REVIEW PAPER: CRITICAL FACTORS OF USER RESISTANCE IN POST-ERP IMPLEMENTATION WITHIN AN ORGANIZATION.

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ABSTRACT

Operator conflict about the ERP performance was recognized as an obstacle which causes several challenges for administrations; consequently it should be understood carefully. ERP is applied in several steps in which the last step of its performance refers to the Post Implementation Step. Post Implementation Step of ERP scheme considered very important for ERP performance and the actual examination of scheme initiates while a user starts using the system. The categorization procedure created 52 papers from 7 varying databases. After doing the exclusion standards, the set was decreased to 8 papers, that were obviously related to the standards defined for doing an organized review, that were consequently evaluated. This paper attempts to recognize some elements which affect the user conflict in POST-ERP execution stage. The most important goal of the study is to find some issues which should be considered for securing the ERP Post implementation scheme as fruitful criterion by decreasing user conflict regarding the system. The findings of this study shows that user resistance after ERP application usually happens by conflict to variation, operator beliefs, operator ages and training of the user.

Keywords: ERP, user resistance, implementation, change, resistance to change, User expectations, user training, usability issues.

1. INTRODUCTION

ERP (Enterprise Resource Planning) combined different software designers for sharing their information through the association to decrease redundant commercial procedures. These schemes are organized in an administration to rationalize the roles like gaining, managing material, economics and human capitals based on the organization dimension. Modern ERP explanations are established by merging the best manufacturing practices and procedures and are distributed by the ERP sellers SAP, Oracle, Microsoft Dynamics and Baan; they are COTS (Commercial off-the-shelf) explanations. These off-the-shelf solutions are organized by several administrations based on their requirements; a COTS solution refers to the commercial procedures inside the administrations.

User resistance considered as an important issue in Information System arrangement and application; it is considered as a significant factor for top supervision while they do enterprise schemes. Resistance by operators considered as a usual phenomenon throughout and after ERP application project, with different ERP implementation projects failed because this feature in the project. Several studies are done by the investigators on this topic to identify several features of operator resistance phenomena’s. Amoako-Gyampah (2004) presented issues which causes operator resistance in CBT (computer based technology) and data schemes; fundamentally it happens because the scheme is complicated and due to the operators’ response to variation. “Innate conflict to variation, not having sufficient immersion in the application procedure, not having organization support, lack of technical superiority that makes the scheme to look ‘unfriendly’, and the interaction of the designers and operators” (Amoako-Gyampah, 2004).

The objectives of this paper are (1) To identify the factors and reasons which lead to user resistance in using an ERP system in post implementation stage, (2) To identify the influence between the factors toward user resistance, (3) and to present recommendations and guidelines to avoid user resistance in ERP post implementation. This study focuses on the user conflict in post ERP application. Therefore, the goal is to recognize the
The aim of this study is to identify user resistance factors in ERP post implementations and the influence between the factors toward user resistance. There are three questions depend on these objectives:

1. What are the factors that influence user resistance in ERP post implementation?

2. How does these factors impact on user resistance in ERP post implementation of the end-users’ perspective?

The remaining sections of this paper are organized as follows: Section 2 presents the theoretical basis for Post ERP Implementation, User Resistance and factors behind User Resistance. Section 3 describes the research method. The results are presented in Section 4. Section 5 stated about discussion and Section 6 concludes this paper.

2. RELATED WORK :

This part delivers a theoretical background regarding the most important notions that are relates to the scope of the current study. The first subcategory associates with the main notions associated to Post implementation of ERP. The second subcategory defines notions associated with User Resistance. The last subcategory refers to the elements about the User Resistance Though these notions are different from each other, all were preserved in literature as being matching about the ERP post application which separated to four subcategory as follows: Resistance because of the changes, prospects of the users, exercise and age of the users.

