**BITNET**
**Jurnal Pendidikan Teknologi Informasi**
Vol. 10 No. 2, Juni 2025, pp.1-11
https://journal.umpr.ac.id/index.php/bitnet/issue
DOI: https://doi.org

# Systematic Review of Enterprise Resource Planning (ERP) System Implementation in Organizations: Challenges and Successes to Company Performance

**Martinus Correia Talo[1]*, Andy Wahyu Rahardjo Emanuel[1]**
[1,2]Atma Jaya University Yogyakarta, Indonesia
*Corresponding Author: 245313053@students.uajy.ac.id

**ABSTRACT**

The implementation of Enterprise Resource Planning (ERP) systems has become an essential component for many modern organisations in managing company resources more efficiently. ERP is designed to integrate various business functions, such as finance, production, marketing, and human resources, into one centralised platform. Although many organisations successfully implement ERP, the implementation process often faces significant challenges. This study aims to provide a systematic review of ERP implementations, including frequent obstacles, critical success factors, and their impact on organisational performance. The study follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) Reporting Guidelines, by analysing relevant articles from Scopus-indexed international journals published between 2022 to 2024. The results show that successful ERP implementation is highly dependent on organisational readiness, support from top management, adequate user training, as well as proper vendor selection. However, the main challenges often faced include resistance to change, high implementation costs, and difficulties in data integration. This research is expected to serve as a guide for organisations that are considering or carrying out ERP implementation to minimise risks while maximising the benefits that can be obtained.

**Keywords:** Enterprise Resource Planning (ERP), Implementation, Success, Challenges, Company Performance, Systematic Review

**Article history**

| *Received:* | *Revised:* | *Accepted:* | *Published:* |
|---|---|---|---|
| 1 November 2024 | *18 December 2024* | *22 March 2025* | *1 June 2025* |

## INTRODUCTION

Enterprise Resource Planning (ERP) systems have become one of the technologies most relied upon by organizations in an effort to improve operational efficiency and business integration (Zaid et al., 2024) and (Pontoh et al., 2024). Enterprise Resource Planning (ERP) allows companies to integrate various functions such as finance, human resources, logistics, and supply chain management into one centralized system (Guide et al., 2024), (Rafik & Mohamed, 2022) and (Rafik & Mohamed, 2022). As such, Enterprise Resource Planning (ERP) not only provides data transparency, but also supports more effective decision-making. However, the implementation of an Enterprise Resource Planning (ERP) system often involves complex processes and requires a significant investment of resources (Raquel, 2024).

Enterprise Resource Planning (ERP) implementation is inseparable from various challenges, such as high costs, resistance from users, and compatibility between Enterprise Resource Planning (ERP) systems and existing business processes. Many organizations face obstacles in adapting this new technology to their corporate structure and culture. These challenges often become obstacles for companies in achieving maximum benefits from Enterprise Resource Planning (ERP), including increased efficiency and reduced operational costs (Gessa et al., 2023) and (Huang et al., 2023). As such, research into the factors that influence the success

of Enterprise Resource Planning (ERP) implementation is relevant to ensure that large investments in this technology are not wasted.

Previous research shows that the success of Enterprise Resource Planning (ERP) implementation is highly dependent on various factors, such as full support from management, user involvement, intensive training, and careful planning (Abu Madi et al., 2024), (Zuma Nompumelelo, 2023), (Venera Genia, 2023), (Sayeed Salih, 2022), (Asimina Kouriati, 2022), (Banafo et al., 2022), (Muradallah Idilbi, 2022), (Subbarao & Khan, 2022) and (S. H. Salih & Abdelsalam, 2022). Some studies also emphasize the importance of a change management approach to overcome user resistance to new technologies (Shajrawi & Aburub, 2023). However, the literature lacks an in-depth examination of the relationship between these factors and their direct challenges to firm performance (Kuo et al., 2023), (Ali et al., 2023), (Aroba & Abayomi, 2023), (Imane et al., 2022) and (Subramanian et al., 2022). This raises the question of the extent to which the implementation strategy can mitigate risk and generate tangible business results.

In the Resource-Based View (RBV) theoretical framework, Enterprise Resource Planning (ERP) systems are considered strategic assets that have the potential to create competitive advantage. According to the Resource-Based View (RBV), the success of Enterprise Resource Planning (ERP) depends not only on the technology itself, but also on the company's ability to utilize its resources to support effective implementation (Pekkola, 2023) and (Sastrodiharjo & Khasanah, 2023). Therefore, an in-depth understanding of the internal and external factors affecting Enterprise Resource Planning (ERP) implementation is key to success (Morawiec, 2022).

