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Factors Influencing Employees' Perceived Productivity Following ERP System Implementation: The Case of Segon-Marill International Movers

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EXAMINERS' APPROVAL SHEET

We, the undersigned, members of the Board of Examiners of the final open defense by Alula Eliyas, have read and evaluated his research thesis entitled" **Factors Influencing Employees' Perceived Productivity Following ERP System Implementation: The Case of Segon-Marill International Movers**" and examined the candidate. This is, therefore, to certify that the research thesis has been accepted in partial fulfillment of the requirements for the master's degree of MA in Business Information Systems.

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DECLARATION

I, Alula Eliyas, declare that the thesis titled **"Factors Influencing Employees' Perceived Productivity Following ERP System Implementation: The Case of Segon-Marill International Movers"** is my original work. Under the guidance of my advisor, I conducted this research independently. This thesis has not been submitted for any degree or diploma at this institution or elsewhere. It was completed to meet the requirements for the Master's in Business Information Systems.

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Statement of Certification

This is to certify that this thesis titled **"Factors Influencing Employees' Perceived Productivity Following ERP System Implementation: The Case of Segon-Marill International Movers"** undertaken by Alula Eliyas for partial fulfillment of the requirements for the degree of Master of Business Information Systems.

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Addis Ababa University, Addis Ababa, May 2026

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Abstract

Enterprise Resource Planning (ERP) systems have become important tool for organization that are trying to improve their organizational efficiency and create coordination between different units of their organization, however so far only limited amount of studies have been conducted to examine the effect of ERP system implementation on employees perceived productivity in logistics and relocation companies specially in Ethiopian context. This study was conducted to examine the impact of ERP system implementation on employee's perceived productivity at Segon-Marill international movers. This study employs a mixed method research design, and it is guided by two theoretical frameworks the (DeLone & McLean, 2003) IS Success Model for examining for the quantitative component of the study and the Task-Technology Fit (TTF) Model (Goodhue & Thompson, 1995) for examining for the qualitative component of the study. For the statistical study 71 valid responses were collected from active ERP system users using questionnaire surveys and for the qualitative component 10 employees were interviewed after selected from all departments. The quantitative findings has shown that user satisfaction significantly and positively predicts employees perceived productivity (beta = 0.456, $p < 0.001$), and user satisfaction partially mediates the relationship between ERP quality dimensions and perceived productivity (indirect effect = 0.310, 95% CI [0.13, 0.51]) and the qualitative findings has revealed that there is partial task-technology fit at the company because of employees are still continue to use manual workarounds alongside the system and the system is still under continuous modification, considering this findings the study concludes that the ERP system quality dimensions collectively improves employees perceived productivity through user satisfaction but in order to get full productivity it is required to have better alignment between system capabilities and actual task requirements. And the finding of this study provides valuable information for Segon-Marill management and ERP System developing team and for future studies.

Chapter One

1.1 Background of the study

Information systems have become a fundamental part of how modern organizations operate and compete. Rapid advances in digital technologies such as mobile devices, the internet, social media, and e-commerce platforms have significantly changed the way businesses interact with customers, suppliers, and employees. Today, organizations rely heavily on information systems to process transactions, coordinate supply chains, communicate in real time, and respond quickly to changing customer demands. Across industries such as retail, logistics, banking, manufacturing, and services, firms use information systems to reduce operational costs, improve efficiency, manage large volumes of data, and support fast-paced business environments. As a result, investment in information technology now represents a substantial portion of overall business investment, reflecting its central role in daily operations and long-term organizational performance (Laudon & Laudon, 2016).

Beyond supporting routine activities, information systems are also critical for achieving key strategic business objectives. Organizations depend on these systems to enhance operational excellence, introduce new products and services, strengthen relationships with customers and suppliers, and improve the quality of managerial decision-making. By providing accurate and timely information, information systems reduce uncertainty and enable managers to allocate resources more effectively. They also help organizations gain competitive advantage by enabling faster responses, lower costs, and improved service quality compared to competitors. In many industries, the use of information systems is no longer optional but a requirement for survival, driven by competitive pressure, regulatory demands, and customer expectations. This growing dependence on information systems provides the foundation for advanced enterprise solutions such as Enterprise Resource Planning (ERP), which integrate multiple business functions into a unified system (Laudon & Laudon, 2016).

ERP systems are groups of software designed to operate in a client server environment. They process a large portion of organization transactions and rely on enterprise-wide data, allowing real-time access to information. ERP systems can also be customized for specific industries and can support multi-currency and multilingual functions. (O'Leary, 2000).

ERP systems provide a structured database that allows an organization to bring its major functions such as finance, accounting, procurement, sales, and manufacturing into one integrated platform. This integration makes the flow of information between departments clearer and more efficient, reduces manual reconciliation, and supports faster decision-making. (Bradford, 2015).

Early business software existed as separate, non-integrated systems and was expensive to implement. Later, the growth of business-to-business activities and the expansion of large databases, along with concepts like Supply Chain Management and Just-in-Time production, pushed enterprises to integrate their different software solutions together, which eventually led to the development of ERP systems. (Murthy, 2008)

The fundamental advantage of an ERP system is the creation of a unified data repository that can be accessed by different functions of an organization. This eliminates the need to store and update the same information in multiple departments. By capturing and providing data in a centralized manner, ERP systems reduce errors that come from maintaining duplicate records and make data access and modification easier for all departments (Bradford, 2015).

Furthermore, ERP systems support real-time availability of information. Once data is entered, it becomes immediately available for all authorized users across the organization. This reduces waiting time between departments and improves operational efficiency. For example, if the sales department schedules a job in the ERP system, other departments can instantly see all necessary details without needing to contact sales directly. This enhances communication and coordination across the organization (Bradford, 2015).

The logistics industry is a broad sector that manages the movement of goods and information from the point of origin to the final destination. Within this industry, Household Goods (HHG) relocation services represent a specialized segment that focuses on packing, customs clearance, transportation, import, and export of personal belongings such as household items, vehicles, artifacts, and even pets, both locally and internationally. This service requires a high level of care and coordination because it is designed to meet the unique needs of relocating families.

In this sector, the primary clients are diplomats from embassies and international organizations, expatriates, and employees of multinational companies whose roles often require frequent inter-

national relocation with their families. To meet the expectations of these clients, efficient communication, timely updates, and accurate documentation are essential. As a result, companies operating in this segment increasingly depend on integrated technologies such as ERP systems to enhance workflow management, coordination, and overall service quality.

Segon Marill International Movers operates within this specialized personal-effects logistics sector. introduced its current ERP system in 2023 G.C. Before this, the company used small automation tools that mainly supported the sales and Finance department, while other departments such as HR, logistics, operations, and finance carried out most tasks manually. For these teams, the ERP system is their first exposure to a full organizational automation platform.

The system was developed locally, and because the company's service processes are unique, several functions did not initially match the organization's workflow. As a result, the system required continuous adjustments, and new modifications are still being added. Since the ERP is new for many employees and the functions are still evolving, the organization has faced challenges related to user adaptation, system functionality, and overall system integration across departments.

1.2 Background of the Company

Segon-Marill International movers is a relocation and logistic company established in 2000 G.C in Addis Ababa, Ethiopia. Currently the company has become one of the most recognized local and international moving and mobility service provided, over the past two decades, Segon-Marill has built a reputation for delivering reliable and professional solutions for individuals and organizations.

The company's mission is to provide smooth and stress-free relocation service by focusing on innovation, service quality and customer satisfaction and the company has a mission of becoming African most trusted, reliable and premium service provider by the year 2030 and the company operates on core values such as reliability, customer focus, teamwork, and excellence.

Segon-Marill provides a wide range of services including international personal effect moving such as house hold goods and vehicles, local residential and office goods relocation, record man-

agement, storage service, packing, customs clearance, transportation, global mobility and fine art and pets handling and moving services by coordinating with international relocation networks.

Segon-Marill service diversified client bases including, Embassy, NGO, Multinational organizations and individual clients, the company considering its long-standing experiences using of modern information systems like ERP helps it to strengthen its operations efficiency and service quality. This organizational background is important for the present study because the company introduced an ERP system that directly affects employees in various departments, making it a relevant setting for assessing the impact of ERP implementation on employee productivity and job satisfaction.

1.2 Problem Statement

Enterprise Resource Planning (ERP) systems are cross-functional business software solutions that integrate core organizational activities such as finance, logistics, human resources, and other key processes into one system. By integrating these activities, ERP systems are expected to improve efficiency, coordination, and overall organizational performance (Murthy, 2008).

At Segon-Marill International Movers the current ERP system was introduced in 2023 G.C to integrate operational activity between all departments of the organization. The system was locally developed by a company called Adwa INC, then the system was first implemented in sales and marketing departments after reviewing the system performance now the system is implemented and actively used by all departments of the organization namely sales and marketing, operations, logistics, finance and human resources, the system have become an important tool for supporting daily activities and communication within the company.

However because Segon-Marill provide specialized logistics services it has different operational activities compared to other standard business therefore due to this reason after ERP system was implemented multiple modification were needed so that the system can better fit the different operational activities of the company. This also differ from most ERP studies in Ethiopia which has focused on large commercial ERP systems like SAP and Oracle that are already tested and stable at the time of study.

Before ERP system implementation only sales and Marketing have prior some levels of automation use experience. Sales and marketing were using outsourced system called Quick Move for quotation preparation and reporting and finance department was using SAGR for financial activities and these systems were not integrated and communication between departments was using emails, phone calls and manual follow ups and this has created communication delays and lack of efficiency in coordination.

The newly implemented system has improved this by coordinating operational activities and providing real time information sharing between departments, however for department like HR and logistics this system was there first exposure integrated system and there was some from employees and preference to continue using the previous manual communication method furthermore since them system was under continues some of the systems functions were not fully aligned with employees' daily tasks.

