



**The Effect of Implementing Enterprise Resource
Planning (ERP) On
Human Resource Administration the Case of**



**Addis Ababa University School of Commerce
Department of Human Resource Management**

**Thesis Submitted to Addis Ababa University in Partial Fulfillment of the
Requirements for the Degree of Master of Arts in HRM**

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Approved by the Board of Examiners

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Acronyms and Abbreviations

Acronyms

TRHRMAWORK – Transform HR Manual Work

PHAHRMODIMPL – Phases of Hr modules Implementation.

FLESYSINSUPERV – Flexibility of system in supervision.

Abbreviations

ERP	Enterprise Resource Planning
E-business	Electronic Business
HRA	Human Resource Administration.
RFP	Requirements for Preparation
APS	Advanced Planning and Scheduling
CRM	Customer Relations Management
SCM	Supply Chain Management
MRP	Material Requirement Planning
MRP II	Manufacturing Resource Planning
HR	Human Resource
PMS	Performance Management System
eTOM	Enhanced Telecom Operating Map
PCMM	People Capability Maturity Model
CRP	Conference Room Pilot
UAT	Users Acceptance Test

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Abstract

Ethio Telecom has introduced a new information system solution named ERP (Enterprise Resources Planning) in 2011. Therefore, the major objective of this study is to analyze the Effect of Implementing Enterprise Resource Planning on Human Resource Administration the Case of ethio-telecom and to recommend possible solutions for the gap created during the implementation. This research has a descriptive nature which elaborates the existing phenomenon as it exists. The data was collected using questionnaires and interview from a sample population. The collected data was analyzed using SPSS (Statistical Package for the Social Sciences) version 20.

Furthermore, three work units/strata have been selected since these work units are the major owner of the modules in the system, accordingly 8 employees from management and 80 from non-management categories were taken as a sample by using stratified random sampling technique. Consequently, the implemented ERP system is not effective in transforming the existing HR manual working into an automated system and is not getting the expected benefits from the system. There are some HR functional areas that are utilizing both the manual as well as system-based working methods. On top of this, majority of the employees also believe that the existence of both working methods is highly affecting the efficiency of the employees as well as the company also. This may be because of the time-consuming and energy-taking nature of the manual working methods.

Hence, the researcher has recommended that the system on Human Resource Administration, Ethio Telecom should exert all its effort to utilize all the features of the system. In line with the full automation of the system in the area of Human Resource Administration, policy procedure and country's regulatory framework come to the newly introduced system.

Chapter One

Introduction

1.1 Background of the Study

"ERP is the method of integrating various functional systems of a large organization into a single system." In precise, he defines Enterprise Resource planning as the process of merging the entire data of an organization from different departments into one single system. A well implemented ERP system builds a comprehensive efficiency across the various departments and uses a unified database to store data across many functions within an organization, Glenn (2008)

Thus from the above views, ERP systems can be described as a well-integrated software systems which are operated to mechanize the essential corporate actions in various departments in a firm. This application has grown extremely high since last few years. Now-a-days, the companies are looking forward to improve their global management process and to implement competitive strategies, new industrial structures and customization strategies. But many of the existing systems happened to be difficult, nonflexible and misaligned in a business strategy and thus the companies have taken an approach towards implementing ERP systems (Hackney and Dunn, 2000).

The implementation of an ERP system in an organization is a very complex project. The implementation of such systems is difficult and involves a high costs, as well as considerable time and resources. Organizations contemplating such a project must be aware of the necessary commitments. The most important thing is that the implementation of ERP projects is a major event in the life of an organization. An ERP system is expected to change a lot of business, processes, and activities within the organization and often initiated with much expectation about the benefits and the transformation that the project would bring to the organization (Ibrahim, 2010).

Advantages of ERP Implementation to an Organization

Emphasizing advantages and merits of ERP to business activities, O'Leary (2000) indicated that the value creation is attained by the following capabilities:

ERP integrates firm activities: - Enterprise resource planning processes are cross-functional, forcing the firm out of traditional, functional, and locational storage tower. In addition, an organization's different business processes are often integrated with each other. Further, data that were formerly resident on different heterogeneous systems are now integrated into a single system.

ERPs employ use of "best practices:-" Enterprise resource planning systems have integrated within them a thousand best practice business processes. Those best practices can be used to improve the way that firms do business. Choice and implementation of an ERP require implementation of such best practices.

ERP enables organizational standardization:- Enterprise resource planning systems permit organizational standardization across different locations. As a result location with substandard processes can be receive summarized and easily manageable data other than receiving different documents when a firm deals with different branches or plants.

ERP provides online and real-time information:- In legacy systems, much information is captured on paper and then passed to another part of the organization, where it is either repackaged (typically aggregated) or put into an electronic format. With ERP systems, information is gathered at the source and placed directly into the system. As a result, information is available online to others and in real time.

ERP allows simultaneous access to the same data for planning and control:- Enterprise resource planning uses a single database, where most information is entered once and only once. Since the data is available online and in real time, virtually all organizational users have access to the same information for planning and control purposes. This can facilitate more consistent planning and control, in contrast to legacy systems.

ERP facilitates intra-organization communication and collaboration: - Enterprise resource planning also facilitates inter-organizational (between different functions and locations) communication and collaboration. The existence of interlocking processes brings functions and locations into communication and forces collaboration. The standardization of processes also facilitates collaboration because there are fewer conflicts between the processes. Furthermore, the

single database facilitates communication by providing each location and function with the information they need.

ERP facilitates inter-organization communication and collaboration:- The ERP system provides the information backbone for communication and collaboration with other organizations. Increasingly, firms are opening up their databases to partners to facilitate procurement and other functions. In order for such an arrangement to work, there needs to be a single repository to which partners can go; ERP can be used to facilitate such exchanges. In general, ERP has following advantages.

A large amount research has been done on factors that affect the implementation process to identify the critical success factors that are necessary for successful ERP implementation. These factors usually include top management support, project champions, vendor relations, user training, use of consultants, interdepartmental collaboration and communication and the like.

Unlike the traditional disintegrated pieces of information systems, ERP solution package is one integrated information system with different modules like finance, accounting, human resource management, supply chain, production planning and so on. These modules are integrated as one enterprise information system.

Today, human resources management is being renewed in organizations and becoming one of the fundamental functions of the project management. HRA has changed from an inactive and problem-solving role to a strategic, focusing on the retention and development of the best human resources (Clemmons and Simon, 2001). Traditional HRA practices consisted of activities such as payroll, hiring activities, records management, and reporting and termination activities and similar. Nowadays, HRA takes more of a full service role providing employee support beyond pension planning and career development. With the arrival of ERP systems, HR functions became fully integrated with the operations side of the business. However, the research on HRA in the context of ERP is relatively new and not many studies have been done on the topic.

1.2 Back Ground of the Organization

According to the company's profile booklet the introduction of telecommunications services in Ethiopia dates back to 1894, seventeen years after the invention of telephone technology in the world. It was Minilik II, the King of Ethiopia, who imported telephone technology to the Country around 1894, with the installation of 477 km long telephone and telegram lines from Harar to Addis Ababa. The first Ethiopian pioneer of telephone was his cousin Ras Mekonnen who came back with telephone apparatus in 1889 after his visit to Italy. Gradually, the technological scheme was proved to contribute to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the Ethiopian capital city with all the important administrative towns of the country.

The company was placed under government control at the beginning of the twentieth century, and was later brought to operate under the auspices of the Ministry of Post and Communications.

In 1952, telecommunications services were separated from the postal administration, and structured under the Ministry of Transport and Communications.

In 2010 Ethiopian government has decided to transform the telecommunication infrastructure and services to world class standard, considering the company as a key leverage in the development of Ethiopia.

Thus, Ethio Telecom was born on November 29th 2010 with the ambition of supporting the steady growth of the country. Following introduction of the Ethio Telecom, a best suited IT solution named ERP was introduced having an objective of creating an automated work environment focusing on the financial, human resources and other physical resources aspects of the company with the objective of avoiding the manual working process to manage the ever ending transaction of the company business, and to obtain up to date information about the financial position of the company.

1.3 Statement of the Problem

In today's world of Globalization, it's knowledge, commitment, skills, and training that provides the competitive advantage to become world class companies like Telecom sector and banks. HR's

job build that competitive advantage. Ethio Telecom, the company under study, has been serving the public for long period of time. However, it was very challenging to continue with the existing Human resource management style and technology as a result of the dynamic environment of the sector. HRA as a strategic business partner function has major challenges, especially in companies with multiple business units where HRA processes may not have a unified, simple method for tracking employees' time and communicating with them about benefits and services, managing recruitments centrally and coordinating training programs organization wide. It also lacks centrally driven performance management system and talent management.