In addition, previous studies often focus only on the technical or operational aspects of Enterprise Resource Planning (ERP) implementation, without linking it to holistic organizational performance. For example, while some studies address the role of technology in improving efficiency, the relationship between successful Enterprise Resource Planning (ERP) implementation and the achievement of business targets, such as increased profitability or customer satisfaction, still needs to be clarified. Therefore, this study attempts to fill the gap in the literature with a more integrated approach (Petrasch & Petrasch, 2022).

This research aims to provide a systematic review of the implementation of Enterprise Resource Planning (ERP) systems in various types of organizations. The main focus of this research is on identifying the challenges faced by companies, success factors that support the implementation of Enterprise Resource Planning (ERP) (Moulogianni et al., 2023) and (Arora et al., 2023). By using a systematic approach, this research is expected to provide a deeper understanding of the relationship between implementation challenges, mitigation strategies, and benefits derived from Enterprise Resource Planning (ERP).

The novelty of this research lies in a more focused approach to linking Enterprise Resource Planning (ERP) implementation challenges with success strategies and their challenges on firm performance. By integrating findings from various previous studies, this research not only provides theoretical contributions, but also offers practical insights for organizations that are or will be implementing Enterprise Resource Planning (ERP) systems. This approach is expected to assist companies in designing more adaptive and effective implementation strategies to optimize the benefits of Enterprise Resource Planning (ERP) (Almajali et al., 2022) and (Arora et al., 2023).

## METHOD

The writing of this Systematic Literature Review follows the Preferred Reporting Items for Systematic Review and Meta Analysis (PRISMA) guidelines so that the review process is systematic and transparent and can be easily replicated. At this stage, the strategy for searching for relevant literature and the inclusion and exclusion criteria used in screening and selecting sources of information for data extraction and analysis are described in detail.

**Formulation of Research Questions**

To identify and analyze each study, we formulated 4 (four) research questions that can be seen in table 1 below:

**Table 1. Research Questions**

| ID | Research Questions |
|---|---|
| RQ1 | What are the main obstacles faced by the organization during the ERP system implementation process? |
| RQ2 | What factors determine success in implementing an ERP system in an organizational environment? |
| RQ3 | The extent to which the effectiveness of ERP implementation contributes to the achievement of the company's strategic objectives? |
| RQ4 | What is the role of change management in supporting the successful implementation of ERP systems in organizations? |

**Systematic Search Strategy**

The search process for systematic reviews consists of three fundamental steps: identification, screening, and eligibility. Figure 1 provides an overview of the keyword search process in the scopus databases, Figure 2 provides an overview of the entire process through a flow chart. The next section will discuss in detail the steps mentioned above, which will explain the intricacies of each stage in the systematic review process. Table 2 summarizes the systematic search process. Each database requires customization of the search strategy to obtain optimal results so that relevant articles directly related to the research focus can be identified.

**Table 2. Systematic Search Strategy**

| Source | Keywords |
|---|---|
| Scopus Elsevier | "Enterprise Resource Planning", "Implementation", "Success", "Challenges" |

**Identification**

Data were collected from international journals published from January 2022 to December 2024 in the Scopus database. The keywords we used in the search for this systematic review were "Enterprise Resource Planning", "Implementation", 'Success', and "Challenges". The Scopus database provides comprehensive and sophisticated search functions. Research also created a search string using the Boolean operators "AND" and 'OR', where in the first search, we used the word "Enterprise Resource Planning" in the article title, abstract, keywords fields and found 16,772 documents. Next, a search using the word "Implementation" in the article title, abstract, keywords column with the AND operator resulted in 5,201 documents. The third search using the word "Success" in the article title, abstract, keywords column with the AND operator resulted in 1,431 documents. Finally, a search using the OR operator with the word "Challenges" in the article title, abstract, keywords column resulted in 1,868 documents.