Because of these reasons even though the ERP system is implemented employees are not fully using the system as expected, and this has created uncertainty about whether the system has actual improved employee's productivity. It is possible that the system quality may be good but if it does not fit the tasks that employees are performing or if employees are not satisfied with the system the expected productivity may not be achieved.

After reviewing previous studies ERP system has been widely studied and most studies in Ethiopia has focused on Organization level outcome such as operational efficiency, financial and organizational performance, in some studies even though the studies were on organizational level impact, such as ERP system impact on organization revenues and cost minimization data was collected through questionnaires from employees. Very few studies have treated employees own experience as the main outcome of the study.

Furthermore, most ERP studies in Ethiopia have been conducted on banks public institutions, and large state-owned enterprises. And no study was found that examines ERP system implementation and employee productivity in a private logistics and relocation company like Segon-Marill. This is important because logistics operational activities are non-routine and coordinated

tasks that may create a different kind of relationship between the ERP system and employee productivity compared to banking or other public sector settings.

The reason why high amount of ERP studies is conducted in banking and public sector is due to this large organizations are the first to implement major ERP system in the country sometimes with the support international donors. Private companies including specialized logistic service providers have adapted ERP system more recently and with less institutional support compared to the large public sectors, therefore due to this reason privet companies have received almost no academic attention on effect of ERP system implementation and how the system affect employee's productivity.

Based on the review productivity is mostly measured in general and employees perceived productivity is given lower attentions, which reflects how employees themselves feel about how the system helping them work faster, reduce errors, and improve coordination. This distinction is important in organization like Segon-Marill where the system is still evolving and where employees are adapting to it at different rates.

Therefore, there is a need to study how ERP system quality, user satisfaction, and task-technology fit together influence employees' perceived productivity. This study aims to address this gap by examining the impact of ERP system implementation on employees' perceived productivity in the case of Segon-Marill International Movers.

1.4 Research Question

General Research Question

1. What factors influence employees' perceived productivity following ERP system implementation at Segon-Marill International Movers?

Specific Research Questions

1. How do ERP system quality dimensions (system quality, information quality, and service quality) influence user satisfaction?
2. How does user satisfaction influence employees' perceived productivity?

3. How well does the ERP system fit employees' tasks, and how does this influence their perceived productivity?

1.5 Research Objectives

General Objective

The main objective of this study is to investigate the factors influencing employees' perceived productivity following ERP system implementation at Segon-Marill International Movers.

Specific Objectives

1. To examine how ERP system quality dimensions (system quality, information quality, and service quality) influence user satisfaction.
2. To assess the effect of user satisfaction on employees' perceived productivity.
3. To evaluate the extent to which the ERP system fits employees' tasks and how this fit influences their perceived productivity.

1.6 Significance Of the study

This study is important because it examines the impact of ERP system implementation on employee's perceived productivity at the Segon-Marill International Movers. As mentioned on the problem statement section the company has introduced ERP system to better manage operational activities and integrate information flow and communication between all departments of the organization, however after system implementation no assessment has been conducted to evaluate its impact on employees, therefor the findings of this study will provide an insight on whether the system is improving work processes or if there are challenges that need to be addressed. Beyond the organizational level benefits this study also makes a broader academic contribution. It is among the first studies in Ethiopia to examine ERP implementation and employee perceived productivity specifically in a private logistics company using a locally developed ERP system. Most existing studies in Ethiopian have focused on banks and public institutions, which means this study contributes something new to Ethiopian IS literature.

Practical Significance

The finding of this study will help Segon-Marill managements to understand how the ERP system is affecting employee's productivity, it will also help them to identify potential drawback and challenge that might be affecting employee's productivity and provides recommendations and insights for guide for improvement. This study will also help to guide future system enhancements, training needs, and organizational change strategies.

Theoretical Significance

Although this study mainly practical, the findings also add value theoretically by adding additional contribution by filling identified gaps on ERP implementation and its impact on employee's productivity in the context of logistics companies in Ethiopia, it may also serves as a reference for future studies that are focused on similar topics and related industry.

1.7 Definition of Terms

Enterprise Resource Planning (ERP) System – refers to a system that connects different department and operational activities of a business in to one shared platform. For this study ERP system referees to locally developed system that is currently actively used In Segon-Marill to manage activities such as quotation preparation, job scheduling, logistics coordinating, stock management and reporting.

ERP Implementation - This refers to the process of installing, configuring, and putting an ERP system into active use within an organization. In this study ERP system implementation refers to the introduction and deployment of the ERP system at Segon-Marill International Movers and how it has changed the way employees carry out their daily work activities.

System Quality - This refers to how well the ERP system performs technically in terms of its reliability, speed, accessibility, and ease of use. For this study system quality is one of the independent variables and it is used to measure if the technical performance of the ERP system influences how much employees are satisfied with the system.

Information Quality – This refers to the information generated by the ERP system and it measures how much accurate, complete, on time, and useful it is. And for this study it serves as independent variable and it help to understand if the information employees receive using the system is helpful and reliable enough to support their daily work activities.

Service Quality - This refers to the level of support, training, and technical assistance that employees receive from the organization related to the ERP system. In this study service quality is one of the independent variables and it measures whether employees feel they are properly supported when they have problems with the system or when they need guidance on how to use it.

User Satisfaction – this refers to how employees fell about the ERP system based on their experience of using the system and user satisfaction is used as a mediating variable in this study and it sits between the quality dimensions and the system final out put which is perceived productivity.

Perceived Productivity – This refers to how employees feel about the ERP system and it measures if the employees believe the system helps them work more efficiently, complete tasks faster, reduce errors, and improve coordination with other departments. For this study perceived productivity is the dependent variable and it is the main outcome of this study

Mixed-Methods Research – This refers to a research method that combines both qualitative and quantitative method, for this study mixed method design was used because understanding employees productivity requires both statistical and in depth understanding using questionnaires and interviews.

Mediating Variable – refers to a variable that connects the dependent and independent variable and helps to explains how and why the independent variable affects the dependent variable for this study user satisfaction is the meditating variable because it explains the relationship between the ERP quality dimensions and employees perceived productivity.

1.7 limitation of the Study

This study is limited to studying the impact of ERP system implementation on employees' perceived productivity at Segon-Marill international Movers in Addis Ababa and the study is focus

on Employees of the company who used the ERP system in their daily activities. Employees who do not use the system were excluded from the study. From the distributed questionnaire 71 completed responses and data collected from 10 employees by interviewing them were used for the final analysis. Additionally due to time, resource and accessibility constraints the study is limited to one organization in one geographical area.

One of the limitations in this study is that productivity was measured based on employee perception only. There were no objective preformation indicators used in the study since this study examines how employees perceive the ability of the system to make them work faster, avoid mistakes, coordinate and perform their activities more efficiently. Objective productivity metrics such as time needed for task completion, number of mistakes, production output, and financial results were not included in this study, which means that its results will reflect employees' subjective perception only. Considering this future studies should combine employee's perception and objective data to get more complete image on the effect of ERP system implementation.

A second limitation of this study is related to the sample size even though the quantitative sample of 71 respondents met the minimum requirement recommended by Hair and colleagues (2010) 10 respondents per predictor variable for regression analysis. For more conservative requirements recommended by Tabachnick and Fidell (2013) the sample size of this study fells slightly below the requirement and this may have limited the statistical power available to detect the individual effects of system quality, information quality, and service quality on user satisfaction, which is reflected in the non-significance of H1, H2, and H3 in the regression model. Information quality in particular came very close to significance at $p = .058$, suggesting that a larger sample may have produced different results for this variable.

1.8 Organization of the Study

Chapter One: Introduction

This chapter describes background of the study and the organization, and discuses ERP systems and their role in supporting organization operation and explains problem statement, objective, research questions, limitations and significant of the study.

Chapter Two: Literature Review

This chapter reviews relevant literature related to ERP systems, employee productivity, and information systems, furthermore it provides review of key theoretical models and presents an empirical review from previous studies, then after this reviews this chapter concludes with the conceptual framework that guides the study and highlights the identified research gap.

Chapter Three: Research Methodology

This chapter explains research design and methodology used for the study and it describes the research approach, target population, sampling technique, data collection instruments, and data analysis methods and ethical consideration.

Chapter Four: Data analysis and Interpretation

This chapter present result of data analysis using descriptive, inferential statistics and thematic analysis after that the findings are discussed in relation to the research objectives, hypotheses, and existing literature, by focusing on how ERP quality dimensions influence user satisfaction and employees' perceived productivity.

Chapter Five: Summary, Conclusion, and Recommendations

The final chapter presents the main findings of the study and draws conclusion based on the result then it presents practical recommendations for Segon Marill managements and ERP system developers and gives limitation of the study and suggestion and direction for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction to Information Systems

Information technologies have become the main tool for how organization run their business and execute daily activities different sectors such as retail, finance, insurance, manufacturing and logistics now uses different IS systems to manage their operational activities organization use this systems to improve how woks are done, and for faster communication between employees, supplier and customer and for making better decision using real time information, for instance well known organizations such as Walmart, Apple, and Verizon are good examples if implemented correctly how information systems can improve service delivery, reduce operational costs, and customer satisfaction (Laudon & Laudon, 2016).

