01 Significant
5.	Experience and Information Quality	0.434**	P < 0.01 Significant
6.	Experience and Individual impact	0.874**	P < 0.01 Significant
7.	Experience and Organizational impact	0.804**	P < 0.01 Significant

8.	Experience and Impact of ERP system success on organizational culture	0.650**	P < 0.01 Significant
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\*\* Correlation is **significant** at the **0.01** level

\* Correlation is **significant** at the **0.05** level

**Table 3:** There is a significant relationship between experience of the respondents and various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact.

Table 4: **Inter Correlation Matrix among various dimensions of impact of ERP system success on organizational culture**

	Involvement	Consistency	Adaptability	System Quality	Information Quality	Individual impact	Organizational impact	Impact of ERP system success on organizational Culture
<b><i>Involvement</i></b>	1							
<b><i>Consistency</i></b>	.619**	1						
<b><i>Adaptability</i></b>	.700**	.876**	1					
<b><i>System Quality</i></b>	.665**	.846**	.794**	1				
<b><i>Information Quality</i></b>	.713**	.872**	.830**	.867**	1			
<b><i>Individual impact</i></b>	.419**	.446**	.724**	.538**	.481**	1		
<b><i>Organizational impact</i></b>	.440**	.158	.452**	.403**	.313**	.841**	1	
<b><i>Impact of ERP system success on organizational Culture</i></b>	.769**	.800**	.877**	.864**	.891**	.713**	.624**	1

\*\* Correlation is **significant** at the **0.01** level

\* Correlation is **significant** at the **0.05** level

**Table 4:** There is a significant relationship among the various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact at 0.01 level.

**Table 5: 't' test between respondents' Gender and various dimensions of impact of ERP system success on organizational culture**

S.No	Impact of ERP system success on organizational culture	$\bar{X}$	S.D	Statistical Inference
1.	<b>Involvement</b>			
	Male (N:82)	24.9512	1.08756	<b>t =11.418</b> df=96 p < 0.001 <b>Significant</b>
Female (N:16)	28.3750	1.14746		
2.	<b>Consistency</b>			
	Male (N:82)	20.6098	2.57603	<b>t =3.009</b> df=96 p < 0.01 <b>Significant</b>
Female (N:16)	22.5625	.51235		
3.	<b>Adaptability</b>			
	Male (N:82)	20.3537	2.61228	<b>t=4.971</b> df=96 p < 0.001 <b>Significant</b>
Female (N:16)	23.6250	.50000		
4.	<b>System Quality</b>			
	Male (N:82)	32.6585	3.61143	<b>t =5.125</b> df=96 p < 0.01 <b>Significant</b>
Female (N:16)	37.3125	.47871		
5.	<b>Information Quality</b>			
	Male (N:82)	36.2073	2.88777	<b>t=6.032</b> df=96 p < 0.001 <b>Significant</b>
Female (N:16)	40.6875	1.49304		
6.	<b>Individual impact</b>			
	Male (N:82)	18.5976	2.14798	<b>t=5.557</b> df=96 p < 0.001 <b>Significant</b>
Female (N:16)	21.6250	.71880		
7.	<b>Organizational impact</b>			
	Male (N:82)	24.4390	2.26676	<b>t=7.187</b> df=96 p < 0.001 <b>Significant</b>
Female (N:16)	28.6250	1.14746		
8.	<b>Impact of ERP system success on organizational Culture</b>			
	Male (N:82)	179.50	6.95532	<b>t=8.159</b> df=96
Female (N:16)	194.19	4.05329		

				p < 0.001 Significant
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**Table 5:** There is a significant difference between respondents' Gender and various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact.

**Table 6: 't' test between respondents' type of management and various dimensions of impact of ERP system success on organizational culture**