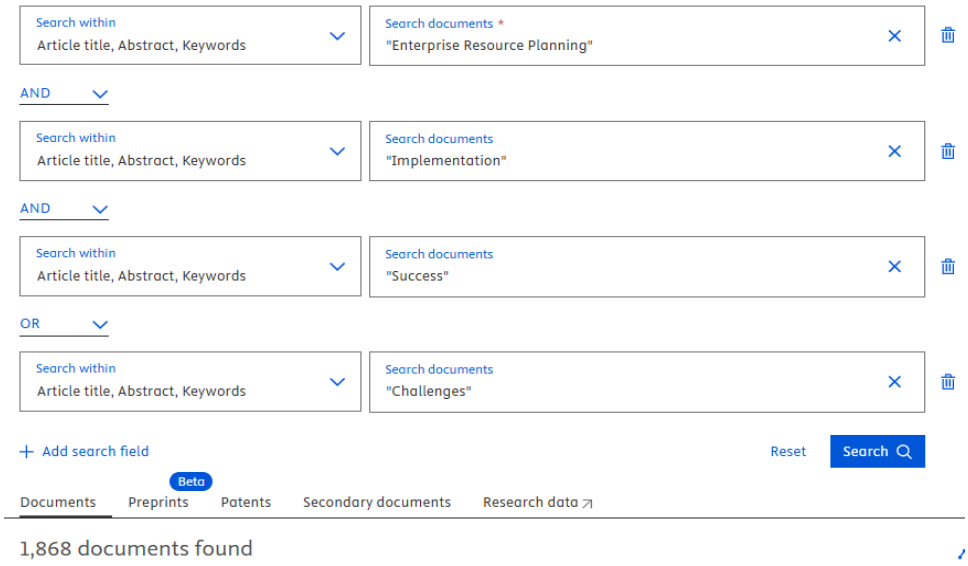


**Figure 1. Keyword search (Scopus)**

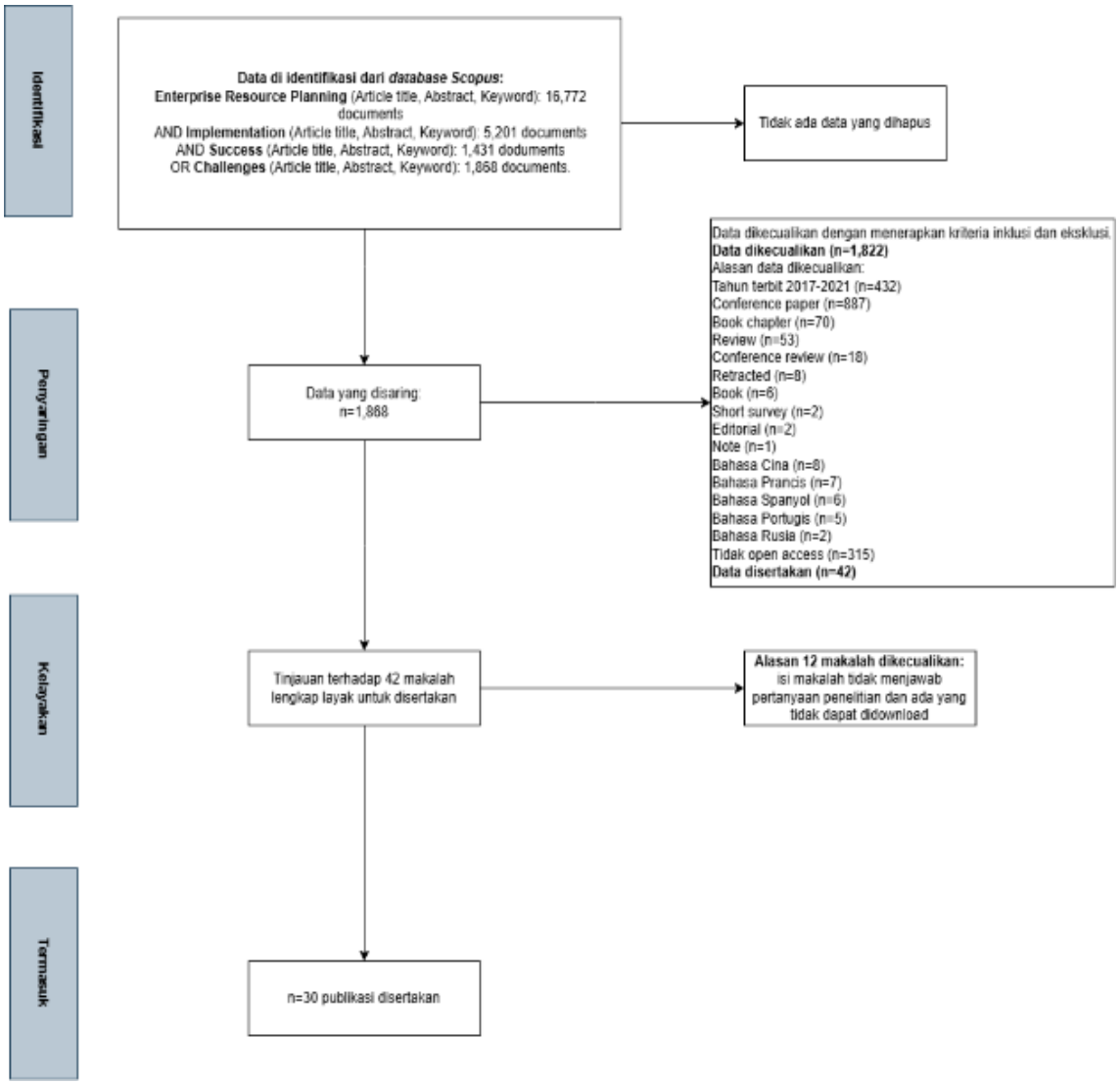


**Figure 2. PRISMA Flowchart**

### Screening

Inclusion and exclusion criteria play a crucial role in the systematic review process, as they can help overcome various obstacles that could potentially affect the validity and reliability of the analysis results. One of the main issues that can be minimized through the application of these criteria is the presence of duplicate studies. If not identified and removed, duplicate studies can introduce bias into the analysis results (Pérez et al., 2020) and (Saif-Ur-Rahman et al., 2022). In addition, this criterion also aims to select studies with insufficient quality, so that only relevant and valid information is used to answer the research questions (Hornberger & Rangu, 2020) and (Shaheen et al., 2023). Table 3 describes the inclusion and exclusion criteria applied for the data screening process.

**Table 3. Inclusion and Exclusion Criteria**

| Criteria type | Inclusion Criteria | Exclusion Criteria |
|---|---|---|
| Publication year | 2017 - 2021 | 2022 - 2024 |
| Document type | Conference paper, book chapter, review, conference review, retraced, book, short survey, editorial, note | Article |
| Language | Chinese, French, Spanish, Portuguese, Russian | English |
| Open access | Gold, green, bronze, hybrid gold | All open access |

Screened for publications published in the last 3 years due to a literature review that reviewed research publications from 2017-2022 and found 91 publications addressing the research question (Maheshwar & Javalagi, 2019) and (S. Salih et al., 2021), Therefore, we took research publications from 2023 to December 2024 and obtained 1,868 documents. The process continued by filtering the type of document, namely articles, which left 171 documents. Then the researcher selected documents written in English, leaving 72 documents. Finally, restrictions were made on articles that could be accessed as a whole, and 42 documents remained, with details in 2022 as many as 18 documents, 2023 as many as 14 documents and 2024 as many as 10 documents.