Currently information systems are very closely tied to how business perform, many organization invest on information system to grow their business and also to stay competitive in the market. From different type of information system products Enterprise Resource Planning systems are one of the most used system due to its ability to connect different function of one organization together in to one shared platform compared to other simple software tools that serves only one functions of an organization, ERP system helps to bring together finance, logistics, operations, sales, and HR into a single integrated environment due to this ERP system have become an important tool for organizations that helps them manage complex operational activity and coordinates activities across multiple departments,

2.2 Enterprise Resource Planning (ERP) System

Enterprise Resource Planning system is an integrated software that connects different functions of one organization in to one single platform Instated of different function of one organizations use its own systems an ERP system helps to link all activity together and enables all units like finance, logistics, operations, and HR work from one shared system. Each part of one ERP system is called modules and they are designed to support one specific business activity but all models

work together to give employees unified information source and managements a single complete view of what is happing across the entire organization functions. (Ganesh et al., 2014)

Deloitte Consulting (1999) describes ERP as package software that enables organizations to integrated if activities, help employees to share a common data and access information in real time. Zaveri (2010) also explains ERP as a full business managing system that Is designed to hold organization information sequence, link different process automatically and make real time data available to ERP system users simply ERP helps to combine disconnected sources and allow employees and managers to have a single accurate and up to date information in one place.

ERP systems are a unified system that supports different functional areas including finance, inventory, procurement, customer management, production planning, and human resource management by keeping all data in a central database. Compared to older stand-alone systems, ERP are designed to unify information movements within organizations and reduce double work, improve coordination and help managements for faster decision making. (Shanks et al., 2003; Sumner, 2014)

2.3 Evolution of ERP

During the 1960s, many manufacturing industries began developing simple software which helped line supervisors to track raw material and basic inventory activities, overtime these basic tools developed to Management Requirement planning (MRP) systems which enabled manufactures to prepared production schedules more accurately.(Bradford, 2015).

By the 1980s, by connecting different manufacturing functions starting from production planning phase to the delivery of finished goods MRP expanded to MRP II, and this shift marked the beginning of integrated system.

In early 1990s, MRP II further evolved to Enterprise Resource Planning System (ERP) when the system started to manage resources across the entire organization. In the 2000s, ERP continues to grow to the newest version of ERP II by incorporating additional tools such as logistics supply chain management, customer relation management and product life cycle management systems, as a result, ERP systems today provide organizations with broader functionality and better support for decision-making across multiple business areas.

2.4 Business Benefits of ERP

ERP system if they are implicated correctly the provide a wide range of benefits, the most important benefits of ERP system is its ability to connect information across different function of an organization so that activities in sales, finance, logistics, customer service, and duplicate activities are no longer managed through separate and disconnected tools. When a company uses one shared system it helps to information flow faster, creates more coordinated system and managers can make rapid decision based on current available and complete data. As per Mary Sumner (2014) using ERP system leads to shorter delivery, financial processing time, improved business responsiveness.

From operational point of view the main benefit of ERP system is it helps organizations process transactions and day to day activities faster. It also help to minimize repeated tasks and speed up activities such as customer order delivery, quotation preparation, and financial reporting and since employees do not have to move information between different systems manually, work gets done faster and with fewer errors.

From a financial point of view ERP system helps organizations to minimize operating costs by minimizing inventory levels, and faster Accounts receivable and payable processing and leads to improved cash flow, studies from different countries have also shown that ERP can help to improve order processing accuracy and the time it takes to complete financial tasks (Sumner, 2014).

ERP systems also benefits organization by improving customer and suppliers interaction with them, lead time become shorter, overall service quality improves, and employees can be able to track customer history, orders, and status easily. Suppliers also receive real time updated information this helps for coordination and reduces miscommunication between parties.

ERP system in addition to the above benefits it can also support long term strategic decisions because when accurate information is always available managers and other higher level decision makers can make faster responses for any kind of business environment changes. It also help to make business more standardized which help to improve consistency across organization and decrease risk of errors caused by different departments working in different ways.

2.5 ERP Products

There are many ERP system providers in the world that provides different type of ERP system depending on the sixe of the organization and the industry it operates, the most commonly used ERP systems are SAP, Oracle, Microsoft Dynamics, and older ERP system like PeopleSoft. Even though PeopleSoft has been acquired by Oracle, many organizations still use it because well changing established ERP systems takes time, higher cost and disrupt operational activities (Ganesh et al., 2014).

SAP is considered as one of the most powerfully ERP system internationally it started with earlier versions like SAP R/1 and R/2 and since then it has grown in to more advanced platforms like SAP Net Weaver and this updated version supports integration with other software and it enables organizations to customize modules to match their specific operational needs. The other major ERP system Oracle is mostly used for its Oracle E-Business software which contains finance, supply chain, customer relationship management, and HR modules. Microsoft Dynamics is adorable option for small and medium sized organizations and it is easy to customize and available in many languages, PeopleSoft now under Oracle but is still used in organization that needs strong HR and financial management features (Ganesh et al., 2014).

It is also important to take into consideration that not all organization uses readymade ERP products some organization specially operating in specialized sectors or small and medium sized organization might choose to develop their own ERP system either by using internal IT teams or working with software developers, this option give organizations the options to design, features, and workflow based on how the business actually works rather than forcing their business adapted and outsourced software. In the case of Segon-Marill International Movers, the ERP system currently in use was developed locally and customized specifically to fit the company's household goods logistics and international relocation operations, which are quite different from the manufacturing or retail contexts that most standard ERP systems are built for.

2.6 ERP in Logistics

In logistics and supply chain sector ERP plays important role by coordinating flow of information and materials across different activities, even if the current ERP systems looks complex

they are still based on the same basic planning logic of identifying what is needed, what is currently available, what needs to be sourced and what is actually required this coordination supports smooth coordination between departments and organizations in the supply chain ERP systems helps to calculate this requirements quickly and share information with employees, customers, suppliers and other stack holders in real time, (Ptak, & Schragenheim, 2004).

Furthermore getting a good level of services in logistics depends on having accurate data and willingness to transform from older paper based and inventory focused way of working to move towards more demand driven ways of operation, for a company in the personal effects logistics Sector such as relocation, packing, and international moving ERP systems helps them to tack customer shipments, monitor required documents, manage schedules and make sure all departments are working using real time accurate information this helps organizations to reduce delays and communication gaps that could have slowed down operational activities and affect customers satisfactions.

2.7 Productivity and ERP Systems

Productivity refers to how efficiently and effectively one organization uses it resources to achieve its organizational goals, one organization is considered productive when it performs it organizational activities without wasting resources and time. For organizations that are service based their productivity depends on the experience of customers because how well employees work directly affect customers feeling about the service, they receive Robbins and Judge (2013) show this connection clearly by demonstrating how even small improvements in employee attitudes can led to higher customer satisfaction and increased revenue.

Traditional productivity is measured using measures such as how many orders were taken or how much time was saved, but perceived productivity is about how employees themselves feel about their ability to work efficiently. In organization that uses ERP systems this significantly matter because employees uses this systems to complete their tasks, therefore their personal view of weather the system makes tasks easier, provides better access to real time information reduce double work and improves they communicate between different departments is an important indication that weather they system is providing the service it was intended to deliver, in many

when the system is new employees starts to feel more or less productive before the actual number changes because of this reason measuring perceived productivity gives useful information about how well the ERP implementation is going and whether any system improvements or additional training are required.

Theoretical Framework

2.8 Review of Information System Models

Over the years many theoretical models have been developed that helps to explain how information systems are evaluated inside organizations, some of this models focuses on why employees decide to use IS technologies in the first place, while other models looks at what happens after the system is implemented and whether the system is achieving it intended goals and for this study which is impact of ERP system implementation on Employees perceived productivity at Segon Marill International movers, choosing the correct theoretical model is very important because the model has to explain whether the system actual fits employees work, whether it works well and whether it helps employees perform better.

Therefore this section will review the most widely used and cited information system models, including the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), the DeLone and McLean IS Success Model, and the Task-Technology Fit Model (TTF). And for each model this section will explain the purpose of the models their limitations, how the models have been used in other studies and explain why they were not used for this study, then explains why the D&M and TTF models were selected as the theoretical framework and how the two models work together for this study

2.9 Technology Acceptance Model (TAM)

The Technology Acceptance Model was developed by Fred Davis in 1989 and it is one of the most widely used model for information system studies, this model was developed using Ajzen and Ajzen and Fishbein's Theory of Reasoned Action but it was adapted to explain why peoples choose to use or avoid new technologies, the basic idea of TAM model is people are more likely to use a technology if they believe it will be useful to them and it the system is easy to use, there-

fore this two believe perceived ease of use and perceived usefulness will influence users attitudes towards the system and affect their decision making to use the systems,

Perceived usefulness s about whether a person believes the system will help him do his job better on the other hand perceived ease of use is about how much effort is expected from them to use the system effectively, TAM is one of the most adapted model to examine why employees accept new technologies after they are implemented, different studies have used this model in manufacturing, healthcare, education, and public sector organizations, studies and have concluded both both perceived usefulness and ease of use are important predictors of whether employees accept and use the system (Amoako-Gyampah & Salam, 2004; Bueno & Salmeron, 2008).

The main limitation of TAM model is that is mainly focused on whether employees accept and intend to use a technology the model does not explain what happens after employees start using the technologies specifically whether the system actually helps them perform their task better or help them improve their productivity, TAM model do not have the mechanism to measure system quality, information quality and service quality, and since this study is focused on the impact of ERP system implementation on employees perceived productivity TAM model will not address the basic needs of this study.

2.10 Unified Theory of Acceptance and Use of Technology (UTAUT)

The UTAUT model was developed by Venkatesh and colleagues in 2003 after reviewing eight different technology acceptance models, including TAM and the Theory of Planned Behavior. The goal of this model was to bring the strong elements from those models in to one single framework based on this a model was built around four main constructs which are performance expectancy, effort expectancy, social influence, and facilitating conditions.