Enterprise resource planning (ERP) system has been one of the most popular business management systems, providing benefits of real-time capabilities and seamless communication for business in large organizations. However, not all ERP implementations have been successful. Since ERP implementation affects entire organizations such as process, people, and culture, there are a number of challenges that companies may encounter in implementing ERP systems (Ibrahim, 2010).

Despite the significant benefits that ERP software packages provide in managing and integrating cross-functional HR business processes there are several difficulties and barriers that relate to such an implementation. The major challenge is to integrate existing HRA systems and other applications with the ERP system to provide a common interface. Moreover, ERP systems are complex and implementing one of them can be a challenging.

Information on the work performed by employees and their availability to work are essential elements of a human resources management. This information is captured in the form of the time data. This time data is transferred to other functional areas, such as payroll, and is an influential factor in enterprise-wise decision-making. But the supervision of this time data of employees in ethio telecom create a problem due to deducting the calculated hours of late starter and early leavers of employees to and from office respectively. Inflexibility of time controlling mechanism of the ERP system causes dissatisfaction of some employees at the end of the month payroll run results containing deducted amount of that cumulative hours of late starting and early leaving from office.

Compensation Management and salary administration is a very important aspect of Human resource Management.

The salary administration and payroll system in ERP helps payroll officers and compensation specialists in Administration of salaries which is an ongoing process of human resource department. It enables maintenance of salary grade against each employee and ensures management of salary data. The processing of salary is faster and covers various aspects of payments, statutory and non-statutory deductions, taxation, financial accounting of payroll expenses and legal reporting as per the legal laws of the country. On the contrary, in the traditional system the Salary administration used to be a very time taking process and Payroll officers used to take a lot of time and effort in manual calculations, postings, Tax calculations etc. There used to be huge teams scattered across different locations and they used to process payroll separately for their respective locations which is now done faster with just a click of mouse in the ERP. Country wide payroll can be processed centrally at one location making the process more efficient and effective.

In relating the above paragraph Ethio telecom have a challenge or problem on running the payroll at the end of the month which is caused by system down. If there is a problem of data entering for input of payroll like any update of deduction and earning elements the payroll officer at the center cannot run any transaction and also no backup on the payroll system.

Despite from the fact the implementation process of ERP system in Ethio telecom creates a major problem. During the first phase implementation modules like payroll and core HR were fully implemented and appreciate by this and the other modules like Recruitment and selection PMS were implemented during the second phase. But there are modules that need data from other i.e. ERP interface case lateness of one creates ineffective to the other.

Until know or as far as the researcher knowledge and understanding there is no research on implementation of Enterprise Resource Planning (ERP) on HR and its effect in Ethio-telecom. Therefore by considering the above listed problems the main reason of this research is after implementing the two phases of Oracle ERP, the company has to learn from the strengths and weaknesses of the implementation - they have to know clearly the real benefits they enjoyed and the potential benefits they haven't figured out.

1.4 Research Question

By considering the above stated research problem, this study can be conducted to answer the following research questions

1. In what extent the current implemented ERP system is effective in transforming the existing HR manual working in to automated system in Ethio telecom?
2. Is it a problem Implementing ERP separate phases in HRM modules?
3. How much the ERP system where flexible in the area of supervision relating to leave and time management?

1.5 Research Objective

The main objective of the research is to examine the effect of implementing Enterprise Resource Planning on Human Resource Management in Ethio-telecom and to recommend possible solutions.

Specifically, the research could have the following specific objectives:

- To investigate effect of implementation ERP system on HRA bringing the intended result in changing the manual working process.
- To explore the flexibility and user friendly of the new system on human resource management practices.
- To identify the challenges and problems which hamper the effectiveness of the ERP system deployment.

1.6 Significance of the Study

The research paper can increase understanding on the area of ERP and its relation with HRA, because while conducting the study there was an opportunity for reading different books, search different websites and research on similar or related topics conducted before.

The study also have their own contribution to other researchers as a reference or guidelines who want to conduct on the similar or related topics, in order to conclude and recommend on the problems by using this study as a springboard.

It is intended that the findings of this research project is to provide insight(both employer and employee) about the systems functionality with respect to support activities and the company successfully implementation and integration of such a system, highlighting the processes used, the obstacles faced and how they can be solved, as well as the gains achieved.

The other contribution of the study would be to the organization because the findings, conclusions and recommendations by the researcher help to identify the strong and weak side of the implementation of ERP.

1.7 Scope of the Study

The study has been delimited to the effect of Enterprise Resource Planning system implementation on HR in Ethio -telecom, its effectiveness in terms of creating automated work environment, challenges and problems which impede the implementation effectiveness; and look in to the perception of management and non-management groups of employees from HRM.

The researcher only focused on the company's Head Quarter due to the overall HR issues were found in the Head Quarter in detail and centrally handled.

The other delimitation of this research can be, the implemented system and its practicability are being deployed not more than 4 years i.e. respondents' give their feedback and observation depending on these year experience perspectives.

1.8 Limitation of the Study

Like any other research, this study encountered the following limitations and constraints; Limited or no literature and research on ERP in Ethiopian context for reference, time constraint of some interviewees and survey respondents due to busy office works, the overall time constraint of the research program and limited availability and access to documents related to the ERP implementation project.

1.9 Definition of Terms

Enterprise Resource Planning (ERP) – is defined as ‘‘a commercial software package that promised the seamless integration of all the information flowing through the company financial, accounting, human resources, supply chain and customer information’’ *Davenport, (1998)*.

‘‘ERP systems were configurable information systems packages that integrate information and information-based processes within and across functional areas in an organization’’ Kumar & Van Hillsgrsberg, (2000).

1.10 Organization of the Study

The research has five chapters. The first chapter contains introduction; which is consists of background of the study, statement of the problem, research question, and objective of the study, significance of the study, scope and limitation of the study. Chapter two contains related literature review which has a detailed literature related to the content of the study. In chapter three the research design and methodology presented. The result and finding of the study would be presented on chapter four. Final chapter of the study which is chapter five have summary of major findings, conclusion, recommendation, and area of further investigation.

Chapter Two

Literature Review

In this chapter issues related to the study theoretical as well as empirical reviews were presented which is obtained from various books and articles. This chapter also covers topics related to Definition of ERP, Historical background of ERP, and detail explanation of the effects of implementing ERP software program on human resource management.

2.1 Meaning of ERP

ERP systems were named differently by different authors, some of them are enterprise systems, enterprise wide-systems, enterprise business-systems, integrated vendor software, and enterprise application systems, but however with no significantly different definitions (Al-Mashari et al., 2003). Rosemann (1999) defines ERP system as a “customizable, standard application software which includes integrated business solutions for the core processes (e.g. production planning and control, warehouse management) and the main administrative functions (e.g., accounting, human resource management) of an enterprise. Slight differently, Gable (1998), however, defines it as a comprehensive package software solutions seek to integrate the complete range of a business processes and functions in order to present a holistic view of the business from a single information and IT architecture” (Al-Mashari et al., 2003).

O’Leary (2000: 37); defined Enterprise Resource Planning (ERP) as a computer-based system designed to place companies’ major activity areas: planning, production and customer service under an umbrella. ERP system is a software package of different modules such as fixed assets management, controlling, financial accounting, manufacturing, human resources, planning and development and so forth. Each module is business process specific. Generally, companies choose one ready-made package available for their industry but it is also common to select the modules that best meet their needs.

According to Fiona (2002:1), Enterprise Resource Planning (ERP) refers to large commercial software packages that promise a seamless integration of information flow throughout an organization by combining various sources of information into single software application and a single database.

Enterprise resource planning systems 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 or I-procurement. The architecture of the software facilitates transparent integration of modules, providing flow of information between all functions within the enterprise in a consistently visible manner.

Apart from the ideas mentioned above the major characteristics of ERP systems are: a packaged software system designed for the client environment, the integration between the modules and across entire organization, access to data in real time, data storing and retrieving processes in an enterprise-wide database, and management and analysis functionalities. Moreover, ERP systems are expected to have additional characteristics such as support for multiple currencies and languages (but not Amharic), which is critical for multinational companies, and support for specific industries.