2.1 Post-Implementation of ERP

An ERP scheme is unified into an organization over different steps, and current study emphases on the post-implementation phase of ERP. It usually starts from the normal operation of the ERP scheme and continues until the scheme is substituted with another one (Markus & Tanis, 2000). Thus, the concentrate belonging to this study could become large concern for organizations that ERP system haves implemented. Markus and Tanis (2000) presented that when the simile of an ERP system is forceful procedure within continuous temporary aims, accomplishment belonging to an ERP first step must be distinguished and evaluated versus the goals belonging to each step. For example, the ERP project cost within the budget and the project span within the time schedule measure implementation success (Yusuf and Gunasekaran et al., 2004). Ifinedo (2006) and Sedera (2004) present that the post-implementation accomplishment of ERP is a compound idea depicted by some perspectives such an organizational presentation and the financial return on investment in ERP. Al-Mashari et al. (2003) show that between them, purchasing advantages from the developed ERP systems summarizes the post-implementation accomplishment of ERP. In the post-implementation step, an association behaves business by way of the ERP system, and artlessly concentrates on the advantage accomplishment from the development belonging to a system. ERP system infiltrates an association by extremely influencing a diversity of procedures, thus showing the advantages at various levels. The advantages into five groups as is explained in the coming section conceptually were classified by Shang and Seddon (2003):

i. Operational advantages: The ERP system in operational procedures like procurement, stock management, and client service was brought the advantages.

ii. Managerial advantages: managerial decision processes are introduced the competence and effectiveness of ERP system.

iii. Strategic advantages: The ERP system in connection with business development, introduction, discrimination, and so forth are supported this competitive benefits.

iv. Organizational advantages: The advancement of the association within learning and performing its method with applying ERP systems.

v. IT foundation advantages: Raised ability into manage IT connected applications and jobs.

Esteves (2009) and Kamhawi (2008) presented that this structure for ERP advantages is more confirmed by several investigative studies, that
presented this operational, managerial and IT foundation advantages are mainly accomplished at the post implementation step. On the basis of this pervious outcomes and regarding the comprehensive inquiry background, this paper evaluates post implementation accomplishment of ERP with both operational and managerial advantages. Base on strategy, organizational, IT foundation advantages are rejected due to following reasons. The first one, Davenport (2013) presented that the intermediate processes are affected directly the ERP system, that it is developed, containing the operational and managerial procedures. Thus, operational and managerial advantages out coming from, for example store environment and business strategy. Therefore, separation of strategic advantages solely attributed to the ERP system is hard. Third, by way of developing the ERP system, organizational advantages send back the long-term acquire of the organization; therefore, in evaluating post implementation success, they share comparable disadvantages to strategic advantages. Then, to develop ERP, enhancement of the IT infrastructure is not the final goal for retailers; In addition to, selling of products to final customer is not an IT-highly concentrated industry. Thus, in retail industry, the advantages belonging to IT are not deputy of the post implementation accomplishment belonging to ERP. By way of multiple point of views within an organization, operational and managerial advantages are presented. On the other part, most commonplace and repetitious jobs are suitable for an ERP system and able to link different operational devices. Due to that, business procedure able to organized, by means of that, enhancing the productivity of the operation. Davenport (1993), Shang and Seddon (2003) presented that operational advantages in the sense of efficiency improvement, expense decline, stock-level decline, customer service improvement. On the other side, through supplying beneficial information, the ERP system is able to improve the condition of being transparent belonging to operational process. Mooney et al. (1996) stated that the harmony and handle the operation, which are in addition representative belonging to operational advantages, are improved by this transparency. ERP system can to gather, store, prepare, and also distribute information with regard to managerial advantages. Karimi et al. (2007) and Mooney et al. (1996) mentioned that rough preparing a concentrated database, joined data, then made into data abilities. ERP system is going to present managerial advantages into the sense belonging to made better decision-making connected to resort allocation, emergency control, and also business negotiations. Furthermore, an ERP system able to decrease commonplace and programmatic managerial rulings, by means of that quickening the decision procedure while strength managerial advantages (Barua et al., 1995).

2.2 User Resistance
Due to this point of view in the project, resistance from users is a usual event while and later than ERP implementation plan, with some ERP implementation plans made unsuccessful. Through the researchers on the topic in recognizing the different point of views of user resistance events, there is an important probe. Amoako-Gyampah (2004) mentioned that the factors which goes into user resistance inward CBT (computer-based technology) and information procedures; Due to the system is a compound and user’s restoration of the past condition to change. Amoako-Gyampah (2004) present that “natural resistance to replace, be short of complexity into the implementation process, be short of management uphold, weak technical characteristic that make the system seem ‘unsociable’, and also the communication of the draftsman and users”. As impose versus change in work organizations’, user resistance supervision literature must explained resistance into change (Jackson, 2004).