Performance expectancy refers to whether the users believe the system will help them to do their job better similar to perceived usefulness from TAM model. Effort expectancy measures how easy or difficult the system is to use, social influence measures the effect of how people around user like colleagues, manages and the organization affects how they feel about using the system. And Facilitating conditions measures whether the technical and organizational support needed to use the system are provided UTAUT also includes four moderating variables gender, age, expe-

rience, and voluntariness of use this helps to explain why the model's relationships play out differently across different groups of employees.

UTAUT has been used in ERP research to understand employee resistance and acceptance during implementation, where social influence and organizational support play big roles (Taiwo & Downe, 2013; Gupta et al., 2019). It gives a broader view than TAM because it includes the social and organizational context around technology use.

Like TAM, UTAUT is mainly focused on measuring whether employees will use a system and under what kind of conditions and It does not measure the outcomes of using the system and identify if employees become more productive and they are satisfied with the system, or whether the system fits the tasks they need to perform. Since the focus of this study is on productivity outcomes after ERP implementation, UTAUT on its own does not provide the right framework.

2.11 DeLone and McLean IS Success Model

The DeLone and McLean IS Success Model was first published in 1992 and updated in 2003. It is one of the most widely used framework and it was developed after reviewing large number of previous studies on IS and after organizing the different ways IS success had been measured into six related categories namely system quality, information quality, system use, user satisfaction, individual impact, and organizational impact. Their main arguments where these dimensions are not separate and they are connected to each other, quality dimensions influence user satisfaction which then affect outcomes with individual and organization level.

The 2003 model made two major changes first is adding of new dimension service quality and it was added to reflect the fact the level of support and assistance provided alongside the system is just as important as the technical quality of the system itself. And the second major change was individual impact and organization impacts were combined together and single construct called net benefits was introduced which is more flexible and can be applied at different levels of analysis. These changes has made the model more useful to modern IS studies,

The D&M model is useful for ERP research because it goes beyond measuring whether the system is being used it helps to understand how well they system is working how accurate is the in-

formation provided and how well is the support employees receive, how satisfied are they with the system and finally what benefit do they get by using the system, and these dimensions align with what this study is trying to examine. A number of ERP studies have validated the model as an appropriate tool for evaluating ERP success across different contexts (Ifinedo, 2008; Petter et al., 2008; Urbach & Muller, 2012).

Even though the D&M model covers many important dimensions of IS success it does not

Measure whether the system fits the tasks that employees required to do, it is possible for a system to have high quality and satisfaction result but it might not match what employee's needs in their day to day activities. This is a real concern in ERP implementations, where a standardized system is applied across many different departments with different task requirements. To fill this gap, the TTF model is added alongside the D&M model.

2.12 Task-Technology Fit (TTF) Model

The Task-Technology Fit model was introduced by Goodhue and Thompson in 1995. This model have different perspective compared to acceptance models like TAM and UTAUT, this model instead of measuring whether employees are willing to use technology, this model measures whether the technology can support the task employees needs to perform. The main idea of this study is technology can only improve individual performance the there is a good fit between task requirements and what the technology provides, and for example the system is week when the system features are complex than the task requires employee performance could be affected even if the system is used regularly.

The model identifies three main factors that provide fit which are task characteristics, technology characteristics, and individual characteristics. Task characteristics refers to the type of work it is performed by employees like how routine it is or how varied it is and how independent it is compared to other compared to other activities the systems performs and how complex it is. Technology characteristics refer to the feature, functionality and capability of the system. Individual characteristics employee experience, skills levels also can affect how much can they the system to their tasks. When the capability of technology meets task demand strong task technology fit can be achieved and this leads to better performance.

The TTF model has been widely used in ERP studies because it helps to address the common risk that after ERP Systems are implemented the system may not properly support different type of task requirements from different departments of an organization, and many studies have confirmed that Task technology fit best predictor for system use individual performance in ERP Environment. (Dishaw & Strong, 1999; Klopping & McKinney, 2004; Awa et al., 2016). For this study TTF model is useful because Segon-Marill operates in a specialized logistics and relocation sector with unique operational requirements that a general ERP system may not fully cover.

While TTF model helps to explain task and technology fit it does not cover border IS Success dimensions that the D&M model address like system quality, information quality, service quality, and user satisfaction. A system can have good fit for the required task but still provides poor quality information or lack of adequate support which it could affect its contribution to productivity. For this reason, TTF needs to be used together with a framework that covers those quality and satisfaction dimensions.

2.13 Justification for Selecting the D&M and TTF Models

After reviewing the best available and most widely used information models this study adopts the use of DeLone and McLean IS Success Model (updated 2003) and the Task-Technology Fit Model (Goodhue and Thompson, 1995) as its theoretical framework. The decision to use both models together rather than separately was because neither model is sufficient on its own for this study.

The D&M model was selected because it provides a clear and comprehensive way for measuring IS success at the individual level. Its variables system quality, information quality, service quality, user satisfaction, and net benefits cover everything needed to assess whether the ERP system is delivering value to employees. The net benefits dimension is important for this study because it connects system quality and satisfaction directly to individual-level outcomes, which in this case means perceived employee productivity. The model has also been used and validated in many ERP studies which give a strong foundation for this study. For example Ifinedo (2008) applied the model in organizational settings in Nigeria and Estonia and found that system quality, information quality, and service quality significantly shape IS success outcomes. Ghani and colleagues (2021) also applied the model in a post-implementation ERP study among Malaysian

SMEs and found that user satisfaction mediates the relationship between quality dimensions and individual performance. These studies show that the D&M model works well in ERP contexts similar to this study.

On the other hand the TTF model was added to this study because it provides additional insight that is not provided by the D&M model for instance a way to examine whether the ERP system actually fits the specific activities performed by users. In many companies including Segon-Marill that handle specialized logistics and relocation services this is a very important question, because the ERP system was developed locally and customized to fit this unique business requirement, but it does not provide a guarantee that all department's activities have an equal level of task-technology fit. The TTF model provides a method to explore this through qualitative interviews, where employees can describe their actual experience of how well the system supports their daily work. This use of TTF is supported by prior research Dishaw and Strong (1999) found that task-technology fit significantly predicts individual performance in IS contexts, and Awa and colleagues (2016) applied TTF specifically in an ERP adoption study and confirmed that fit is a meaningful predictor of ERP performance outcomes. Do and Ohlsson (2018) also applied TTF qualitatively through interviews and showed that this approach captures depth of understanding about task-system fit that a survey alone could not provide, which supports the qualitative application of TTF used in this study.

Many researches have combined the D&M IS Success Model with the Task Technology Fit model in order to obtain a better insight into the success of information systems and their effect on user performance. For example, Yung-Ming Cheng (2019) proposed an innovative framework that combines both models for the purpose of examining continuance intention towards cloud ERP systems. According to the findings, system quality, information quality, and task technology fit had a significant effect on user satisfaction and user perception of the usefulness of the system, which led to the improvement of users' continuance intention to use cloud ERP systems.

Additionally the study conducted by Mohammed Alshamsi and Normalini Md Kassim (2023) combined the D&M model with the TTF model to identify factors affecting the adoption of Educational Management Information Systems. The results suggested that the information system

quality construct and the task-technology fit construct played an important role in the users' decision to adopt the system.

Therefore, by using the two models together they complement each other very well. The D&M model helps to explain what IS success looks like and how it connects to productivity using system quality, user satisfaction, and net benefits. The TTF model explains why some employees may benefit more from the system compared to others because fit with their specific tasks could vary. Therefore, by using both models together in a mixed design this study is able to measure ERP success outcomes quantitatively through the D&M framework and also measure task-system fit qualitatively through the TTF framework. This gives a completer and more honest picture of how the ERP system is affecting employees' perceived productivity at Segon-Marill International Movers.

2.14 Empirical Review

Several studies have examined Enterprise Resource Planning (ERP) systems implementations in different organizational context but most of the existing studies have focused on organization level impacts such as efficiency, operational performance, or financial results and limited attention has been given to employee level outcomes such as perceived productivity.

In Ethiopia ERP research has been largely focused on large public institutions and there is study gap in relation to implementation of ERP systems in logistics sector, with Fekadu (2021) provides a rare insight in regards to impact of ERP system on logistics sector by examining cloud ERP adaption at Ethiopian Shipping and Logistics Services Enterprise using integrated TOE, DOI, and Innovation Resistance framework, and the study found that relative advantage, trust, and employee IT skills have the only significant impact on user adoption, whereas organizational culture and how easily the system could be observed beforehand have limited impacts, therefore even though this study provides insight on ERP system adoption factors the study does not show its impact on employees perceived productivity and the study is conducted on large public enterprise and on well-established platform (Oracle Cloud ERP)

In additional study in Ethiopia on large public institutions for instance Gezahegn (2020) examined the effect of ERP implementation on organizational performance in selected public service

organizations, including Ethio Telecom, Ethiopian Airlines, and the Commercial Bank of Ethiopia. And the study has found out that ERP system implementation in finance, human resource and facility managements and the study has found that ERP implementation have positive impact on organizational performance although data was collected from employees through surveys the outcome measured were at organizational level, and individual employee productivity was not examined.

Shikur Ergicho (2021) investigated ERP implementation at the Commercial Bank of Ethiopia and his study found that ERP systems positively affect operational performance however impact on financial performance was not statistically significant and the study was focused on organization level outcomes. Similarly Feven Solomon (2023) conducted study on the impact of ERP system implementation on the bank of Abyssinia and her finding were system quality and information quality have significant effect on organization performance, however similar to previous studies the main focus of the study was on organization level outcomes and employees productivity and use perspective was not included in this study,

Two studies from Ethiopia had conducted a research that ate closer to employee level but still did not measure perceived productivity Tsehayu (2022), in a study at commercial bank of Ethiopia, examined the effect of ERP implementation on human resource management effectiveness. Based on this study findings has indicated that ERP systems improves HR process processes such as payroll management and personnel administration, the study has also revealed that user satisfaction contributes to productivity indirectly through HRM effectiveness,

Abebe (2021) in his study examined the mediating role of computer self-efficacy in the relationship between perceived ease of use and attitude towards ERP system usage among employees of the commercial bank of Ethiopia and the study has found out perceived ease of use positively influenced computer self-efficacy then it leads to improved employees' attitude towards using ERP system. Therefore, this confirms individual perception matter in ERP use but the study did not further explain how these perceptions affect employee's actual experience.