2.2 Evolution of ERP

On this section the researcher shows the growth of ERP from its early stages showing its developed features and purposes decade after decade

From the table 1, it can see therefore that the ERP's evolution and growth relates on the development of technology particularly on the grounds of software systems along with this the online transaction through internet as become the backbone to the organizations.

Timeline	System	Description
1960s	Inventory Management & control	Maintaining stock level in warehouse and inventory management
1970s	Material Requirement Planning (MRP)	Scheduling production processes.
1980s	Manufacturing Requirement Planning (MRP II)	Coordinating manufacturing process (from product planning, parts purchasing, inventory control to product distribution)
1990s	Enterprise Resource planning (ERP)	Improving the performance of the internal business processes (integrating business activities across functional departments)

2000s	Extended Enterprise Resource Planning	Extension version included more modules and functions, also included Advance Planning and Scheduling (APS) and E-business solutions like Customer relationship management (CRM) and Supply chain management (SCM)
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Table 2.1: Outlines the growth of ERP from 1960-2000
[Source: Web1 & Web2]

2.3 Benefits of ERP

What are some of the perceived benefits that lead corporations to commit to the implementation of ERP in their organizations? As indicated by Olliver and Romm (2002), “in common with other types of investment activity the adoption of an ERP system is a purposive intervention by an organization for bringing about a new state of affairs that is judged to be superior to the current state”. Botta-Genoulaz, Millet, and Garbot (2005), indicate that two distinct streams are observed from the literature. The first one focuses on the fundamental corporate capabilities driving ERP as a strategic concept, and the second, on the details associated with implementing an information system and their relative successes and costs. Problems of sociological and cultural factors influencing the implementation success as well as the implementation steps have been addressed earlier in literature. As indicated by Chen (2001), “planning for ERP adoption generally occurs when an organization realizes that current business processes and procedures are incompetent for their current and or future strategic needs”. As the result of various external and internal forces, ethio telecom operating environment is changing and their working systems are becoming “incompetent”. They are not able to maximize their efficiency and therefore, profit. Any tools that would enable these organizations to reverse this trend must be considered. In order to promote the use of ERP by ethio telecom, a more comprehensive look of the potential benefits that could be achieved must be completed. Ross, (1999:11) articulated as a business and strategic perspective implementing ERP is seen as way to improve corporation’s effectiveness and efficiency, reduce their operating, personnel, inventory and IT costs, and improve their

productivity, business growth, production scheduling, delivery time, customer service, and overall quality. Additionally, data visibility and timely information is important to make better business decisions. It is clear that ERP system investments have been categorized as strategic in nature. Literature review identifies the common goal to be an increase in company sales, reduction in production cost, reduction of lead times, and improvements in customer relationships. In general ERP systems enhance inter-organization communication and collaboration between different functions and locations for the integrated decision making process. Standardization of the processes across the unit's works in favor of collaboration as it reduces the number of conflicts between the processes. The single database system encourages communication across locations and functional units through sharing the information. With ERP systems companies are using the same database, which can be accessed on-line, in real-time and simultaneously by many users. Since, virtually all users have access to the same information it improves companies planning and control practices.

Some of the benefits that could be realized in ethio telecom environment as a result of ERP implementation could be as follows:-

- Improves the firm's performance on area of HRA
- Eliminates inefficient manual processes on HRA
- Provides integrated, enterprise wide common tools and processes
- Reduces the costs by improving the enterprise efficiency through computerization
- Provides enterprise-wide data visibility, reporting and HR decision making.

From the business and strategic perspective implementing ERP is seen as way to improve corporation's effectiveness and efficiency, reduce their operating, personnel, inventory and IT costs, and improve their productivity, business growth, production scheduling, delivery time, customer service, and overall quality. Additionally, data visibility and timely information is important to make better business decisions (Ross, 1999).

ERP systems also enhance inter-organization communication and collaboration between different functions and locations. Standardization of the processes across the unit's works in favor of collaboration as it reduces the number of conflicts between the processes. The single database system encourages communication across locations and functional units through sharing the

information. With ERP systems companies are using the same database, which can be accessed on-line, in real-time and simultaneously by many users. Since, virtually all users have access to the same information it improves companies.

2.4 Implementation Process of ERP

2.4.1 ERP implementation phases

Implementing an ERP system is generally an extensive challenge, with a typical ERP implementation taking anywhere from one to five years (Poston and Grabski 2001). On top, the performance of the firm can get worse before it gets better and firms are expected to encounter the resistance throughout the stages of ERP implementation (Ross, 1999). Several researchers have developed different models for ERP implementations. For instance, Parr and Shanks (2004) introduced a model of three phases: planning, project and enhancement. Markus and Tanis (1999) have a four-phase model consisting of: chartering, project shakedown, and onwards and upwards. The study by Ross (1999) illustrates the path of an ERP implementation consisting of five stages: design, implementation, stabilization, continuous improvement and transformation. In summary, in spite of different naming, definitions and particular focus on some stages of implementation process all the implementation models extend from the beginning of the project to going live.

The implementation model of Ross (1999) is described in more detail below:

- **Design**

In the design stage, companies face the question whether to change their business processes or ERP software. Usually, ERP software comes in a ready-made package and no software is likely to meet all the company's needs. Therefore, many companies have used this aspect as a chance to change their business processes and reengineer the entire organization. Still, some firms have chosen to customize the software to fit their processes (O'Leary, 2000). The way or another, process change is inevitable with an ERP because of the process standardization procedures.

- **Implementation**

This is the stage of going live requiring continuity and commitment to a new way of doing business. Training is needed to understand how ERP can change business processes. Performance dip is apparent to customers. A fundamental decision which implementation strategy: step-by-step

and big bang being the most common ones, could be used to implement ERP systems is based on the aspects such as organization size, complexity and structure, resources, attitude toward change and distance between the various production facilities (Welti, 1999).

- Stabilization

After going live there is the period that typically takes up to 12 months to get back to where they started. During the stabilization period, the processes that were planned are now in use. People need to adjust to the new environment, data has to be cleaned up, implementation teams need to remain to support the users and close collaboration with vendors and consultants is necessary to resolve software bugs. Firms need to evaluate the success of the implementation. Benefits are analysed either based on cost-benefit duration analysis or on original ERP choice rationales (O'Leary, 2000).

- Continuous improvement

This stage is a time when major operating benefits are created. Functionality of the of the ERP system is increased by adding new modules and other improvements such as electronic data interchange, sales automation, warehousing and transportation capabilities, sales forecasting and similar. This is also time for redesigning processes, structures and roles to leverage the system (Ross, 1999).

- Transformation

ERP offers companies an opportunity to transform themselves. By changing organizational boundaries, redefining organizational decision-making processes, becoming more customer and process oriented and being increasingly connected to their suppliers, partners and customers companies progress continuous improvement and transformation that lead to a constant change, new organizational environment and management, and toward the long-term vision of the ERP implementation (Ross, 1999).

Not many companies have reported achieving that state.

2.4.2 ERP implementation approaches

According to taxonomy, developed by research conducted by Parr and Shanks (2000) there are several implementation categories and characteristics. Combinations of the characteristics serve to place the implementation within one of the categories.

Taxonomy is used by management to plan projects and allocate resources. It is useful to compare projects and investigate what characterizes successful ERP implementations.

2.5 ERP Characteristics

Any system has to possess few key characteristics to qualify for a true ERP solution. These features are:

Flexibility: An ERP system should be flexible to respond to the changing needs of an enterprise. The client server technology enables ERP to run across various database back ends through Open Database Connectivity (ODBC).

Modular & Open: ERP system has to have open system architecture. This means that any module can be interfaced or detached whenever required without affecting the other modules.

It should support multiple hardware platforms for the companies having heterogeneous collection of systems. It must support some third party also.

Comprehensive: It should be able to support variety of organizational functions and must be suitable for a wide range of business organizations.

Beyond The Company: It should not be confined to the organizational boundaries, rather support the on-line connectivity to the other business entities of the organization.

Best Business Practices: It must have a collection of the best business processes applicable worldwide. An ERP package imposes its own logic on a company's strategy, culture and organization.

2.6 ERP Implementation Methodology

Evaluating the "AS IS" situation of the business: To understand the present situation of the business, the various functions should first be listed.

Total time taken by the business processes.

Number of decision points existing in the present scenario.

Number of Departments/Locations of businesses process.

The flow of information and its routing.

The number of reporting points currently available.

‘Would Be’ situation:

Deciding the desired ‘Would Be’ situation: The concept of ‘Benchmarking’ is used to see that processes achieved are the best in industry. Benchmarking is done on various factors like cost, quality, service etc. This concept enables to optimize the processes to gain overall benefits.