In the organizational replace literature, resistance to change is a well-studied domain. It such a normal reaction employees must something which worried the status quo (Conner, 1993). Since it entangle employees interacting with a system, user resistance is so special than extensive resistance to replace. To make clear this term, in this issue to the extent of ‘the behavioral phrase of a user’s resistance to the system implementation while the execution defines by user resistance. It able to deploy previous to, while, and later than an execution and may become expressed at one or many times more, a policy that contrast the implementation plan. Klaus (2005) presented that three viewpoints of investigating user resistance: (1) system-oriented; (2) people-oriented; and (3) interaction-oriented. Jiang et al. (2000) described that the system-oriented point of view proposes, due to technology-connected factors like the user communication, execution, security, ease of utilization, and rank of centralization is occurred
Resistance to Change is an issue that could be viewed as an NP-Complete problem. The people-oriented point of view proposes, due to particular or bunch factors like backgrounds, qualities, and policy for technology is occurred by user resistance. The interaction-oriented point of view proposes that the interaction between persons and technology influences opposition, like replacing power connections, social structure, and also job structure, can make distinguish social losses (Jiang et al., 2000). User resistance is an issue that could result in difficulties for organizations (Aladwani, 2001). User resistance often results from a mismatch between management purposes and employee priorities. Studies usually have considered resistance to be the reverse of approval. Shang (2004) show that there are a gap between change starter and staff, who this gap can be cause to maintain their status quo with undesirable behaviors toward change. In job and work approaches, bad behavior of staff is a response to manager-imposed changes (Piderit, 2000). Shang (2004) presented that about reason of user resistance. These reasons include loss of power, increased work, and low tolerance, be short of trust and so forth. A usual behavior of the users are resistance to new technology particularly the implementation of ERP, for what reason they resists and what are the causes in back of the resistance is the principal concentrate of this study. User oppose to ERP from unusual ways. ERP system which is extremely compound, they could become a victim belonging to in-unusual conduct and the user present opposition particularly end users, just user together able to make an accomplishment, or a downfall, counteract the technical organization. Two types belonging to users' resistance are active, passive. Active Resistance: In majority societies because of culture is uncommon. Inactive resistance, some users will commonly ask the replaces and show a lack of uphold to replace. Disputedly moderate, is the raising an opinion versus the new organization that is the most common of them. The resistor could exit the organization in protest, in and excessive reaction. Lauer and Rajagopalan (2003) mentioned that the actions of the resister, in both cases are apparently visible and relatively easy to detect, characteristics that make them active forms of resistance.

Passive Resistance: This may be hard to discover. It takes for you to mark of this in user. Resistance starts to come through when user many in fact express uphold to change, however change is getting closer to being implemented. From the other point of view, passive orders of resistance are stiff for discover and hard to handle. Reluctant approval is like an example belonging to this kind. If the system is apparent, the resister shows no likeness of frustration or rejection (Lauer and Rajagopalan, 2003).

3. METHODS

Kitchenham (2004) presented that the research method used is a systematic revision, through which it is intended to identify, evaluate and interpret the possible and relevant researches for a given issue. The subsequent stages were followed for the conduction of this review: alteration planning, research recognition, principal studies choice and categorization.

3.1. Revision planning

In this step with the processes and ways to the application belonging to a systematic survey. Specifies the protocol. Extra to, the alteration objective, research asks principal primary research resorts and criteria to incorporation and prevention belonging to papers defines in this protocol.

In the next subsection, the principal primary research resorts and criteria for the incorporation and prevention belonging to different articles will be discussed.

The principal purpose of this issue is to investigate which point of views proposed by factors that influence user resistance in ERP post implementation and also impact on user resistance in ERP post implementation of the end-users’ perspective. Asking for which responses are searched into ERP post implementation background are as is explained in the coming section:

1. What are the factors that influence user resistance in ERP post implementation?
2. How does these factors impact on user resistance in ERP post implementation of the end-users’ perspective.

The principal primary research resorts and criterion to the incorporation and prevention of distinctive papers are discussed in following subsection.