A study on ERP implementation challenges and effects at the Ethiopian Agricultural Transformation Agency (ATA) has also found that procurement, financial, and logistics management dimensions of ERP positively influenced organizational performance but HRM and inventory

management dimensions were not significant and got this study employees were surveyed and the dependent variable was organizational performance.

Furthermore when reviewing study conducted on implementation of locally built ERP systems Woinshet (2017), conducted her study on the acceptance of locally built ERP systems in Ethiopia using UTAUT model and the study has found out that that performance expectancy, effort expectancy, social influence, competitive advantage, cost effectiveness, and facilitating conditions were significant determinants of ERP acceptance but still the main focus of the study was acceptance behavior and did not examine what happens after the acceptance and whether using the system improves employees productivity.

Outside Ethiopia more studies have been conducted on ERP research on individual level outcomes with overall mixed findings For instance Kala Kamdjoug et al. (2021) conducted a study in Cameroon that measured the determinants of ERP user satisfaction and its impact on professional performance and The study has found that user satisfaction had a significant and positive impact on performance at individual level. And service quality and perceived usefulness were significant predictors of user satisfaction but information quality and system quality did not significantly influence satisfaction directly and this one of the few studies that used individual employee performance as the main dependent variable.

Ghani et al. (2021) examined ERP post-implementation effects in Malaysian small and medium sized enterprises using the DeLone and McLean model. And the study found our system quality and service quality had significant positive impact on employees' performance but information quality was not statistically significant and considering this the researcher has concluded that system usability and technical support are more critical for employees in small and medium size enterprise environments.

Hermawan (2019) in her study has found that ERP usage and usage satisfaction has helped employees to complete tasks efficiently and with fewer error and her study has shown clear individual level productivity benefit from usage of ERP systems. Additionally, Aksana et al. (2025) has showed that ERP quality factors improved user satisfaction which then influenced individual and organization level and this study confirmed the mediating roles of user satisfaction between ERP quality and performance outcomes.

All ERP studies do not find positive individual level result, for instance Qutaishat et al. (2012) conducted a study on three telecommunication companies in Jordan and found that ERP system improved service quality and innovation but it did not significantly enhanced employees productivity. The researcher concludes that there is limitation on providing trainings and difficulty on adapting the system and this study has showed ERP system implementation alone does not leads to improved individual productivity.

Xulu and Suknunan (2020) examined ERP implementation in a manufacturing organization and found that user expectation and satisfaction strongly influence employees productivity, but the study could not demonstrate improvements on actual employees productivity additionally in a study from Kenya found that only organizational change and business function integration were predictors of individual level productivity while ERP related variables explained only 13% of variation in employees productivity, this suggest that individual level productivity depends on many factors in addition to ERP system.

Sykes et al. (2014) in their study have provided an additional perspective on social advice network and how employees can help each other with software and workflow could significantly affect individual job performance after ERP implementations, this shows success of ERP system is not only influenced by system quality but also how employees help each other during and after the implementation of ERP system.

2.15 Research Gap

After reviewing existing literatures although ERP systems have been widely studied, there are still important gap that this study aims to fill. The gaps are divided in to three levels the context of the study, the type of ERP system, and the variables and model used.

The first identified gap was context most ERP studies in Ethiopia have been conducted in large public institution, commercial banks, and large state-owned enterprises such as Ethiopian Airlines, Ethio Telecom, and the Commercial Bank of Ethiopia. Almost no study was found that examined ERP implementation and employee productivity in privet logistics and relocation companies in Ethiopia, this is important gab because logistics companies have different kinds operation compared to banks or other large governmental organizations, works in logistics includes

involves non-routine tasks, high levels of inter departmental coordination, and direct interaction with customers at different stages of a moving process. And this unique characteristic may create different kind of relationships between the ERP system and how employees experience productivity.

The second identified gap is to the type of ERP system almost all of ERP studies in Ethiopia have examined commercial readymade ERP systems such as SAP and Oracle, this are large international systems that comes with standardized features and have been tested many times before, but the ERP system at Segon-Marill is different because it was locally developed and still under continuous modification to fit organization work flow and the only study in Ethiopia that conducted a study on locally built ERP system is Woinshet (2017), which examined acceptance using the UTAUT, this study did not further explained what will happened after the system adaption specifically whether using locally developed ERP system improved employees productivity. This shows post ERP implementation using locally developed ERP system was not almost studied subject before.

The third gap is related to the variables and model used, even after reviewing many international studies, perceived productivity which measures how employees themselves believe whether the ERP system helps them work faster make fewer errors, and coordinate better is rarely used as the main dependent variable make fewer errors, and coordinate better is rarely used as the main dependent variable and many studies had focused on measuring organizational level outcome or using objective level measurements, additionally although the DeLone and McLean IS Success Model says that user satisfaction is the key path through which system quality leads to net benefits, this mediating role of user satisfaction between ERP quality dimensions and employees' perceived productivity has mostly been tested in the Ethiopian context. And most studies in Ethiopia has used organizational level output as a net benefit,

Therefore this study will try to address these gaps by examining hoe ERP system quality dimensions system quality, information quality, and service quality influence employees' perceived productivity through user satisfaction as a mediating variable, in the case of Segon-Marill International Movers by focusing on a privet logistics and relocation company locally developed ERP

systems this study contributes evidence that is different from what has been done before in the Ethiopian ERP literature.

2.16 Conceptual Framework

This study uses a mixed method of research design and uses two complimentary models the De-Lone and McLean IS Success Model (2003), which guides the quantitative part of the study, and the Task-Technology Fit Model (Goodhue & Thompson, 1995), which guides the qualitative part of the study. The decision to use two models together reflects the nature of the research problem, to fully understand the impact of ERP system implementation on Employees productivity using the two model together is necessary because it requires an in depth investigation of how well the system fits the task that the employees are performing on daily basis Each model provided different insight and together they provide a more complete picture for the study.

The quantitative part of this study was built using D&M information success model, this model explains ERP system success using three quality dimensions namely system quality, which measures the technical performance and reliability of the ERP system, information quality which measures the accuracy, completeness, and timeliness of the information the system produces and service quality, which helps to identify the level of support, training, and assistance employees receive. Therefor for this study the tree quality dimensions are independent variables therefore as per this model the three variables together leads to user satisfaction dimension which measures how employees overall evaluation of the system and by postponing between the quality dimensions and final outcome this variable serve as a mediating variable. The dependent variable in this study is employees' perceived productivity, which refers to the extent to which employees believe the ERP system helps them perform their tasks more efficiently, reduces errors in their work, and improves coordination across departments.

The quality component of this study is measured based on the TTF model rather than measuring perception using survey response, this section of the study explores how employees feel about the fit between the task they perform and the ERP system The TTF model identifies two main inputs that determine the level of task-technology fit, task characteristics, which measures to the nature, complexity, and variety of the work employees perform and technology characteristics,

which measures the functions, features, and capabilities the ERP system provides. And when these two inputs are well aligned the model will show strong task and technologies fit and this will lead to better task and technology fits and the model predicts will lead to better individual performance. In this study, task-technology fit is treated as an additional explanatory variable that also influences employees' perceived productivity and is examined qualitatively using interviews.

Therefore as shown on the below conceptual framework diagram the two models approach perceived productivity from two different directions. On the left side, the D&M model (quantitative) shows how system quality, information quality, and service quality flow through user satisfaction to influence perceived productivity. On the right side, the TTF model (qualitative) shows how task characteristics and technology characteristics combine to shape task-technology fit, which acts as a direct predictor of perceived productivity rather than a mediating or moderating variable.

This means task-technology fit influences productivity directly through employees' actual ability to complete their tasks using the system, rather than through an intermediate variable such as satisfaction. When the system fits a task well employees are able to complete that task efficiently, and when it does not fit they resort to manual workarounds which directly reduces their efficiency, so the level of fit translates straight into the productivity outcome without passing through any other variable in between. Perceived productivity is located at center of the framework as the dependent variable, receiving explanatory input from both sides.