Implementation of ERP package

Formation of team

Preparation of plan

Mapping of business process to package

Gap analysis

Customization

Development of user specific reports and transaction

Uploading of data from existing system

Test run

User training

Parallel run.

Migration to the new system

User documentation.

Post-implementation support.

2.7 Reasons for Ethio Telecom to Go for ERP

For the developing world, a modern telecommunications infrastructure is not only essential for domestic economic growth, but a prerequisite for participation in increasingly competitive world markets and for attracting new investments. In the advanced industrial countries of Europe and North America, universal telecommunications services have penetrated every sector of society. In many developing countries the limited availability of service is constraining economic growth.

Apart from the telecommunication infrastructure deployment it is highly important to equip the back office activities through ITC in a manner that can highly assist the core telecommunication activities, and implementation of modern information and management technologies guarantees a successful improvement in competitive ability. The offered solutions are in demand by the companies seeking to enhance monitoring systems and upgrade their business activities.

For companies to improve transparency of their business, they need to have up-to-date information about all operation and financial indicators, assets and resources of all departments and divisions. Actuality is very important: information for the previous quarter or month will not help in making justified decisions. Hence, the requirements for a powerful system that can quickly process large volumes of information are highly required.

ERP is an information system for company management, designed for the efficient planning and management of all company resources, as well as for the automation of all or individual key business processes. This solution enables proactive resources management for the quick adaptation of business processes to changing market conditions and allows precise evaluations of company's current state of affairs, which helps to increase the company's competitiveness across the board.

With the similar reasons mentioned above ethio telecom also introduce this system with the vision of obtaining world class telecom service provider. To be a world class telecom operator there are many requirements set by ITU that all telecom operators across the world need to fulfill, and some of the requirements are having a well-defined business process as per the international standard named eTom and PCMM, supporting all this business process by information system mainly ERP and deploying the best quality of service for the customers in all aspects of product and services. Hence; for the fulfilling the expected requirement and to support the steady growth of the country's economic development ethio telecom implemented an integrated ERP system on December 01/2011 on a modular manner.

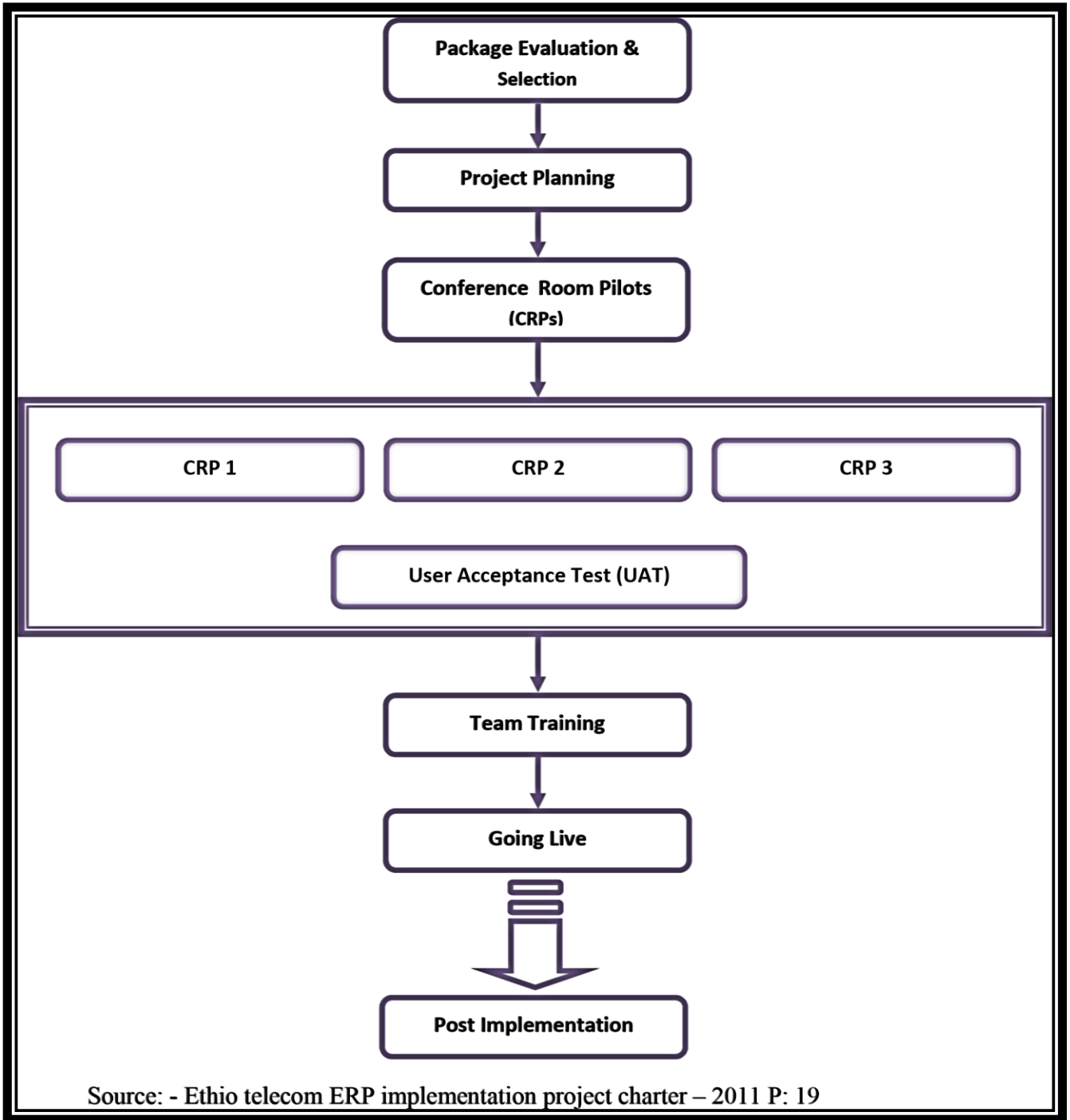


Fig 2.1 ERP Implementation Phase in Ethio Telecom

Chapter Three

Methodology

This chapter presents the research methods. It deals specifically on the research design, sampling procedure, data collection methods, procedures of data collection and method of data analysis in order to develop methodology to address research questions and at the end some ethical issue and validity and reliability issue explained.

3.1 Description of the Study Area

The Human Resource Module in ERP has a set of rich features and integrates seamlessly with other module. ERP HR module offers you wide solutions for HR department making it possible for other department to access specific employee data. The HR modules covers all the function required in business practice and is flexible enough to optimize the business processes by configuring to suit client's requirement.

Human Resource module streamlines the management of human resources and human capitals. It comprises of four broad sections, mainly Training, Recruitment, Payroll and Attendance. HR module in ERP routinely maintains a complete employee database including contact information, salary details, attendance, performance evaluation and promotion of all employees.

3.2 Research Approach

The researcher adopted quantitative research approach which involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kotari, 2004). Among various sub categories of quantitative approach descriptive approach is adopted. Because of this reason the researcher will go with quantitative research approach.

3.3 Research Design

The objective of the research was to find the effect implementing ERP on HR in ethio-telecom, so for the research which has the above mentioned objective descriptive type of research is better. The research design of this study is Descriptive. Descriptive researches are those studies which are concerned with describing the characteristics of a particular individual, or of group and it includes surveys and fact-findings enquire of different kinds (Sakaran, 2003).

Due to the nature of the research and to achieve the specific and general objectives of the study, quantitative method used to analyze the collected data. Thus, this design is selected to express the current phenomenon of a situation and gives prediction depending on the finding of the research and to describe the basic questions stated in the research. Therefore Survey strategy used to collect large amount of data using a questionnaire and semi-structured interview from a sample population.

3.4 Data Source and Types

When we do any sort of inquiry or research, we will collect data of different kinds. In fact, data can be seen as the essential raw material of any kind of research. They are the means by which we can understand events and conditions in the world around us. It is important to be able to distinguish between different kinds of data because their nature has important implications for their reliability and for the sort of analysis to which they can be subjected (Walliman, 2006).

3.4.1 Primary Data

Data that have been observed, experienced or recorded close to the event are the nearest one can get to the truth, and are called primary data. There are many ways of collecting and recording primary data (Walliman, 2006). Among them the researcher used questionnaire and some selected interview for the purpose of collecting primary data.

3.5 Method of Data Collection

The researcher distributed questionnaire to the employees that are found in HR department of the organization in order to collect data for the study.