Table 1 Research keywords

<table>
<thead>
<tr>
<th>ERP</th>
<th>User Resistance</th>
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<tr>
<td>Post Implementation</td>
<td>Resistance to Change</td>
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</table>
3.2. Research identification
Kitchenham (2004) presented that finding the largest number belonging to fundamental inquiries as possible (connected to the inquiry topic), to use an unbiased strategic inquiry that is the main purpose of a systematic review. In accord with this proposition, keywords used (Table 1) and united: “ERP Post implementation”, “user resistance and resistance to change”. Throughout the paper, these keywords are searched. The foundations, in which the research is accomplished, are showed in Table 2.

<table>
<thead>
<tr>
<th>Table 2: Bases researched in the systematic review</th>
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<tbody>
<tr>
<td><strong>Researched Databases</strong></td>
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<tr>
<td>ScienceDirect</td>
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<tr>
<td>International Journal of Marketing (IRJC)</td>
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<tr>
<td>Elixir International Journal</td>
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<tr>
<td>IEEE Xplore Digital Library</td>
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<tr>
<td>Australian Journal of Basic and Applied Sciences</td>
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<td>Scientific.Net</td>
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<td>Scopus</td>
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The research is accomplished in December of 2013, in other words, by the databases the publications of the first trimester of 2013 may not have been categorized. Just journal publications since 2006 forward have searched. This process finished into 97 papers that shaped the foundation the basic studies choice.

3.3. Selection of primary studies
The omission of copy titles, that decreased the collection to 52 papers, is the first stage after research identification. The summaries are comprehended and appraised, to use the following prevention criterion after this step: Articles of literature review; Articles were not connected to application belonging to ontologies in a post implementation of ERP; papers that were not obviously related to ERP post implementation, or to post implementation of ERP. The collection was decreased in 8 papers, which were read completely, surveyed and analyzed, after the execution of this process.

3.4. Classification
According to impact of user resistance and defined by Timmons et al. (2003) and factors behind user resistance described by Hindriks (2005) the chosen articles were read and categorized. The kind of factors used was recognized along with ERP and how they cooperate with post implementation as well.

4. RESULTS
After the papers categorization the section shows the outcomes obtained. To sum up the categorization, according to influence of user resistance and factors behind user resistance.

4.1 Impact of User Resistance
By practitioners and researchers, many troubles have been found with relation to technological resistance. Timmons (2003) presented that resistance for university organization fulfillment take places, and drives for failure to appear, staff revenue, finding faults, and short moral. Person who is responsible for ERP implementations have to recognize that last user resistance drives into university organization releasing. Although as the fulfillment is ended, estimation an electronic ERP organization is ended which take places because of collaboration of all users to apply the new ERP (Adams et al., 2004).

Immediately organizations are focused with some confirmation in user resistance to modifications technically. Even though, the importance belonging to two kinds of denial: opposing to a special modification to the comprehend change (Dewan et al., 2004). The first kind considers as specific replace since they will special change; although, the sensed replace happens because of not positive feeling on the way into the university publicly, especially combines or managers.

Several suggestions are exist: if the resistance is to a special alternate or new ERP, organizations will have to offer temper and education in the direction of that special change. In an opposite manner, if the resistance is on the way into the university publicly, the replace worker may need implementing many indirect a sequences belonging to techniques to build the University for its Users.

Furthermore, According to Adams (2004) and Kraiczky et al. (2004), numerous bugs belonging to resistance connected to introduction of recent ERP which contains not active resistance, active overthrow, mouth Libel, and knowledge tendency. The definition is categorized below?

i. Passive refusal: presented that they are not accomplished to ERP exercise module. Refusing to grant science concerning the university organization at every point of performing process; Rejecting require concerning to feedback, although modify replace responsibilities at the held up
stages belonging to a university organization improvement project.

ii. Active overthrow: computer client reason of deprivation computer memory due to the consecutively beat their knees opposite their computers or strike the keyboard to build difficulties or beat the terminal.

iii. Oral slander: Employers dissuade other ones about the new ERP value, their complaints regarding recent ERP and refuse to use that.

iv. Data tamper: Wrong information enters the computer.

v. The issues that were observed above connected to a several participators or organizations which are refusing to present for the first time or execute belonging to latest ERP. A few electronic education resistances are due to sick objective.