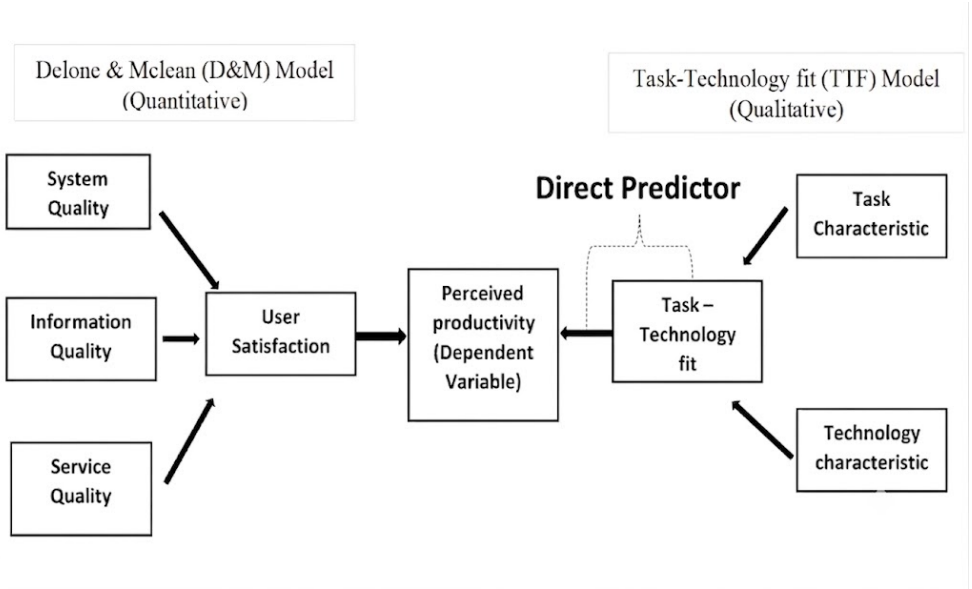


Figure 2.1: Conceptual Framework

Therefore the main concept of the left side of the framework is that ERP system preforms well if the system is fast, reliable and easy to use the system quality is said to high and If information that the system generate is accurate, timely, and relevant to employees' roles then information quality is high and If employees receive adequate training, technical support, and guidance then service quality is high. Then when all of this conditions are fulfilled for the ERP user he will be satisfied with the system and when employees are satisfied with the system they are more likely to report that the system has lead them to be productive. This chain of relationships is consistent with what DeLone and McLean (2003) proposed and has been supported by empirical studies in ERP contexts (Ghani et al., 2021; Aksana et al., 2025).

The right side of the framework is based on TTF model and the model argues that productivity is outcome of task and technologies fit, if the ERP system has the functions and features needed to match what employees actually need to do their jobs and if technologies fit the tasks then employees will naturally be able to work more effectively and efficiently. The qualitative data collected through interviews will be used to understand this fit from the employees' own perspective what tasks they perform, where the system helps, and where it falls short. This kind of in depth, contextual understanding cannot be captured through survey responses alone this is why a qualitative approach is appropriate for this part of the study.

Therefore by using both models together in a mixed method is necessary to meet the objective of this study, the D&M model shows whether employees are satisfied with the system and leads them to better productivity but it does not explain whether the system fits the specific tasks employees perform. The TTF model fills this gap by examining fit directly from employees point of view as the same time since TTF model alone does not capture the role of quality dimensions and employees satisfaction toward the system Each model covers what the other model do not have and together they provide a theoretically grounded, methodologically coherent framework for studying how ERP implementation affects employee perceived productivity in this study.

2.17 Hypothesis of the Study

In order to achieve research objective and answer research question the below hypothesis has been formulated,

- **H1 System Quality and User Satisfaction**

According to the DeLone and McLean IS Success Model (2003) system quality refers to the technical reliability, accessibility, ease of use, and responsiveness of the system and This relationship has been confirmed in several empirical ERP studies. For instance, Ifinedo (2008) found out that system quality had a positive effect on user satisfaction for ERP users in companies operating in Nigeria and Estonia. Based on this theoretical and empirical evidence the following hypotheses are stated:

$H0_1$: System quality does not positively influence user satisfaction.

Ha_1: System quality positively influences user satisfaction.

- **H2 Information Quality and User Satisfaction**

DeLone and McLean (2003) suggest that information quality which shows the accuracy, completeness, timeliness, and relevance of information generated by the system directly impacts user

satisfaction because employees who receive reliable and useful information from the system are more likely to feel positive about the system. Qutaishat and colleagues (2012) found in their study of ERP users in Jordanian telecom companies that the quality of information produced by the ERP system was significantly associated with employee satisfaction. Based on this evidence the following hypotheses are stated:

$H0_2$: Information quality does not positively influence user satisfaction.

Ha_2: Information quality positively influences user satisfaction.

- **H3 Service Quality and User Satisfaction**

DeLone and McLean (2003) added service quality to their updated model after reviving empirical evidence that showed the level of technical support, training, and assistance provided have significantly affects how satisfied users are. Urbach and Muller (2012) confirmed in their review that service quality is a meaningful predictor of user satisfaction particularly in post-implementation ERP environments where ongoing support is critical. Based on this evidence the following hypotheses are stated:

$H0_3$: Service quality does not positively influence user satisfaction.

Ha_3: Service quality positively influences user satisfaction.

- **H4 User Satisfaction and Perceived Productivity**

The D&M model proposes that user satisfaction leads to net benefits at the individual level, which for this study it is operationalized as employees perceived productivity. This relationship has been supported by multiple empirical studies. For instance, Ghani and colleagues (2021) found that user satisfaction significantly predicted individual performance outcomes among ERP users in Malaysian SMEs. Based on this evidence the following hypotheses are stated:

$H0_4$: User satisfaction does not positively influence employees perceived productivity.

Ha_4: User satisfaction positively influences employees perceived productivity.

- **H5 Mediating Role of User Satisfaction**

DeLone and McLean (2003) propose that quality dimensions influence net benefits indirectly through user satisfaction, making user satisfaction a mediating variable in the model. Ghani and colleagues (2021) have tested and confirmed this mediation relationship in an ERP post-implementation context and they have found that user satisfaction significantly mediated the relationship between IS quality dimensions and individual performance outcomes. Based on this evidence the following hypotheses are stated:

$H0_5$: User satisfaction does not mediate the relationship between ERP quality dimensions and employees perceived productivity.

Ha_5: User satisfaction mediates the relationship between ERP quality dimensions and employees perceived productivity.

Chapter 3

Research Methodology

3.1 Research Design

This study uses mixed methods of research design by combining quantitative and qualitative approaches to fully examine the impact of ERP system implementation on employee's perceived productivity in the case of Segon Marill International movers. The decision to use mixed model was made by taking in to consideration of the research problem theoretical frameworks that guided this study The quantitative part of the study is built around the DeLone and McLean IS Success Model (2003) and it measures how system quality, information quality and service quality influence user satisfaction and finally perceived productivity. The qualitative part of the study was built around the Task-Technology Fit (TTF) Model (Goodhue & Thompson, 1995), and it explores how well how well the ERP system fits the task that employees perform, because this to question measures different types of data and different methods of analysis, a mixed-methods design is the most appropriate choice for this study.

The qualitative component of the study uses descriptive and explanatory approach, the description aspect is important because the study needs to describe how employee perceives the system and how it contributes to their day to day activities. According to Sekaran and Bougie (2016), descriptive research is used to describe the characteristics of variables in a given situation and helps researchers understand attitudes, perceptions, and behaviors within an organization. The explanatory aspect in addition allows the study further examine the casual relationship between variables and shows whether system quality, information quality, and service quality influence user satisfaction, and whether user satisfaction influences employees perceived productivity.

On the other hand qualitative component of the study is exploratory and it seeks to understand experiences in depth how employees describe the fit between the ERP system and their day to day activities, where they feel the system support their work well and where they fill there is a gap. As Creswell and Creswell (2018), a qualitative approach is appropriate when the researcher

wants to explore meanings, understand processes, and capture the perspectives of participants in their own words. Combining these two methods in one study allows for a more complete understanding of the phenomenon.

3.2 Research Approach

As described above this study uses a mixed method approach. This means data was collected and analyzed in two different but complimentary ways.

The quantitative approach was used to address the D&M model, quantitative research is used when the researcher wants to measure something in a clear numerical way and step by step test relation between variables As Cooper and Schindler (2014) explain, this approach helps answer questions like "how much" or "to what extent" by collecting structured data from all participants using the similar instrument. For this study a structured questionnaires were used to collected data from ERP users at Segon Marill, which was then statistically analyzed to test whether the quality dimensions of the ERP system influence user satisfaction and whether satisfaction leads to perceived productivity.

The qualitative approach was used to address the TTF part of the study, quantitative study is used when a researcher wants to understand a phenomenon from the perspective of those who are experiencing it, exploring meanings, context and processes that cannot easily be captured through numbers alone (Bryman, 2016). For this study interviewer were selected with small number, purposively selected of group of employees to understand how well the ERP system fits the task they are performing, the interviews take information about description of their work, explain how the system support them and challenges they face and this provided additional context that could have not been captured by a survey questionnaire.

Therefore the two approaches together allow the researcher to measure and understand the impact of ERP system implementation on employee’s perceived productivity the quantitative data will provide statistical evidence whereas qualitative data provides the contextual depth needed to interpret those relationships meaningfully.

3.3 Sampling Design

3.3.1 Population of the Study

Segon-Marill International Movers has 130 total Employees in all departments, however since the purpose of this study is to examine the impact of ERP System implementation on employees perceived productivity, employee who use the ERP system on their daily activity are target population of this study and based on the data obtained from HR 80 employees from all departments were identified as active ERP users and the employees are distributed across five departments including Sales and Marketing, Logistics, Operations, Finance, and People and Culture (HR). Only these employees were involved in the research because they are the once who directly interact with the ERP system and they can provide relevant and reliable data on how the system affects their perceived productivity.

3.3.2 Sampling Technique

By taking in to Consideration of the mixed-methods nature of this study, two different approaches were used for selecting participants one for the quantitative component and one for the qualitative component.

For the quantitative component of the study since the number of active ERP users were small and well defined a census approach was adapted and questionnaires were distributed to all 80 active ERP user employees. This approach ensures maximum coverage and it helps to avoid sampling errors that comes with partial sampling As Sekaran and Bougie (2016) stated census approach is appropriate when the sample is small and it can be studied entirely. Using this approach also increases validity and reliability therefore from the distributed total 80 questionnaires 71 fully completed and valid responses were collected and used for the final data analysis.