S.No	Impact of ERP system success on organizational culture	$\bar{X}$	S.D	Statistical Inference
1.	<b>Involvement</b>			
	Top Management (N:25)	24.0400	.73485	<b>t =5.902</b> df=96 p < 0.001 <b>Significant</b>
Middle management (N:73)	26.0137	1.61153		
2.	<b>Consistency</b>			
	Top Management (N:25)	17.3600	1.86815	<b>t =15.764</b> df=96 p < 0.001 <b>Significant</b>
Middle management (N:73)	22.1507	1.06290		
3.	<b>Adaptability</b>			
	Top Management (N:25)	16.9600	1.61967	<b>t=16.526</b> df=96 p < 0.001 <b>Significant</b>
Middle management (N:73)	22.2329	1.28583		
4.	<b>System Quality</b>			
	Top Management (N:25)	28.8800	3.75633	<b>t =10.038</b> df=96 p < 0.01 <b>Significant</b>
Middle management (N:73)	34.9726	2.10800		
5.	<b>Information Quality</b>			
	Top Management (N:25)	32.9200	1.77764	<b>t=10.930</b> df=96 p < 0.001 <b>Significant</b>
Middle management (N:73)	38.3151	2.23530		
6.	<b>Individual impact</b>			
	Top Management (N:25)	15.8400	.94340	<b>t=15.107</b> df=96 p < 0.001 <b>Significant</b>
Middle management (N:73)	20.2055	1.33291		
7.	<b>Organizational impact</b>			
	Top Management (N:25)	21.8800	2.57099	<b>t=10.326</b> df=96 p < 0.001 <b>Significant</b>
Middle management (N:73)	26.2329	1.48624		



8.	<b>Impact of ERP system success on organizational Culture</b>			
	Top Management (N:25)	170.92	3.29039	<b>t=11.361</b> df=96 p < 0.001 <b>Significant</b>
	Middle management (N:73)	185.66	6.17841	

**Table 6:** There is a significant difference between respondents' type of management and various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact.

**Table 7: One way analysis of variance among the respondents' department with regard to various dimensions of impact of ERP system success on organizational culture**

S.NO	Source	Df	SS	MS	$\bar{X}$	Statistical Inference
1.	<b>Involvement</b>					
	Between Groups	4	28.448	7.112	G1=25.7727 G2=26.5333 G3=25.0000 G4=25.0000 G5=25.5556	<b>F=2.710</b> p < 0.05 <b>Significant</b>
2.	<b>Consistency</b>					
	Between Groups	4	124.371	31.093	G1=19.0909 G2=21.2667 G3=20.0909 G4=21.7188 G5=22.0000	<b>F=6.177</b> p < 0.001 <b>Significant</b>
3.	<b>Adaptability</b>					
	Between Groups	4	162.495	40.624	G1=19.3636 G2=20.4667 G3=19.5455 G4=21.4062 G5=23.0000	<b>F=7.032</b> p < 0.001 <b>Significant</b>
4.	<b>System Quality</b>					
	Between Groups	4	228.753	57.188	G1=31.5455 G2=34.4667 G3=31.9091 G4=33.3438 G5=35.8889	<b>F=4.744</b> p < 0.05 <b>Significant</b>
5.	<b>Information Quality</b>				G1=35.9545	<b>F=4.278</b>

Between Groups	4	151.925	37.981	G2=37.9333	p < 0.05 <b>Significant</b>
Within Groups	93	825.707	8.879	G3=35.0000 G4=36.6875 G5=38.9444	

Continued.....

S.NO	Source	Df	SS	MS	$\bar{X}$	Statistical Inference
6.	<b>Individual impact</b>					<b>F= 7.131</b> p < 0.001 <b>Significant</b>
	Between Groups	4	118.340	29.585	G1=18.0455 G2=18.9333 G3=17.5455 G4=19.3438 G5=21.0000	
7.	<b>Organizational impact</b>					<b>F=2.623</b> p < 0.05 <b>Significant</b>
	Between Groups	4	67.989	16.997	G1=23.7273 G2=25.8000 G3=25.0000 G4=25.2500 G5=26.1111	
8.	<b>Impact of ERP system success on organizational culture</b>					<b>F=4.967</b> p < 0.01 <b>Significant</b>
	Between Groups	4	1241.435	310.359	G1=179.45 G2=184.40 G3=175.64 G4=181.38 G5=187.56	

G1= Marketing, G2= Finance, G3= Sales, G4= Warehousing & Inventory and G5= Production

**Table 7:** There is a significant variance among the respondents' department with regard to various dimensions of impact of ERP system success on organizational culture such as Involvement, Consistency, Adaptability, System Quality, Information Quality, Individual impact and Organizational impact.