The research data used primary data collected from the employees that are found in HR department of the organization. We can obtain primary data either through observation or through direct communication with respondents in one form or another. There are several methods of collecting primary data, particularly in surveys and descriptive researches (Kotari, 2004). Among them the researcher used structured questionnaire. This method of data collection is quite popular, particularly in case of big enquiries. In this method a questionnaire is sent to the persons concerned with a request to answer the questions and return the questionnaire. (Kotari, 2004).

3.6 Sample Design

3.6.1 Target Population

During the implementation of ERP representatives of the total population can be included in the research study. All parties involved in the implementation process of Enterprise Resources planning System are represented by the sample. As a division human resources, Finance & Sourcing and Facility divisions are major source of information. But for the sack this research the researcher is looking specifically Core HR, Payroll, HRD, Recruitment and Selection)

The respondents were selected from the current total number of population in HRM department including the above listed specifications, the total number of employees are 121 in HRM department. So, Sample were determined using Taro Yamane's formula Statistics Canada (2010) i.e. $n = N/(1+Ne^2)$,

n = number of samples N = total population

e = margin of error (confidence level of 95%)

$$n = N/(1+Ne^2)$$

$$=121/(1+121*0.05^2)$$

$$=92.8982 \quad n= 93 \text{ samples}$$

This shows that about 77% of the target population has been included in the sample (stratified random sampling)

Table 3.1 - Questionnaire distribution and response rate

Strata/Division	Total Population			Management	Distributed		Collected
	Management	Non-Management	Total		Non-Management	Total	
Core HR	8	55	63	5	45	50	44
Payroll	5	31	36	3	24	16	23
Recruitment & Selection	3	19	22	2	14	27	13
Total	16	105	121	10	83	93	80

3.7 Data Presentation and Analysis

The collected data are clearly presented by using tables and charts which have been expressed in the form of frequency, percentage and mean. Then, descriptive analysis technique has been applied to manipulate the organized data. Meanwhile, SPSS V-20 was used as the main tool to manipulate the data.

3.8 Validity

According to Kothari, (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity can also be thought of as utility. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

As stated above, questionnaire was used to collect the primary data (see Appendix). Meanwhile, the questionnaire was adopted from Beadles, Lowery, & Johns, (2005), Batool, Sajid, & Raza (2012), and Shiri (2012) scientific Standardize questionnaires.

Therefore, to assure validity of the instrument the researcher has given a chance for professionals on the area to review the questionnaire and it was finally validated by the advisor.

3.9 Reliability

The test of data reliability is another important test of sound measurement. A measuring instrument is reliable if it provides consistent results, (Kothari, 2004). Moreover, reliable measuring instrument does contribute for validity. Hence, to prove reliability of the instrument, the researcher has distributed some questionnaires as a pilot test and then make some adjustments on the contents accordingly

3.10 Ethical Considerations

- The study was in line with the organizations policy in relation to any intellectual property rights of the organization.
- Regarding privacy of the respondents, their responses are strictly confidential and only used for academic purposes.
- It could not be ethical to access some confidential documents of the organization. So, the organization's code of ethics taken in to account without significantly compromising the findings of the study.
- Concerning references, all the materials and sources are properly acknowledged.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

This chapter presents the results of the study and interpretation of the findings. The chapter comprised of two sections. The first part presents the profile of respondents showing gender, age group, level of education, work experience, and position of respondents using cross tabulation. The second section presents analysis of the study variables by using bar chart, tables and consisting of percentages and mean. And it has also contains the discussion of results and overall responses.

4.1 Response Rate

The total number of questionnaires distributed were 93 out of this 82 questionnaires were returned, yielding 88 percent response rate. However, 2 questionnaires were not completed properly as a result the number of questionnaires for data analysis was 80 which represent 86 percent response rate.

4.2 Reliability Test

The Reliability Statistics show that the scale exhibits a high degree of reliability. A Cronbach's Alpha coefficient of 0.70 is a commonly suggested threshold of reliability test. The researcher distributed 29 questionnaires as a pilot test and found the following reliability test result.

Table 4.1 Cronbach's Alpha coefficients (Reliability test)

Case Processing Summary			
	N		%
Cases	Valid	80	100.0
	Excluded ^a	0	0.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Variables	N of Items	Cronbach's Alpha
TRHRMAWORK	11	.727
PHAHRMODIMPL	7	.877
FLESYSINSUPERV	11	.874

With a minimum value of .727, the Cronbach's Alpha coefficients of all variables lies well above the commonly suggested threshold of .70.

4.3 Demographic Information of the Respondents

The overall demographic profile of the employees are listed and analyzed in the below table as a summary.

Table 4 .2

Demographic Information	Classification	Frequency	Valid Percent
Age	< 25	2	2.5%
	25 - 35	55	68.8%
	36 - 45	17	21.3%
	46 and above	6	7.5%
	Total	80	100.0%

Educational Status	Below Diploma	0	0.0%
	Diploma	0	0.0%
	BA/BSC	70	87.5%
	Masters & Above	10	12.5%
	Other	0	0.0%
	Total	80	100.0%
Employee Category	Staff	58	72.5%
	Supervisor	7	8.8%
	Manager	3	3.8%
	Other	12	15.0%
	Total	80	100.0%
Ser.Year	≤ 7	23	28.8
	8 - 15	41	51.3
	16 - 24	12	15.0
	≥ 25	4	5.0
	Total	80	100.0
Dep.t	Core.Hr	43	53.8%
	Payroll	24	30.0%
	Recruitment	13	16.3%

	Total	80	100.0%
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Depending on the collected data, the overall staffing composition of the company is dominated by male employees. The company female employees cover 41.25% of the employment from the total population that are worked in HRM section, whereas the remaining 58.75% is covered by male employees. Therefore, from the investigated fact, we can deduce that employees in the company that works in HRM department were dominated by male employees.

Regarding age status, 68.8% of the employees are between the age 25 and 35, and the other 21.3% are between 36 and 45. Additionally, 7.5 % of the employees are at the age of 46 or above, and the remaining 2.5% of the employees are below the age of 25. This indicates that the company is staffed with young and energetic employees. In other words, most of the employees are belonging in the productive age group.

About educational level of employees of the company, 87.5% of the employees are first degree holders and the other 12.5% of the employees have specialization at a master's degree level and no Diploma & below diploma holders. Therefore, majority of the employees have at least a first degree and we can say that human resource profile of the company in terms of educational background is in a very good status.

When return back to respondent's position in the organization based on the collected data, 12.6% of the respondents hold managerial positions whereas the remaining 87.4% of the respondents are non-management employees.

As depicted on table 4.1, majority of the employees have relatively shorter existence in the company. And to be specific, 51.3% of the respondents have been working with the company for at least 8 up to 15 years, whereas 28.8% of the respondents have an experience 7 years and less. Moreover, the other 15% of the respondents have an experience which spans from 16 up to 24 years while 5% of the respondents have longer experience (which is 25 years and above) in the company.

As it is already explained in the research design and methodology part, the researcher has focused on HR division considering ERP implementation, and these divisions (Core Hr. , Payroll & Recruitment) are considered as strata.

From 121 total employees in HRM and take as a sample of 93 who returned the questionnaire, 53.8% of the respondents belong to Core HR, 30% from Payroll and 16.3 from Recruitment and selection.

4.4 In what extent the current implemented ERP system is effective in transforming the existing HR manual working in to automated system in Ethio telecom?

On this section covers the data presentation and analysis on how much the current implemented ERP system is effective in transforming the existing HR manual working in to automated system in Ethio telecom.

Table 4.3 Summary of Frequency table on transforming manual work in to automation

Items	Ratings (Likert Scale)					Total
	Strongly Disagree(1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)	
ERP implementation makes the working process of ethio telecom fully automated in the area of HRA.	1.3%	6.3%	2.5%	47.5%	42.5%	100%
The organization is earning the benefits expected from ERP implementation in the area of HRA	2.5%	5%	1.3%	45%	46.3%	100%
There are some HR functional areas still using both the manual and automated working system.	2.5%	3.8%	0.0%	46.3%	47.5%	100%

Using of both systems (Manual & automation) has been hindering the company efficiency in the area of HRA.	1.3%	3.8%	5. %	36.3%	53.8%	100%
ERP implementation enhances cross-functional integration of HR modules like (payroll, core HR, recruitment and selection PMS).	3.8%	2.5%	3.8%	35%	55%	100%

Sources: primary data, 2017

During the interview conversation from the management side i.e in HRM division(Core HR, Payroll & Recruitment and selection) with total number of 8 managerial employees from them 5 manager and 3 supervisors the question which asked ERP implementation makes the working process of ethio telecom fully automated in the area of HRA. 6 of them i.e 75% of the managers says there is cases like munching some organizational Hr rules with the newly introduced system and 25% responds ERP system full automated in the organizations process But when return back to the employee regarding on this question which asked employees the current implemented ERP system is effective in transforming the existing HR manual working in to automated system, 47.2% of the respondents replied that the deployed ERP system fully automated the business process of the company.