For the qualitative component, purposive sampling was used and 10 employees were selected for in-depth interviews. Purposive sampling is a non-probability technique in which the researcher selects participants by taking in to consideration characteristics that are useful for the study As Saunders, Lewis and Thornhill (2019) explained that purposive sampling should be considered when the research requires in depth information and the objective of conducting an insightful in-

vestigation rather than seeking generalization. In this study participant were chosen in a way that ensured participants from all five departments, as well as at two levels of seniority, one employee at a managerial level and one at an officer level such as Senior Officer or Junior Officer from each department. This gave a total of 10 interviewees, two from each department and this helps to capture both the strategic and the operational perspectives on task-technology fit.

Regarding the qualitative sample size as per Braun and Clarke (2013) suggestion for organizational studies with specific research questions 10 to 15 interview participant are adequate additionally Guest, Bunce and Johnson (2006) has also found that thematic saturation is often reached within 12 interviews for studies that are using homogeneous groups and in this study since all participant are employees of one organization the group is relatively homogenous, meaningfully themes were expected to be identified from selected sample size.

It is acknowledged that a quantitative sample of 71 respondents and a qualitative sample of 10 interview participants are modest in size however for mixed method study this sample sizes are considered acceptable. For the quantitative part of this research the adequacy of the sample size was taken into account in connection with the statistics analysis used. Since multiple regression with four predictor variables was employed in this study, according to Hair et al. (2010), there should be at least 10 respondents per predictor variable in the regression analysis therefore, there should be at least 40 respondents in this study, however the obtained sample size is 71 respondents this shows it is appropriate for regression analysis. However, a more conservative sample of at least 50 plus 8 respondents per predictor variable, as proposed by Tabachnick and Fidell (2013), would amount to 82 respondents in this case. While 71 slightly below this standard, however the strong mediation result obtained in this study can be claimed as sufficient with its indirect effect of 0.310 and non-including zero confidence interval.

This is further supported by Sekaran and Bougie (2016) who note that sample size adequacy depends on the nature and purpose of the study rather than on a fixed minimum number. Since the quantitative component uses a census approach where questionnaires were distributed to all 80 active ERP users, the 71 valid responses represent 88.75% of the total ERP-using population at Segon-Marill, which is considered a strong coverage rate for this type of study.

3.3.3 Inclusion and Exclusion Criteria

Inclusion and exclusion criteria were established to ensure only participant who can provide reliable and relevant data are included in this study and this criteria has helped to maintain consistency in the collected data.

Inclusion Criteria

- Full time employees with at least three months of working experience with ERP system in there day to day work
- Employees from all departments Sales and Marketing, Operations, Logistics, HR, and finance that actively use the ERP system.
- For the qualitative interviews one employee at managerial level and one at officer level (Senior or Junior Officer) from each department.

Exclusion Criteria

- Employees who do not use the ERP system as part of their day to day work
- Temporary or newly hired employees with less than three months of experience with the system.

3.3.4 Sample Size

For the quantitative study questionnaires were distributed to all 80 active ERP users a full census of the ERP using population. Out of 80 questionnaires distributed, 78 responses were received. However from received 78 questionnaires 7 response questionnaires were incomplete and due to this reason this responses were removed from the dataset, therefore the final valid sample is 71 full completed questionnaires, and this data set were used for statistical analysis, considering this the final response validity rate of 91% is considered strong for a study of this kind.

For the qualitative study 10 employees were selected for in depth interviews two employees from all five departments were selected one participant is from managerial position whereas one was

selected from officer level (Senior or Junior Officer). This selection insured employees from different position to be participate in to the study This selection ensures that both decision-making perspectives and day-to-day operational experiences are captured in the qualitative data.

3.3.5 Sources of Data Collection

This study uses both primary and secondary data sources. Primary data was collected using a structured questionnaire for the quantitative part and for the qualitative part semi structured interviews was used, the questionnaires were used to collect numerical data on employees' perception about ERP system quality dimensions, their satisfaction with the system, and their perceived productivity. The interviews were used to collected data in depth description of how well ERP system fits tasks that employees perform.

Secondary data was obtained from published books, peer reviewed journal articles, previous studies, and other relevant academic sources. Secondary data was used primarily to support the literature review, identify research gaps, and guide the development of the questionnaire and interview guide from previously validated instruments used in related studies.

3.4 Research Instruments

3.4.1 Structured Questionnaire (Quantitative)

The main instrument for the quantitative component is a structured questionnaire, as per As Kumar (2019) defines it a questionnaire is written list of questions and the answer are recorded by the respondents who reads the questions, interpret it and write down their answers for this study a questionnaire was used to collect data from the valid 71 respondents who use the ERP system at Segon Marill on their day to day activities,

The questionnaire was using closed-ended questions organized around the key variables of the D&M IS Success Model system quality, information quality, service quality, user satisfaction, and perceived productivity. Items were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This type of scale is widely used in IS research be-

cause it is easy for respondents to complete and produces numerical data that can be analyzed statistically. Using a structured questionnaire ensures that all respondents receive the same questions in the same format, which maintains consistency and makes comparisons possible.

The questionnaire items were adapted from (Makokha & Ochieng, 2014) study, therefore by using previously validated instruments used in similar ERP studies helps to ensure content validity. The questionnaire was reviewed before distribution to confirm that the questions were clear, relevant, and appropriately worded for the target respondents.

3.4.2 Semi-Structured Interview Guide (Qualitative)

For the qualitative part of the study semi structured interview question were adapted from (Do & Ohlsson, 2018) and modified to fit this study, to explore task an technology fit interviews were collected from 10 selected employees, semi structured interview are appropriate because of the explanatory need of the study and they provide a framework through a set of pre prepared question while still allowing flexibility for the conversation to develop naturally based on the participant response (Bryman, 2016) and this is important when the goal is to understand how people experience and make sense of something, since participants often raises issues and provide different context that the researcher did not estimated before,

The interview guidelines were organized based on the TTF model task characteristics and technology characteristics. And the question were designed to explore what kind of tasks employees perform, how they used to perform those tasks before ERP implementations, how the system has now changed the way the perform their activity, what are the benefits employees receive by using the ERP system to complete their tasks, how the system has changed the way they operate and how they describe the overall fit between the ERP system and the tasks they perform Interviews were conducted individually, in a setting that allowed participants to speak freely, and responses were recorded and later transcribed for analysis.

3.5 Data Collection Procedure

Data collection for this study followed a structured process to insure that both qualitative and quantitative data were collected in systematic and ethical manner,

The first step was to request formal permission from the management of Segon Marill International Movers and the purpose of the study what kind of participation involve and how the data would be used and once approval was received the HR department provided list of employees that actively use ERP system along with their department operations which was used to identify full census of all 80 quantitative respondents and 10 qualitative interview participants.

For the quantitative data collection structured questionaries' was distributed to all 80 employees that are identified as active ERP users, respondents were informed about the purpose of the study and advised that the data collected from them will remain confidential and would be used for academic purpose only. Questionnaires were distributed vial telegram and email links based on the preference of the respondents, during data collection period reminder and follow up was sent to get higher response rate. Once the questionnaires were filled and returned each response were reviewed in detail to check completes and 7 questionnaires were identified with unanswered questions and were removed from data set and final result with valid complete data were 71 responses

For the qualitative data collection 10 selected employees were contacted individual and invited to participate in semi structured interview. For each participant explanation was provided about the purpose of the study and data collected from them will be kept with confidentiality and they can withdraw from the interview at any time. Then interviews were conducted in privet and to encourage open and honest answers then interviews were recorder with hand writing, the response were then reviewed and organized for thematic analysis.

3.6 Data Analysis Method

3.6.1 Quantitative Data Analysis

For this study multiple linear regression was selected because it is appropriate for testing the direct effects of the all independent variables on the dependent variable simultaneously, which align with the structure D&M model hypothesis, additionally mediation analysis using Hayes PROCESS Macro was selected because the D&M model proposes that users satisfaction sits between the quality dimensions and productivity outcome and this relationship requires mediation

testing, therefore these two techniques together allow the study to test both the direct and indirect pathways proposed in the conceptual framework

Therefor first data collected through the structured questionnaire was analyzed using both descriptive and inferential statistical techniques after data collection was finalized all responses were coded and cleaned and organized using EXCEL after that the data were entered in to SPSS for analysis

Descriptive statistics including frequencies, percentages, means, and standard deviations were used to summarize respondents' demographic characteristics and to describe employees' perceptions of the ERP system's quality dimensions, user satisfaction, and perceived productivity. These statistics provide a general picture of how the sample responded to each variable.

Before testing the regression analysis, normality, linearity, homoscedasticity, and multicollinearity were tested to make sure that the data met the requirements for multiple linear regressions.

Inferential statistics were then applied to test the study hypotheses and correlation analysis was used to examine the strength and direction of relationships between the study variables. Regression analysis was applied to test the effects of system quality, information quality and service quality on user satisfaction and test the effect of user satisfaction on employees' perceived productivity. The mediating role of user satisfaction was examined using regression based mediation analysis following producers recommended by Hayes (2013) using the PROCESS macro. These techniques allow the study to draw evidence based conclusions about whether the D&M model variables explain variation in perceived productivity.

3.6.2 Qualitative Data Analysis

Data collected using semi structured interviews was analyzed using thematic analysis. Thematic analysis is a widely used method for identifying, organizing, and interpreting patterns of meaning within qualitative data (Braun & Clarke, 2006). For this study using thematic analysis is very important because the goal of this study is to understand how employees feel about the fit between ERP system and their tasks which involves identifying recurring themes and patterns in what participants described.

The analysis followed several steps first interview results were read very carefully and reputedly to develop familiarity with the data next initial codes were generated by labeling segments of data that are relevant to the study findings then the codes were grouped in to themes related to TTF model constructs task characteristics, technology characteristics, and the nature of the fit between them. After that the themes were reviewed and refined to ensure that they accurately represented the data, and final themes were defined and named before being written up as findings.