### Feasibility

In this last stage, we conducted a comprehensive manual review of 42 open access articles retrieved from the Scopus database, which involved a thorough reading and understanding of the articles and some documents that could not be accessed or downloaded. This careful eligibility review process was conducted to ensure that the content of the articles addressed the research questions. In the end, there were 30 publications that were eligible for review.

## FINDINGS AND DISCUSSION

We have carefully summarized the results of 30 publications on "A Systematic Review of the Implementation of Enterprise Resource Planning (ERP) Systems in Organizations: Challenges and Successes to Company Performance". The findings are that Enterprise Resource Planning (ERP) system implementation often faces various obstacles, such as resistance to change, limited resources, system complexity, lack of management support, and inadequate training. However, successful implementation can

be achieved through full management support, careful planning, effective training, system compatibility with business processes, and good team collaboration. When implemented effectively, Enterprise Resource Planning (ERP) contributes significantly to the achievement of a company's strategic goals, such as improving operational efficiency, data visibility, cost reduction, and customer satisfaction. The role of change management is key in supporting this success, through managing resistance, effective communication, training, adaptation support, and continuous evaluation to ensure the system is well integrated within the organization.

**Findings**

This section presents the key findings from the systematic analysis of Enterprise Resource Planning (ERP) system implementation in the organization. The findings are divided based on the four main research questions:

1. What are the main obstacles faced by organizations during the ERP system implementation process,
2. What factors determine success in implementing an ERP system in an organizational environment,
3. To what extent does the effectiveness of ERP implementation contribute to the achievement of the company's strategic goals, and
4. What is the role of change management in supporting the successful implementation of ERP systems in organizations.