In spite of, those specials or organizations which frankly possess a short of necessary abilities to make fast, fine, directed adaptations to recent ERP.

4.2 Factors behind User Resistance

This part, influence the factors in back of user resistance that is showed (Hindriks, 2005) conditions that three reasons in back of user resistance are exist:

i The user-decided theory described that one of the reasons to user resistance actually, resist changing. One explains therefore is that users with bad experiences have been more resistance.

ii The system-decided theory presents several users resist, due to they don't like several characteristics of the organization such as too compound or not fast or hard to steer.

iii The communication hypothesis resistance outcome belonging to the communication between user and the organization. As an example, the user should work for an entirely recently interface, during he appoints the interface he accustomed to do with.

User resistance factors established and collected from some IS publications, MIS journals and articles, and also literature are showed in following

<table>
<thead>
<tr>
<th>Factors</th>
<th>Definitions</th>
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<tbody>
<tr>
<td>Resistance Due to Change</td>
<td>User resist, because they react to any change. One describe therefore is that users with bad experiences have been more resistance.</td>
</tr>
<tr>
<td>User Age</td>
<td>According to some considerable evidence older users are eager to refuse ERP whereas The younger users are more interested in accepting ERP post implementation.</td>
</tr>
<tr>
<td>User Expectations</td>
<td>Impact of user’s high expectation from the result of future performance an ERP, lead to users accept or resist in ERP post implementation.</td>
</tr>
<tr>
<td>Training</td>
<td>Training on of the important factor fordiffuses a new information technology as a mechanism.</td>
</tr>
</tbody>
</table>

Table 2.

Table 2: User resistance factors found from IS publications and MIS journals

4.2.1 Resistance to Change

The most ordinary difficult explained in literature is user resistance to replace, users tending to resist replacing. “Execution an ERP are going to present in changes for the way human work with organization, procedures are going to change and it may be work cuts and rationalization belonging to duties with departments while and later than the execution of the ERP parcel, all this are going to absolutely bring out resistance of the employees and this should be handled efficiently before (Otieno, 2008).

4.2.2 User Expectations

User anticipations are a reason of resistance, user tending to distinguish lack of difficulty of use and other profits of the organization and they have greater anticipations of ERP system. Kemp and Low (2008) reveal that “There may be signs who
the user’s anticipations for the organization were unusual to the real characteristics of implemented organization”. User anticipations could be due what is transferred distributed user and management, management describes the profits and yield they distinguish later than the execution. During the and later than implementation procedure, they need support; this communication makes user anticipation higher for the system. User understanding in the direction of ERP organization be negative their thinking dive away toward become pessimistic, later than facing problems and do not perform belonging to their anticipations they do not think which system could obtain the needed profits from the execution project. This is due to misunderstanding; miscommunicating due to ERP business procedures (finished/ gapless) demand comprehensive maturation previously profits are obtained. Profits describes for them previous execution are exaggerated, they are anticipating ERP organization could obtain them immediately later than implementation. These integrated with enlarged amount of work to be done and growing intricacies outcomes in work riskiness and not positive feelings and user begin to resisting the organization (Lim et al., 2004).

4.2.3 User Training

From the earlier inquiry user education and training is the mainly mentioned issue which goes toward user resistance.” It is greatly identified that be short of user training and downfall for entirely understand how initiative applications replace business procedures are significant factors belonging to failure. Serious “go-live” amazes which companies experienced that it could be difficult for human to understand the rank of discipline which was required in an everyday basis because of the rank of merging imposed with ERP system. Nikolaou (2004) present that users wouldn’t be able to understand their activities had a shortly impact in downstream operations”. An essential part of ERP implementation is user training which has an important role in accomplishment of this system. User are granted training to how the utilize the system after “Go-Live”. Large part of training sessions are completely devoted to how using the system. With required, proper training and education to business processes and the organization, ERP systems are compound system for using. This training must not be restricted to some presentation sessions, to use the system there must be extensive training sessions by hands on instructions to user that making them comfortable. To use the system and to perform the tasks’ work, there isn’t any training sessions that is corresponding to hands on experience acquired. Hence the aim of training is to train the same extent that user be able to make their interests and investigate the functionality of the organization themselves. The objective of training must be to train the users to the system within concentrate on defining system usefulness, characteristic and business processes. Proper training should be conducted to organization acceptance with the user and the sense comfortable by using system. Insufficient training and learning are going to make un-rest into users and they did not receive the maximum advantages outside of the organization. Lacking suitable education to the business procedure, how they are planned in recent system are going to crate unrest into user mind which conduct toward user resistance by adverse influences in ERP implementation. Dunning et al. (2011) stated that after “go-live” step, training sessions exist for users, despite user education must not be quitted and user are granted learning and training sessions in order to they able to learn more.