Similarly, 42.5% of respondents also strengthening and reflecting the same viewpoint of 47.2 % s respondent. From the remaining respondents 2.5 % of respondents are neither of the two sides and 7.6% of them reflecting against the full automation of the new system on area of HRM.

From this fact, we can deduce that there is gap on detailed level of understanding on the area of automation of the system between managerial and non-managerial employees. Depending on the point that get from managerial employees through interview I decided that the ERP implementation does not make the company working process automated fully and maximum level on this time and there are some tasks that has been handled totally by the system even if the system is already there to support the daily routine.

Concerning the benefits expected from ERP implementation in the area of HRA, 46.3% of the respondents respond that the system is providing the expected benefits, this could be due to the

high commitment and eager to know new product of employees from the company side or it's because the company have experts from abroad and local that can fully exploit the entire system feature to meet the expectation of the employees in this regard. But there also a triangulation of ideas from the management side, because during interview time 5 managers i.e.62.5% forward ideas we cannot say totally get the expected benefit the new system as compare to the routines and paper based nature of Hr. transactions.

Additionally, 45% of both respondents have agreed and strengthen that the system has been providing the benefits expected from it and they are fully satisfied with the outcomes. The rest 1.3% respondents are at the middle of the road; they neither agree nor disagree and 7.5% of the total respondent they oppose and disagree on benefits that get from ERP system.

From this interpretation we can comprehend that most of the respondents from both side believe that the system has been providing the intended result or the expected benefits on human resource management except the interview result that triangulate the overall respondent's response.

Regarding using manual and the new system to hinder the company efficiency in the area of HRA. 53.8% of respondents replied that still there are areas using the legacy manual working addition to the newly introduced system. Furthermore 46.3% of the respondents respond there is a continuation of legacy or existing system with parallel of the ERP system. From the remaining respondents 6.3% responds all HR activities are performed and done by the new system. And there is no respondent in between or on the mid-way.

Depending on the above interpretation we can deduce that the company invest more for the new system but still use existing manual work that restrict or pick as a challenge for effectiveness. If employees are bogged down with inefficient and disjointed processes, it increases errors and takes time away from their more important core duties. Important processes such as order processing, invoicing, expense approvals, and fulfillment, to name a few, can take a lot longer to get completed, and are often erroneous. For instance, your employees may be spending hours manually re-entering order information into the accounting and invoicing system, while other employees pull that same information. If any orders are canceled in the meantime, your employees have to sift through mounds of data to reconcile this information again. Such labor-intensive and manual tasks reduce the agility that your company needs to grow.

Regarding the question asked on area of cross functional integration of HRM division due to the implementation of ERP system 55% of the respondent responds there is strong integration with in HRM divisions like payroll, recruitment and selection and PMS. In addition to these respondents 35% responds point strengthen 55% s view point.in the contrary side 6.3% respondents oppose cross functional integration of HRM modules and 4% of respondent either of the two. In addition to non-managerial employees manager reflect their response around 82.5% agrees on cross functional integration. In order to deduce the response there is cross function integration with in Hr departments data in one department used as an input for the other and integrate them systematically with data trucking.

4.5 Phases of ERP implementation on HR modules (core Hr, payroll, Recruitment and selection, PMS)

On this part of data presentation phases of ERP implementation on HR modules and the overall impact of on HRM division.

Table 4.4

Summary of frequency table on full implementation

ITEMS	ATING(LIKERT SCALE)					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Phase by phase implementation of the modules were part of your business requirement.	3.8%	3.8%	5%	41.3%	46.3%	100%
ERP implementer /vender/ i.e. Oracle advice you or you decide before/during RFP preparation/ how to implement the module.	1.3%	6.3%	5%	41.3%	46.3%	100%
After first phase implementation all Hr modules are not functional	2.5%	6.3%	6.3%	30%	55%	100%
Modules ready for productions are waiting until the second round is completed.	2.5%	7.5%	5%	52.5%	32.5%	100%
All HR modules (core Hr, payroll, Recruitment and selection, PMS) implemented in one phase have better advantage than divided in phases	5%	3.8%	5%	43.8%	42.5%	100%

Source Primary data

The above summarized tables and interview of the managerial employees can be interpreted as on the questions that are asked Phase by phase implementation of the modules were part of your business requirement were 46.3% of the employee respond requirement gathering phase of the project include phase by phase implementation of the modules. In addition to the non-managerial employees almost all managerial employees support and strengthen the viewpoints of them. Similarly 41.3% of non-managerial employees respond implementation of the system on HRM division were in separate phases and point out and included in the requirements. On the contrary around 7.6% of respondents respond implementation phases are not included in the requirement. The remaining 5% respondent reflect their response as either of the two.

Based on these interpretation phase by phase implementation of ERP system on HRM modules was included from the beginning of requirement gathering. Overall, this round of documentation become the foundation for configuring the new system and also helps the implementation team with building out the project plan. This involves meetings with the implementation team and the project team, as well as executive members – looking for red flags, or gaps between the enterprises' needs and system capabilities. These holes can greatly affect the requirements of the new system and the better they are understood, the better job the implementation team can do guiding the implementation.

Requirements communicate need. What do you need to do? What does your business need to function? Your business has unique operations and characteristics that set you apart.

Concerning the question ERP implementer /vender/ i.e. Oracle advice you or you decide before/during RFP preparation/ how to implement the module interpreted from the data 46.3% of respondent responds respond implementer of the new system that is Oracle advice regarding how to implement the modules on their parts. Likewise from the interview side i.e. Managerial employees also agree on this but modules that have related nature and their own dependency is briefly known by the enterprise workers. In addition to that 41.3 of the respondents respond issues that strengthen oracle strongly advice phases of implementation on the area of HRM modules. The remaining 7.6% of the respondents view point were opposing that the oracle phase by phase implementation advice was restricted and not brief and 5% of the respondents were neither support nor oppose the issues that asked as question.

To sum up these view point before any implementation were starts vender of ERP system shows the direction of how to implement due to the broadness of the enterprise manual work in to one organized and centralized database. But specifically which specific module is directly link and support each other was better understanding by the hand of Ethio-telecom workers than that of the implementer.

When we return back to the question that forwarded to the respondents regarding modules or divisions that are not functional after completion of them due to divisions that are not completed or needs time to fish the unfinished division. Depending on the reflection from the respondent 55% of questionnaire response and 6 manager's from 8 i.e. 75% view point where there are many divisions not effective or functional after they are completed. Additionally 30% of the respondents respond issues that strengthen the 55% and 75% s view point. From the remaining 8.8% respondents oppose or against of them and explains their issues on the space provided if any was brokenly these finished modules or divisions do something not set as zero effect till the respective nature division completed. And 6.3% of the respondents respond on the middle of the way i.e having neutral idea.

Depending on the above interpretation majority of the respondents respond nonfunctional modules or divisions can observed after completing their part due to incompleteness of divisions having similar natures. This issues also strengthen by the managerial employee's interview time. (Say for example payroll module needs data from PMS module to calculate bonus).

Similarly there also similar nature question on the functionality of modules but dividing in separate phases of implementation were made unconsciously. First phase implementation include unrelated nature divisions. So waiting of departments without function for long period of time due to dependency affects the enterprises effectiveness after implementation.

Additionally 43.8% of respondents and all most all managerial employees agree on divisions having similar natures or there is a direct link on data sharing better to implement in similar phases and directly interred in to production after completed. Likewise 42.5% of respondent support the 43.8% vie point. The remaining 8.8% respondents view point were until the project completed any mix of divisions in different phases have little effect on production. Out of that 5% of the respondents view point were out of the two side.

4.6 Flexibility of the system in the area of supervision relating to employees leave and time management.

Sensitive nature of the newly introduced ERP systems on HRM side were its leave and time management. In our country knowingly we have poor in this time of sensitivity specially time management. So who to mitigate this disparity after implementing this world and modern as well as sophisticated software in our human resource management. To make the judgment analyzing respondent feedback reaches to the argument.