Each finding is supported by empirical studies that reveal challenges such as high implementation costs, system integration complexity, and employee resistance, as well as supporting factors such as strong leadership, adequate training, and a structured change management approach. The findings also show that effective ERP implementation can improve operational efficiency, data accuracy, and a company's competitiveness in achieving its strategic goals..

**Table 4. Research Questions Result**

| ID | Research Questions |
|---|---|
| RQ 1 What are the main obstacles faced by organizations during the ERP system implementation process | The implementation of ERP systems often faces a variety of major obstacles, among which are resistance from employees due to changes in work processes and lack of training, as shown in the study (Idogawa et al., 2023). In addition, a lack of top management support can hinder resource allocation and strategic decisions, as expressed by (Jayeola et al., 2022). Integration issues with legacy systems were also a major challenge due to technical complexities, as identified by (Kodyvaur et al., 2021), while budget overruns often occur due to customization and project time extensions, as per the report (Mahmood et al., 2020). Finally, inadequate training leads to low system adoption, as emphasized by (Stone & Zhang, 2021). Therefore, successful ERP implementation requires careful planning, management commitment, intensive training, and selection of solutions that suit the needs of the organization. |
| RQ 2 What factors determine success in implementing an ERP system in an organizational environment | The successful implementation of an ERP system in an organization is determined by several critical factors, including top management support that ensures resource allocation and conflict resolution, user training and competency to increase system adoption, data quality and change management to minimize resistance and errors, proper vendor selection with strong post-implementation support, and organizational cultural fit that supports collaboration and innovation (Muradallah Idilbi, 2022), (Almajali et al., 2022) and (Idogawa et al., 2023). This combination of technical, human, and organizational factors is a |

| | |
|---|---|
| | key determinant in achieving an effective and sustainable ERP implementation. |
| RQ3 To what extent does the effectiveness of ERP implementation contribute to the achievement of the company's strategic goals | Effective implementation of Enterprise Resource Planning (ERP) can significantly contribute to the achievement of a company's strategic goals, especially in improving operational efficiency by up to 30% through data automation and integration (Kedem-Yemini & Katz, 2021), supporting real-time data-based decision making that is 25% faster (Hustad & Stensholt, 2023), and improving financial performance with 15-20% profit growth in three years due to cost optimization (Tran & Nguyen, 2024). In addition, ERP also strengthens customer satisfaction by increasing customer retention rate up to 18% through faster and personalized services (Jo, 2023), while supporting business innovation and expansion, where 70% of successful companies with ERP are able to enter new markets faster (Vukman et al., 2024). However, the success of ERP implementation depends heavily on the quality of implementation, user training, and management commitment. |
| RQ3 To what extent does the effectiveness of ERP implementation contribute to the achievement of the company's strategic goals | Change management plays a critical role in supporting the successful implementation of ERP systems in organizations by overcoming resistance to change through effective communication and training (Sayeed Salih, 2022), increasing user adoption by ensuring understanding of ERP benefits (Almajali et al., 2022), and aligning the system with organizational culture to reduce conflict (Ali et al., 2023). In addition, change management helps minimize operational disruptions through phased planning (Stone & Zhang, 2021) and increase ROI by ensuring optimal system usage (Tran & Nguyen, 2024). Without a structured change approach, the risk of ERP implementation failure is higher due to poorly managed technical and human challenges. |

**Discussion**

The implementation of Enterprise Resource Planning (ERP) systems in organizations has become a transformative step to improve operational efficiency and company performance. ERP enables real-time data integration between departments, such as finance, production, and human resources, making it easier to make data-driven decisions. Systems such as SAP and Oracle demonstrate how ERP can optimize workflows and reduce redundancies. However, challenges remain. ERP implementations often face obstacles such as resistance from employees to changes in business processes and the need for intensive training. Compatibility issues with legacy systems can also slow down the integration process, and although solutions such as cloud-based ERP are readily available, high implementation costs remain prohibitive for small and medium-sized organizations. In addition, complex data management requires technical expertise, which not all organizations may have. Ongoing maintenance costs and the need for regular system updates further add to the challenge. Nonetheless, a collaborative approach between ERP vendors, consultants, and organizational stakeholders can help create a more adaptive and affordable solution. Overcoming these challenges can make ERP an effective tool to drive enterprise performance and organizational competitiveness (Alfikri et al., 2024).