#### IV. FINDINGS AND SUGGESTIONS

##### Findings based on socio-demographic profile of the employee

1. One-third (i.e.) 34.7 per cent of the respondents were in the age group of 41 to 50 years.
2. High majority (i.e.) 83.7 per cent of the respondents were male.
3. High majority (i.e.) 88.8 per cent of the respondents were married.
4. More than three-fourth (i.e.) 78.6 per cent of the respondents were Professional.
5. A considerable few (i.e.) 25.5 per cent of the respondents received monthly income of Rs.40001 to Rs.50000.
6. A considerable few (i.e.) 28.6 per cent of the respondents had 16 to 20 years of experience.
7. Nearly three-fourth (i.e.) 74.5 per cent of the respondents were in the middle management.

8. One-third (i.e.) 32.7 per cent of the respondents were working in Warehousing & inventory department.
9. Nearly half (i.e.) 48.0 per cent of the respondents stated that SAP brand installed.

**Findings based on Low and high level of various dimensions of impact of ERP system success on organizational culture**

1. High majority (i.e.) 81.6 per cent of the respondents had high level with regard to Involvement.
2. Majority (i.e.) 60.2 per cent of the respondents got high level with regard to Consistency.
3. Majority (i.e.) 66.3 per cent of the respondents obtained high level with regard to Adaptability.
4. More than half (i.e.) 51.0 per cent of the respondents got high level with regard to System Quality.
5. More than half (i.e.) 56.1 per cent of the respondents had high level with regard to Information Quality.
6. More than half (i.e.) 54.1 per cent of the respondents obtained high level with regard to Individual impact.
7. High majority (i.e.) 81.6 per cent of the respondents had high level with regard to Organizational impact.
8. More than half (i.e.) 52.0 per cent of the respondents got high level with regard to impact of ERP system success on organizational culture.

**Findings based on the Research hypothesis**

1. There is a significant correlation between respondents' age and various dimensions of impact of ERP system success on organizational culture.
2. There is a significant correlation between respondents' monthly income and impact of ERP system success on organizational culture.
3. There is a significant correlation between respondents' experience and various dimensions of impact of effective implementation of Enterprise resource planning on Organization.
4. There is a significant inter correlation matrix among various dimensions of impact of ERP system success on organizational culture.
5. There is a significant difference between respondents' gender and various dimensions of impact of ERP system success on organizational culture.
6. There is a significant difference between respondents' educational qualification and various dimensions of impact of ERP system success on organizational culture.
7. There is a significant difference between respondents' marital status and various dimensions of impact of ERP system success on organizational culture.
8. There is a significant difference between respondents' type of management and various dimensions of impact of ERP system success on organizational culture.
9. There is a significant variance among the respondents' department with regard to various dimensions of impact of ERP system success on organizational culture.
10. There is a significant variance among the ERP brand with regard to various dimensions of impact of ERP system success on organizational culture.

V. SUGGESTIONS

1. Employees' attitude plays a crucial part in accommodating organizational transformation particularly within the organizational culture. Organization should focus on bring about a positive attitude amongst employees towards ERP usage.
2. Team building, focusing on the development, documentation and evaluation of organizational initiatives designed and implemented to make employees more supportive in ERP usage.
3. Groups should play a vital role in the success of organizational change. Organization should give a special attention needs to be given for the informal groups.
4. Organization has to provide the necessary support mechanism including resource allocations like budgetary provisions required for planned training & development and orientation programs for better adoption of cultural change by the employees.
5. Organization has to establish formal or informal cultural forums at the organizational level to capture the employee feedback and inputs on the dynamic cultural environment and device the corrective measures accordingly.

6. Organization should focus on the plan of a right strategic vision of Enterprise Resource Planning adoption, advocacy of the vision, role displaying and setting up learning structure by the managers.

7. Managers may decide to follow employees' values, cognizance and motivation to embrace the Enterprise Resource Planning framework.

#### VI. CONCLUSION:

This paper aims to analyze the Impact of ERP system success on organizational culture in selected construction chemical companies at Chennai in Tamil Nadu. More specifically, it is demonstrated that realizing the benefits of an ERP, especially in areas such as system quality, information quality, individual impact, organizational impact which make adjustments to working practices and employee behavior, resulting in cultural implications. Increasing employees' approval in respect of the recent culture particularly core values, agreement and coordination behaviors contribute towards improving the system success of an ERP. Organizations do not overlook the cultural concern but, to a certain extent, is supposed to dedicate much time and energy towards the creation of the expected culture in an optimistic and satisfactory way as to further successful corporate initiatives.

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