Table 4.5

Summary of frequency table Flexibility

ITEMS	ATING(LIKERT SCALE)					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
All ERP modules (HRM, Finance, Procurement...) are flexible and user friendly	43.8	48.8	2.5	3.8	1.3	100
Any time capture device (like punch machine...) to use attendance management	51.3	41.3	2.5	3.8	1.3	100
Oracle Time and Labor offers a simplified way to submit, review, track and approve timecards	63.8	30	3.8	0	2.5	100
Oracle Time and Labor fully integrates with Oracle Payroll	63.8	28.8	1.3	3.8	2.5	100
Any late hours deductions practiced in your organization	51.3	36.3	5	3.8	3.8	100
All leave tapes in your organization are fully managed by the system	52.5	38.8	2.5	2.5	3.8	100

Source Primary data

Depending on the above summarized tables of frequency and interview of the manager's interpretation of the frequency table were on the question asked for the respondents as well as the managerial employees, regarding flexibility of ERP modules (HRM, Finance, Procurement...) 48.8% of the respondent viewpoints disagree /against the flexibility of the new ERP system on HRM specially. But all managers I already interviewed argues that against of the employees by forwarding the point of flexibility of the system was good and well but the yoke is our

organizations rule and regulation, national human resource management rules i.e. proclamation and so on. Similarly 43.8% of the respondents view point much the one on which 48.8% s response. 2.5% of the respondents' neutral view point and the remaining 6.1% employees respond against of the majority response.

By integrating the above interpretation deduce that flexibility and user friendly of the newly introduced ERP system challenged by some national and organizational rules and regulations as well as culture and norms the employees also their own impact on the system. 75% of managerial employees agreed on this. Through time these problems comes in to the control of the system they says specially the managerial employees.

Oracle Time and Labor automates the entire time and attendance record-keeping process and provides an intuitive, web-based interface for time entry and approval. It offers a simplified way to submit, review, track and approve timecards. At the same time, it helps you control costs and time worked, consolidate timecard information, and adhere to organizational time management rules.

For organizations requiring more automatic time registration, Time and Labor provides integration capabilities with salary payment. Respondents answers the question regarding time capture device (like punch machine...) to use attendance management in the organization were 51.3% of the respondent respond no time capture device practice and 41.3% also support and strengthen the response of no time capture device used in the organization. On the other hand around 5.1%respondenta oppose and against then and the reaming 2.5% employees either of the two viewpoints. But from managerial side interview respondent forward their observation there are specific areas practiced as a pilot divisions like call center there is time capture device using their log in to the computer as a signing an log out also as leaving of the office. So triangulation crated between the employee response and managerial interview result on this issues.

On the question of Oracle Time and Labor offers a simplified way to submit, review, track and approve timecards respondents respond their view point as 63.8% argues that there is a system but we cannot use effectively. There is a continuation of one of the existing practice. But one of the strong side of the newly introduced system was minimizing cost so as a modern world managing

attendance through paper and pen were not good. So oracle time and labor can accelerate time management of the enterprises. But the enterprise cannot use it similarly 30% of employees also support the majorities respondent vie points. From the remaining employees 2.5% responds against the majority of the employees and 3.8% employees view point were out of the two side's response. From this interpretation majority of the respondents viewpoints were against of Oracle Time and Labor offers a simplified way to submit, review, track and approve timecards or attendances.

Concerning the question that of full integration between oracle payroll and Oracle time management respondents forward their view point as 63.8% of the respondent responds there is no integration between time management of an employees and oracle payroll. Additionally all managerial viewpoints (from 8 managerial employees 7 of them) i.e. 87.5% also argues that there is no full integration of the two functionalities. Furthermore 28.8% of the respondents support the 63.8% of non-managerial and 87.5% managerial employee's response. From the remaining 1.3% neutral and 6.1% against of the majority response.

To summarize the interpretation features of ERP HRM functionalities can't be fully practiced causes the human resource management part in between the new system and the existing work structure and make the luck of clear direction on their work.

The other question asked for the respondents were late hour's deductions practiced in the organization. Depending on the data 51.3% of the repose indicates there is no any late hour's deduction in the organization. In addition to this 36.3% also support the response of 51.3% employees. The same thing happen during the intertie of the managerial employees. All most all of the managerial employees specifies that there is a functionality of the system that works about the maximum number of late hours exceed than 6 within the month system deduct one day salary from the employee at the end of the month. But organization cannot use by this functionality due to our country reality on time sharpness issues. On the contrary 7.6% of the respondents were against the majority and the managerial response, the remaining 5% of the respondents forward their viewpoints either of the two.

Finally, a question was raised about all leave types in your organization are fully managed by the system. Hence 90% of the respondents disagrees on the question. Additionally all managerial

employees also support ideas of the non-managerial respondents. And from the remaining 8% against and 3% of the respondents neither of the two.

Chapter Five

Summary, Conclusion and Recommendation

5.1 Summary of Findings

- Concerning the benefits realized by the company, more than half non managerial and almost all managerial employees of the respondents asserted that ERP system is not providing the expected benefits on the area of HRA for the company and employees as well.
- Regarding using manual and the new system to hinder the company efficiency in the area of HRA, respondents replied that still there are areas using the legacy manual work in addition to the newly introduced system. The company invest more for the new system but still use existing manual work that restrict or pick as a challenge for effectiveness. If employees are bogged down with inefficient and disjointed processes, it increases errors and takes time away from their more important core duties. For instance, your employees may be spending hours manually re-entering order information into the accounting and invoicing system, while other employees pull that same information. If any orders are canceled in the meantime, your employees have to sift through mounds of data to reconcile this information again. Such labor-intensive and manual tasks reduce the agility that your company needs to grow.
- Concerning cross functional integrations of HR divisions due to the implementation of ERP system, the respondent responds there is strong integration with in HRM divisions like payroll, recruitment and selection and PMS.
- Regarding phase by phase implementation respondents agreed on it was one part of requirement gathering and additionally the vender /implementer also advice regarding how to implement the modules on their parts, but modules that have related nature and their own dependency is briefly known by the enterprise workers.
- Regarding modules or divisions that are not functional after completion, the respondents respond nonfunctional modules or divisions can observed after completing their part due to incompleteness of divisions having similar natures. Similarly functionality of modules

but dividing in separate phases of implementation were made unconsciously. First phase implementation include unrelated nature divisions. So waiting of departments without function for long period of time due to dependency affects the enterprises effectiveness after implementation as well as strongly affect employee's day to day operation.

- Concerning the flexibility of ERP system area of supervision relating to employees leave and time management majority of the response 75% shows very sensitive nature of the system creates disagreement with respective managers. Due to this factors some functionalities like attendance management, leave management and late hours deduction managed by manually by disconnecting with system. It creates additional duty for the employee for whom to perform this.

5.2. Conclusion

The finding revealed as majority of the respondents believed that the implemented ERP system is not effective in transforming the existing HR manual working in to automated system and is not getting the expecting benefits from the system as well on the area of HRA. Hence, even though the company has already mentioned on paper as an objective to fully automate the working environment, it is not as such practiced yet.

Majority of the respondents (53.8%) believed that there are some HR functional areas that are utilizing both the manual as well as system based working methods. On top of this, majority of the employees also believe that the existence of both working methods is highly affecting the efficiency of the employees as well as the company also. This may be because the time consuming and energy taking nature of the manual working methods.

Apart from the mix up usage of the system the company efficiency has been disadvantaged due to not utilizing the entire feature of the system even if the system license has been fully procured. This means that, the company is not able to utilize all the features of the system due to different factors, but the major reason for this underutilization could be lack of expertise on the area.

Based on the finding, most of the employees respond (75%) that the system has not been fully customized in line with the process, policy and procedure and countries regulatory

framework as well. And this also contributes a lot for the mix-up utilization of both the manual intervention of a manual working process while the system is already there. In addition some routine activities create additional burden for the employees.

From the system user friendliness perspective, majority of the respondents believe that the systems user interface, the navigation panels and the navigation steps are not difficult to understand and work on it, but from the reporting perspective more than half of both the respondents believe that the reporting formats are difficult to understand

Regarding phases of implementation and flexibility on supervision area, in proper separation of departments during implementation unconsciously leads to keep some modules it without function waiting for others. Attendance and leave management very sensitive but easy when it managed by the system, but employees who have not punctual the system record fraction of minutes and add then goes to employees salary deduction at the end of the month. Dissatisfaction of employees leads to ineffective on their work areas, so this action was done offline.