## CONCLUSION

Based on a systematic review of the implementation of Enterprise Resource Planning (ERP) systems in organizations, it can be concluded that Enterprise Resource Planning (ERP) implementation has significant potential in improving company performance, especially through business process integration, operational efficiency, and data-driven decision making. However,

challenges such as high costs, change resistance, and implementation complexity remain major obstacles. For future research, it is recommended to explore mitigation strategies against these challenges, including adaptive approaches to change management and the development of more flexible and affordable implementation models for organizations with limited resources.

## ACKNOWLEDGMENT

With all humility, researchers would like to express our deepest gratitude to the parties who have provided support in completing this writing:

1. To Atma Jaya University Yogyakarta, which has become a motivation for us to continue to contribute to the development of science.
2. Fellow students of the Master of Informatics Study Program 2024/2025 in sharing knowledge and discussing actively which can add to the RES's insight in making this writing.

## REFERENCES

Abu Madi, A., Ayoubi, R. M., & Alzbaidi, M. (2024). Spotting the Critical Success Factors of Enterprise Resource Planning Implementation in the Context of Public Higher Education Sector. *International Journal of Public Administration*, *47*(2), 73–89. https://doi.org/10.1080/01900692.2022.2085300

Alfikri, V., Anwar, A. K., Prananta, G., & Sulistiani, H. (2024). ERP Effectiveness in Improving Production Efficiency. *International Conference on Information Technology and Security ERP*, 2003–2005.

Ali, M., Edghiem, F., & Alkhalifah, E. S. (2023). Cultural Challenges of ERP Implementation in Middle - Eastern Oil & Gas Sector : An Action Research. *Systemic Practice and Action Research*, 111–140. https://doi.org/10.1007/s11213-022-09600-4

Almajali, D. A., Omar, F., Alsokkar, A., Saeb, A., Ed, R., Deh, M., & Dahalin, Z. (2022). Enterprise resource planning success in Jordan from the perspective of IT-Business strategic alignment Enterprise resource planning success in Jordan from the perspective of IT-Business strategic alignment. *Cogent Social Sciences*, *8*(1). https://doi.org/10.1080/23311886.2022.2062095

Aroba, O. J., & Abayomi, A. (2023). An implementation of SAP enterprise resource planning – A case study of the South African revenue services and taxation sectors An implementation of SAP enterprise resource planning – A case study of the South African revenue services and taxation sectors. *Cogent Social Sciences*, *9*(1). https://doi.org/10.1080/23311886.2023.2228060

Arora, R., Haleem, A., Arora, P. K., & Kumar, H. (2023). Identification and Analysis of Critical Success Factors Influencing Technology Implementation of Supply Chain. *Journal of Engg. Research ICAPIE*, *Issue pp.*, 106–117. https://doi.org/10.36909/jer.ICAPIE.150

Asimina Kouriati, C. M. et al. (2022). Evaluation of Critical Success Factors for Enterprise Resource Planning Implementation Using Quantitative Methods in Agricultural Processing Companies Asimina Kouriati 1 , Christina Moulogianni 1 , Georgios Kountios. *Sustainability*.

Banafo, G., Shao, Y., & Owusu, E. (2022). Heliyon Evaluation of organizational climate factors on tax administration enterprise resource planning ( ERP ) system. *Heliyon*, *8*(May), e09642. https://doi.org/10.1016/j.heliyon.2022.e09642

Gessa, A., Jim, A., & Sancha, P. (2023). *Technological Forecasting & Social Change Exploring ERP systems adoption in challenging times . Insights of SMEs stories*. *195*(January). https://doi.org/10.1016/j.techfore.2023.122795

Guide, A. P., Imane, L., Noureddine, M., Driss, S., & Hanane, L. (2024). *Towards Blockchain-Integrated Enterprise Resource Planning :*

Hornberger, B., & Rangu, S. (2020). *ScholarlyCommons ScholarlyCommons 2020 Designing Inclusion and Exclusion Criteria Designing Inclusion and Exclusion Criteria*. 3–13. https://repository.upenn.edu/crp/1

Huang, Q., Anwar, M., Oliver, G., & Mahbubur, R. (2023). *Investigating Cloud ERP Adoption in Australian Higher Education Institutions : A Case Study*. *15*(2), 88–115. https://doi.org/10.17705/1pais.15204