4.2.4 User Ages

In learning and comprehend new subject, one of the significant factors is age. As the process of ERP becomes complex, older user encounter more troubles rather than the youngest one. Gattiker (2005) showed that they refuse and resist toward ERP implementation and older user commonly prefer the old education method. Some important proof older user eagerly refuses ERP but, the younger users more interestingly accept ERP (Holsapple, 2005).

5. DISCUSSION

User resistance because of change is the most greatly mentioned cause in back of user resistance. In ERP implementation user resistance is usual and after implementation it becomes worse. It is observed that by this study user build their occupation as routine tasks and they don’t need to be scattered by routine activities. Users are prevented from having their prior roles, that outcome in changes into their occupation tasks and occasionally add to workload. This rearranging of roles raise responsibility within additionally decision making entangled in doing the job. Adapting new roles and duties are hard for them which is result of changes begun by ERP implementation. They sense changes as not positive without realization/interest what advantages association would have later than ERP implementation. Users resist to change themselves,
and they contrast expansion into workload of any type, any changes in job tasks which need more time so that do daily activities (become different in work content). This is pure low in endurance to change; they don’t uphold any initiative which is bother their comfort area improve during the years with doing the similar tasks. This study confirmed the point which user resist because of change, when recently systems are executed strategies must be formulated handling/minimizing user resistance because of change. User anticipation from the organization are comfort toward work and within smaller expectation learning new abilities and getting acquaintance with the organization in little while. User sense the integrated organization as it decrease workload toward them. Plainness is another anticipation of users within smallest individual technical upgrade (new ability), excellent user interface by more help into data entry, facile reporting within excellent built-in reports identified as major anticipations from users. Be short of advantages anticipated from ERP organization by users view point will cause serious reactions that induce interference and then user begin opposing the use of organization.

It is necessary that user behavior in the direction of technology is not positive with goals to prevent the use of organization. The causes are users believe technology as danger to them that cause their work hard and expansion in complexities. They continuously want characteristic offered by former system and send to the former system and to point to it by expressing that former system was performing similar task easily. This policy and any intricacies encountered by those people since user interface consume ERP organization goes to their discomfort. The difficulty at which recognized is joining navigation and interface that is bothering for the users particularly for whom with more information entry. In legacy organization fields are put on forms in accord with user needs to grant ease in information entry. On the other side ERP organization forms are made plans for cater universal requires of business procedures with many new fields. These usability subjects and problems connected with technology outcomes toward user resistance which is injurious in ERP implementation.

6. CONCLUSION

The objective of this systematic review was to answer the following questions: (1) what are the factors that influence user resistance in ERP post implementation? (2) How does these factors impact on user resistance in ERP post implementation of the end-users’ perspective. To achieve this purpose research question was formulated that was “Why do users resist after ERP implementation”, in order to find answer to research question the research literature review was the basis for conducting the research. From literature review factors were identified which cause user resistance in Post ERP implementation (See Table 1). It was found that in post ERP implementation users are the most critical stakeholders causing obstruction for organization in order to achieve the required benefits from implementation project. User resistance factors founded and collected from several IS publications, MIS journals and articles, as well as IT literatures are presented in the Table 1. However, it is needed to mention that there are a small number of papers available on this topic. Out of the 52 papers resulted by the search in 7 scientific relevant data bases, only 8 scientific papers were directly related to the researched context? The description indicates that user resistance after ERP implementation is caused by resistance to change, user expectations, user expectations, user ages and training. From research study factors are identified that causes user resistance after ERP implementation; it is evident that user resistance is significant factor in success and failure of ERP implementation. Management should assess the situation in advance and try to make strategies to avoid user resistance. From literature work the factors found are validated with this research study they should be addressed in order to make ERP implementation successful in order to reap maximum benefits by organizations.

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