Finally as an overall observation of the system, ERP implementation has supports the company by reducing the financial cycle time, decision making cycle time, procurement lead time and pay slip generation time. In addition it improves the efficiency of tracing employee's detail.

5.3 Limitation and Further research

The study is based on the existing scenario of the level and usage of ERP; but ERP can be further enhanced in future. Therefore Research should be conducted in future to know whether ERP is improving with changing time or not within the company.

Questionnaires were not returned on time because some of the employees were out of their principal work place for field works in relation to the on-going telecom expansion project. As a result, the response rate is to some extent negatively affected.

Some of the employees were not volunteers to fill the questionnaire because they are busy of their daily routine. Moreover, some of them seem bored of feeling lots of questionnaire from different researchers every year.

5.4. Recommendation

- To realize all the benefits expected from the system on HRA, Ethio telecom should exert all its effort to utilize all the features of the system from the already procured license, so that the intervention of manual working methods can be highly minimized and efficiency of employees and company in general can be enhanced consequently.
- In line with fully automation of the system in the area of HRA, policy procedure and countries regulatory framework should come to the newly introduced system other than the system come to our oldies enterprise procedures, memos and norms. Unless and otherwise the company cannot get the expected benefit from the automated ERP system.
- The finding of this research indicates that Phases of implementation done unconsciously leads to ineffectiveness of implementation. Having related nature and their own dependency should be considered before in ethio - telecom inters in to project implementation.
- Some important features of ERP system missed due to mismatch of our current practice and regulatory cases. But introducing worldwide system in to the organization needs changing of employees existing outlook in all side and makes capacity building on employees. Internationally practiced and effective systems get challenges in developing countries like Ethiopia because of only buying the new product with in existing culture and norms. Ethio Telecom should do a lot on employees deeply integrate with ERP systems especially in area of HRA. Unless and otherwise implementation of ERP looks only in paper other than in practice.
- And finally Ethio telecom need to revisit the reporting formats like (employee detail report, Leave carried over,..) report already defined in the system, this is mainly because any employees trough out the organization need to understand what exactly the report is saying without the support of others, but currently defined reporting formats are somehow complex and difficult to understand.

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**Addis Ababa University School of Commerce Department of
Human Resource Management
Questionnaire on Effect of Implementing ERP on Human
Resource Management in Ethio-telecom**

Appendix A

Dear Respondent,

The main objective of this questionnaire is to gather, data about the effect of implementation of ERP (Enterprise Resource Planning) on human resource management in ethio telecom for the partial fulfilment of the requirements of Masters of Arts in Addis Ababa University School of commerce

This questionnaire consists of two sections: Section I deals with the general profile of the respondent and section II covers major issues on the research area. The data you provide in this survey used for the stated purpose and it could be held confidential. The researcher appreciate your voluntary and valuable participation in this survey. The researcher thank you in advance for sharing your valuable experience and time in completing the questionnaire.

If you need any clarification you can contact me through; Tel +251912906018, e-mail address: tekleabch19@gmail.com

Note: No need of writing your name in the questionnaire.

Thank you very much for your time and cooperation.

Section I: General Information

Please put '√' in the box

1.1. Gender

Male Female

1.2. Age Group:

25 < 25-35
36-45 46 and above

1.3. Educational Status:

Below Diploma Diploma
BA/BSC Masters & above

Please if any -----

1.4. Your service year:

7 ≤ 8 – 15
16 – 24 25 and above

1.5. Which department are you working in?

Core Hr. Payroll
Recruitment & selection HRD

1.6. The position you hold in the organization

Staff Supervisor
Manager Officer
Other _____

Part II: Major issues on the research area

Please **circle** the alternative of your choice, the numbers below has been defined with their respective equivalent meaning to ease the questionnaire for each respondent. Hence;

1 = Strongly Disagree

2 = Disagree

- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. In what extent the current implemented ERP system is effective in transforming the existing HR manual working in to automated system in Ethio telecom?

Please read each statement carefully and show the extent of your agreement on the statements by **circling** the numbers in the column using the following rating scale (Likert Scale).

Where: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	STATEMENT	Scale				
		1	2	3	4	5
1.1	ERP implementation makes the working process of ethio telecom fully automated in the area of HRA.	1	2	3	4	5
1.2	The organization is earning the benefits expected from ERP implementation in the area of HRA	1	2	3	4	5
1.3	ERP advances HRA efficiency in the organization	1	2	3	4	5
1.4	ERP implementation on HRA contributes more in achieving company's vision.	1	2	3	4	5
1.5	ERP implementation in the company is the best solution in satisfying the stockholders demand (employees).	1	2	3	4	5
1.6	Redundancy of jobs and processes are reduced after ERP implementation on HR.	1	2	3	4	5
1.7	There are some HR functional areas still using both the manual and automated working system.	1	2	3	4	5
1.8	Using of both systems	1	2	3	4	5

	(Manual & automation) has been hindering the company efficiency in the area of HRA.					
1.9	ERP implementation enhances cross-functional integration of HR modules like (payroll, core HR, recruitment and selection PMS).	1	2	3	4	5
1.10	The company apply and utilize all the features of ERP system in the area of workforce management.	1	2	3	4	5
1.11	There is perfection in tracing detail of employees' data or history as required.	1	2	3	4	5

2. Issues about ERP implementation on HR modules (core Hr, payroll, Recruitment and selection, PMS)

Please read each statement carefully and show the extent of your agreement on the statements by **circling** the numbers in the column using the following rating scale (Likert Scale).

Where: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Ser.						
No.	STATEMENT			Scale		
2.1	ERP implementation on HR modules (core Hr, payroll, Recruitment and selection, PMS) are implemented in the same phase.	1	2	3	4	5
2.2	HR modules having related nature like absence and payroll PMS and payroll etc. were implemented in similar phase.	1	2	3	4	5
2.3	After first phase implementation all HR modules are not functional.	1	2	3	4	5
2.4	Modules ready for productions are waiting until the second round is completed.	1	2	3	4	5

2.5	All HR modules (core Hr, payroll, Recruitment and selection, PMS) implemented in one phase have better advantage than divided in phases.	1	2	3	4	5
2.6	Phase by phase implementation of the modules were part of your business requirement.	1	2	3	4	5
2.7	ERP implementer /vender/ i.e. Oracle advice you or you decide before/during RFP preparation/ how to implement the module.	1	2	3	4	5

3. Flexibility of the system in the area of supervision relating to employees leave and time management.

Please read each statement carefully and show the extent of your agreement on the statements by **circling** the numbers in the column using the following rating scale (Likert Scale).

Where: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Ser.						
No.	STATEMENT			Scale		
3.1	All ERP modules (HRA, Finance, Procurement...) are flexible and user friendly	1	2	3	4	5
3.2	Any time capture device (like punch machine...) to use attendance management.	1	2	3	4	5
3.3	Oracle Time and Labor offers a simplified way to submit, review, track and approve timecards.	1	2	3	4	5
3.4	Oracle Time and Labor fully integrates with Oracle Payroll.	1	2	3	4	5
3.5	Time and Labor provides accurate and consistent time related data to the Enterprise.	1	2	3	4	5

3.6	Time and Labor provides rapid time and absence entry through a daily, weekly or monthly calendar	1	2	3	4	5
3.7	Any late hours deductions practiced in your organization	1	2	3	4	5
3.8	Oracle time and labor is directly linked with oracle payroll.	1	2	3	4	5
3.9	All leave tapes in your organization are fully managed by the system.	1	2	3	4	5
3.10	System can align employees leave management to the demands of your organization.	1	2	3	4	5
3.11	System can increased employee engagement and satisfaction.	1	2	3	4	5

Please write down here; if you have additional issues that is not included in the questionnaire in relation with the effect of ERP implementation on Human Resource Management

.....
.....
.....
.....

APPENDIX B:

RESEARCH INTERVIEW QUESTIONS

1. In what extent ERP implementation enhances cross-functional integration of HR modules like (payroll, core HR, recruitment and selection PMS)?
2. Do you believe that first phase implementation of all HR modules are functional?
3. Do you believe that ERP implementation makes the working process of ethio telecom fully automated in the area of HRA?
4. Have you believe that the organization is earning the benefits expected from ERP implementation in the area of HRA?
5. How do you describe the flexibility of the system in the area of supervision relating to employees leave and time management?
6. What was the Impact of using both systems (Manual & automation) has been hindering the company efficiency in the area of HRA?