Hustad, E., & Stensholt, J. (2023). Customizing ERP-systems: A framework to support the decision-making process. *Procedia Computer Science*, *219*, 789–796. https://doi.org/10.1016/j.procs.2023.01.352

Idogawa, J., Bizarrias, F. S., & Câmara, R. (2023). Critical success factors for change management in business process management. *Business Process Management Journal*, *29*(7), 2009–2033. https://doi.org/10.1108/BPMJ-11-2022-0625

Imane, L., Nourredine, M., Driss, S., & Hanane, L. Y. (2022). *Fit-Gap Analysis : Pre-Fit-Gap Analysis Recommendations and Decision Support Model*. *13*(7), 391–406.

Jayeola, O., Sidek, S., Abdul-Samad, Z., Hasbullah, N. N., Anwar, S., An, N. B., Nga, V. T., Al-Kasasbeh, O., & Ray, S. (2022). The Mediating and Moderating Effects of Top Management Support on the Cloud ERP Implementation–Financial Performance Relationship. *Sustainability (Switzerland)*, *14*(9), 1–17. https://doi.org/10.3390/su14095688

Jo, H. (2023). Key Factors Influencing Loyalty and Satisfaction Toward ERP: Mediating Role of Flow. *Journal of the Knowledge Economy*, *14*(3), 2138–2155. https://doi.org/10.1007/s13132-022-00981-4

Kedem-Yemini, S., & Katz, A. (2021). Implementing online-testing–cases in higher education in Israel. *Journal of Information Technology Case and Application Research*, *23*(2), 83–114. https://doi.org/10.1080/15228053.2021.1882742

Kodyvaur, K., Murthy, K., Researcher, I., Village, J., & Layout, U. (2021). *Transforming Legacy Systems : Strategies For Successful ERP Implementations In Large Organizations*. *9*(6), 604–618.

Kuo, C., Kang, Y., & Yang, H. (2023). *Investigating the determinants of continuance intention on cloud ERP systems adoption*. *15*(1), 1–9. https://doi.org/10.1177/16878132231165973

Maheshwar, C. Y., & Javalagi, C. M. (2019). An assessment of factors affecting ERP implementation: A systemic view. *International Journal of Recent Technology and Engineering*, *8*(3), 3801–3808. https://doi.org/10.35940/ijrte.C5443.098319

Mahmood, F., Khan, A. Z., & Bokhari, R. H. (2020). ERP issues and challenges: a research synthesis. *Kybernetes*, *49*(3), 629–659. https://doi.org/10.1108/K-12-2018-0699

Morawiec, P. (2022). *Cloud Computing , Big Data , and Blockchain Technology Adoption in ERP*

*Implementation Methodology*.

Moulogianni, C., Bournaris, T., Dimitriadou, E., & Nastis, S. A. (2023). *Greek Agricultural Processing Industries : Relationships between Critical Success Factors and Enterprise Resource Planning implementation*.

Muradallah Idilbi, E. A. A.-S. (2022). Critical Success Factors for eRP Implementation: Two directions Focusing on employee Perceptions in Qatar. *International Journal of Technology and Human Interaction*, *Volume 18*(1).

Pekkola, C. S. & S. (2023). Reasons for customizing packaged enterprise systems: a case study on an enterprise asset management system. *Journal of Information Technology Case and Application Research*, *VOL. 25*, *N.* https://doi.org/https://doi.org/10.1080/15228053.2023.2223464

Pérez, J., Díaz, J., Garcia-Martin, J., & Tabuenca, B. (2020). Systematic literature reviews in software engineering—enhancement of the study selection process using Cohen's Kappa statistic. *Journal of Systems and Software*, *168*(i). https://doi.org/10.1016/j.jss.2020.110657

Petrasch, R. J., & Petrasch, R. R. (2022). *Data Integration and Interoperability : Towards a Model-Driven and Pattern-Oriented Approach*. 105–126.

Pontoh, G. T., Indrijawati, A., Handayanto, A. B., & Tahang, R. A. (2024). *TRANSFORMING PUBLIC SECTOR OPERATIONS WITH ENTERPRISE RESOURCE PLANNING : OPPORTUNITIES , CHALLENGES , AND BEST PRACTICES*. *6*(2), 8–24. https://doi.org/10.22495/clgrv6i2p1

Rafik, M., & Mohamed, N. (2022). *Evaluating Enterprise Resource Planning ( ERP ) Implementation for Sustainable Supply Chain Management the Interne*.

Raquel, P. (2024). *administrative sciences An Approach to Sustainable Enterprise Resource Planning System Implementation in Small- and Medium-Sized Enterprises*.

Saif-Ur-Rahman, K. M., Hasan, M., Hossain, S., Anwar, I., Hirakawa, Y., & Yatsuya, H. (2022). Prioritization and sequential exclusion of articles in systematic reviews. *Campbell Systematic Reviews*, *18*(2), 1–2. https://doi.org/10.1002/cl2.1229

Salih, S. H., & Abdelsalam, S. (2022). *Critical Success Factors for ERP Systems ' Post-Implementations of SMEs in Saudi Arabia : A Top Management and Vendors ' Perspective*. *10*(August).

Salih, S., Hamdan, M., Abdelmaboud, A., Abdelaziz, A., Abdelsalam, S., Althobaiti, M. M., Cheikhrouhou, O., Hamam, H., & Alotaibi, F. (2021). Prioritising organisational factors impacting cloud ERP adoption and the critical issues related to security, usability, and vendors: A systematic literature review. *Sensors*, *21*(24). https://doi.org/10.3390/s21248391

Sastrodiharjo, I., & Khasanah, U. (2023). Cogent Business & Management Is it the end of enterprise resource planning ? evidence from Indonesia state-owned enterprises ( SOEs ) Is it the end of enterprise resource planning ? evidence from Indonesia state-owned enterprises ( SOEs ). *Cogent Business & Management*, *10*(2). https://doi.org/10.1080/23311975.2023.2212499

Sayeed Salih, S. A. et al. (2022). The CSFs from the Perspective of Users in Achieving ERP System Implementation and Post-Implementation Success: A Case of Saudi Arabian Food

Industry. *Sustainability*.

Shaheen, N., Shaheen, A., Ramadan, A., Hefnawy, M. T., Ramadan, A., Ibrahim, I. A., Hassanein, M. E., Ashour, M. E., & Flouty, O. (2023). Appraising systematic reviews: a comprehensive guide to ensuring validity and reliability. *Frontiers in Research Metrics and Analytics*, *8*. https://doi.org/10.3389/frma.2023.1268045

Shajrawi, A., & Aburub, F. (2023). *Impact of ERP usage on service differentiation : role of mediating effect of organizational agility*. *41*(3), 359–375. https://doi.org/10.1108/AGJSR-06-2022-0085

Stone, A. R., & Zhang, X. (2021). Understanding success factors for ERP implementation: An integration of literature and experience. *Issues in Information Systems*, *22*(2), 146–156. https://doi.org/10.48009/2_iis_2021_150-161

Subbarao, A., & Khan, N. (2022). *Enterprise Resource Planning Critical Success Factors in Small Medium-Sized Enterprise*. *12*(6), 81–96. https://doi.org/10.33168/JSMS.2022.0606

Subramanian, R., Taterh, S., & Singh, D. (2022). *Efficient Fine Tuned Trapezoidal Fuzzy-Based Model for Failure Mode Effect Analysis*. *10*, 50037–50046.

Tran, H. T., & Nguyen, N. T. H. (2024). Impact of ERP System Implementation on Accounting Information Quality in Vietnamese SMEs. *Journal of Accounting, Finance and Auditing Studies*, *10*(1), 1–9. https://doi.org/10.56578/jafas100101

Venera Genia. (2023). U NRAVELING THE K EY F ACTORS OF S UCCESSFUL ERP P OST I MPLEMENTATION IN THE I NDONESIAN C ONSTRUCTION C ONTEXT. *Interdisciplinary Journal of Infotmation, Knowledge and Management*, *18*.

Vukman, K., Klarić, K., Greger, K., & Perić, I. (2024). Driving Efficiency and Competitiveness: Trends and Innovations in ERP Systems for the Wood Industry. *Forests*, *15*(2). https://doi.org/10.3390/f15020230

Zaid, M., Hammad, M. Bin, Yahaya, J. B., & Mohamed, I. Bin. (2024). Heliyon A model for enterprise resource planning implementation in the Saudi public sector organizations. *Heliyon*, *10*(2), e24531. https://doi.org/10.1016/j.heliyon.2024.e24531

Zuma Nompumelelo, S. (2023). *Challenges of Implementing Enterprise Resource Planning and the Role of Knowledge Management: Evidence from the National Youth Development Agency*.