3.7 Validity and Reliability

Ensuring the quality of research instrument and data is very important for any study and validity content of this study was insured by adapting questionnaire items from previous validated instruments used in similar IS and ERP researches Reliability was assessed using Cronbach's alpha coefficient, which measures the internal consistency of the scale items. A Cronbach's alpha value of 0.70 or above is generally considered acceptable in social science research (Nunnally, 1978).

For qualitative component of the study interview question were adapted from previous study then modified to fit this study and respondents credibility was strengthened through purposive sampling that help to capture data from all department and different organizational positions to gain different insights and to make sure the findings are accurate the interpretation was double checked with participants and carefully wrote down what was said word for word .Using both approaches together strengthens the study’s validity, since the qualitative results not only stand on their own but also help explain and give context to the patterns found in the data.

3.8 Ethical Considerations

Ethical issues were carefully considered for this study, before data collection began all participant were told about what the study is about and both qualitative and quantitative study participants were also informed they have the right to withdraw at any time of questions if the felt unconformable and their participation is fully voluntary.

To protect privacy of the respondents no personal information was collected in the questionnaire and instead code name was given and all data gather from both questionnaire and interviews uses solely for this academic study only and was handled in a way that follows the ethical guidelines of the researcher's institution.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and interpretation of the data collected to examine how the implemented ERP system affects perceived productivity of Segon-Marill Employees,

The analysis is conducted using both quantitative and qualitative approaches in line with research design of this study. The quantitative part of the study is conducted using the DeLone and McLean IS Success Model, then system quality, information quality and service quality are examined in their relation to user satisfaction and employees perceived productivity using statistical and thematic analysis using the data collected through structured questionnaires and semi structured interview questions. The data collected through structured questionnaires is analyzed using SPSS software.

Qualitative data collected using interviews is analyzed to support and explain the quantitative findings, and the response of interviewers was analyzed using Task – technology fit framework which helps to understand how well the implemented system fits tasks that employees perform from different departments.

This chapter first will present qualitative results including descriptive statistics, reliability analysis, correlation, and mediation analysis. After that finding from qualitative test are presented based on the identified common themes from employees interview responses, after those results are presented it provides more complete understanding of the ERP system impact on Employees perceived productivity.

4.2. Demographic Characteristics of the Respondents

4.2.1 Questionnaire Response Rate

A total of 80 questionnaires were distributed to employees of Segon-Marill international Movers, and out of this 78 responses were received representing 97.5% of response rate but 7 Reponses were not fully completed and they were excluded from the analysis therefore the valid response

were 71 and they were used for the final data analysis and from total distributed questionnaires the final complete response rate is 88.75%,

4.2. Demographic Characteristics of the Respondents

The data shown in Table 4.1 below represents the demographic profile of the 71 respondents who participated in the quantitative phase of the study. The sample includes all employees from Segon - Marill international Movers who actively use the ERP system.

First when reviewing departmental distribution of the respondents the largest group of response came from logistics department with 21 employees which represents 29.6 % of respondents, and followed by operation department with 18 respondents representing 25.4 % of respondent, after that the third largest respondents groups are from Sales and Marketing with 14 respondents representing 19.70% and finance departments had 11 respondents representing 15.5% finally people and culture (HR) departments had 7 respondents this represents 9.9% This distribution across departments helps to ensure finding from all department of the organization.

Regarding years of Experience at Segon Marill International Movers, The data shows that majority of respondents have worked at the organization between 3 to 6 years representing 29 respondents or 40.80%. And it's followed by employees with 1 to 3 years have 22 respondents or 31.60%. Employees with more than 6 years of experience account for 12 respondents or 17.14% and 8 respondents (11.80%) have less than 1 year of experience. Based on this finding we can conclude that most of the respondents have higher level of work experience.

Furthermore, when reviewing employees ERP usage duration majority of the respondents, 36 employees or 50.60% have been using the system for more than 2 years. This means the majority of participant's good experience of using the ERP system, which gives more reliability to their perceptions and feedback about the system.

In addition to the quantitative survey respondents 10 employees were selected for semi-structured interviews as part of the qualitative phase and two employees were selected from each of the five departments, one employee was selected from a managerial level and one from lower officer level such as Senior Officer or Junior Officer. This approach was taken to understand

both the management perspective and the day-to-day operational experience of employees using the ERP system.

No.	Indicator	Category	Frequency	Percent
1	Department	Logistics	21	29.60%
		Operations	18	25.40%
		Sales and Marketing	14	19.70%
		Finance	11	15.50%
		People & Culture (HR)	7	9.90%
Total			71	100.00%
2	Years of Experience at Segon Marill	< 1 year	8	11.80%
		1–3 years	22	31.60%
		3–6 years	29	40.80%
		> 6 years	12	17.14%
Total			71	100.00%
3	ERP Usage Duration	< 6 months	4	5.5%
		6–12 months	10	14.3%
		1–2 years	21	29.9%
		> 2 years	36	50.6%
Total			71	100.00%

Table 4.1: Demographic Characteristics of Respondents

4.3. Reliability and Validity Assessment Results

4.3.1 Reliability Analysis

Reliability referees to the consistence of the measures that are used in the questionnaires for this study, reliability was tested using Cronbach's Alpha coefficient through IBM SPSS Statistics. Therefore according to commonly accepted standards a Cronbach's Alpha value of 0.70 and above is considered acceptable and values above 0.80 indicate good reliability (Nunnally, 1978).

Therefore As shown in Table 4.2 below four of the five variables have achieved Cronbach's Alpha values above the acceptable value of 0.70. but Information Quality recorded a value of 0.684 which is slightly below the minimum requirements therefore this indicates that overall measure-

ment items for each variable are reliable and internally consistent, and the data collected through the questionnaire is acceptable for further analysis.

Table 4.1: Reliability Test

Variables	No. of Items	Cronbach Alpha
System Quality	4	0.726
Information Quality	4	0.684
Service Quality	4	0.789
User Satisfaction	4	0.816
Perceived Productivity	4	0.741

Table 4.2: Reliability Test

4.3.2 Validity Analysis

Validity shows the extent in which the measures items actual measure what they are expected to measure for this study validity was measured using content validity and construct validity.

First when reviewing content it was ensured by adapting measurmets items from previously validated studies using the DeLone and McLean IS Success Model. The questionnaire items were also reviewed and refined to match the context of ERP system usage within Segon-Marill International Movers.

Besides construct validity was supported by examined by measuring examining the consistency of items within each variable using reliability analysis Since most of constructs achieved acceptable Cronbach's Alpha values, this suggests that the items within each variable are measuring the similar concept.

Furthermore the study insured that each construct was measured using multiple items rather than single questions this improves the accuracy and validity of the measurement, but due to the relatively small sample size, advanced validity tests such as factor analysis were not conducted.

4.4. Descriptive Analysis of the Study Variables

In this study a total of 71 respondents provided their feedback using a 5-point Likert scale questionnaire regarding different variables related to the ERP system implemented at Segon-Marill International Mover and the variables assessed in this study were System Quality, Information Quality, Service Quality, User Satisfaction, and Employees' Perceived Productivity.

To help with interpretation, mean values are categorized based on the five-point scale as follows: 1.00–1.80 = Strongly Disagree, 1.81–2.60 = Disagree, 2.61–3.40 = Neutral, 3.41–4.20 = Agree and 4.21–5.00 = Strongly Agree.

Descriptive analysis using mean and standard deviation will help to understand employee's perception about the ERP system and its contribution to their daily activities. The mean values show the general level of agreement of respondents about the variable, and the standard deviation indicates the variation in responses among employees.

This description analysis provides a good indication for further statistical analysis such as correlation and mediation analysis, which are used to examine the relationships between ERP quality dimensions, user satisfaction, and employees' perceived productivity.

4.4.1 Descriptive Analysis of System Quality

As presented on Table 4.3 below overall mean score for System Quality is 3.6138, and this score falls within the Agree range on the five-point Likert scale therefore this suggests that employees generally believe the ERP system is reliable, accessible, and supports their daily work activities.

The mean scores for individual items range from 3.6056 to 3.6197. The highest mean scores were recorded for SQ1 and SQ3, both at 3.6197, indicating that most employees agree that the ERP system supports their work activities and is accessible when needed. The lowest mean score was for SQ2 at 3.6056 but it still falls within the Agree category. The overall standard deviation of 0.56118 indicates relatively low variation in responses this shows employees on overall they share similar views about system quality.

Code	System Quality	**Mean**	**SD**
SQ1	ERP system supports my daily work activities effectively	3.6197	0.66260
SQ2	ERP system is easy to use in my daily activities	3.6056	0.66502

SQ3	ERP system is accessible when needed for work activities	3.6197	0.81707
SQ4	ERP system performs reliably with limited interruptions	3.6143	0.87299
The Overall Mean and SD		3.6143	0.56118

Table 4.3: Descriptive Analysis of System Quality

4.4.2 Descriptive Analysis of Information Quality

As indicated on Table 4.4 below the overall mean score for Information Quality is 3.6937, and it falls within the Agree category therefore means that employees generally believe the ERP system provides accurate, useful, and timely information for their work activities.

The mean scores for individual items range from 3.4648 to 3.8169. The highest mean was recorded for IQ3 at 3.8169 this indicating that employees strongly agree that the information generated by the system is helpful for completing their daily activity, whereas the lowest mean was for IQ1 at 3.4648, but it still falls within the Agree range. The overall standard deviation of 0.53652 indicates low variation in responses this shows that employees on overall share similar views about system quality.

Code	Information Quality	**Mean**	**SD**
IQ1	ERP system provides accurate information	3.4648	0.84229
IQ2	Information generated by ERP is useful for my work	3.7887	0.75433
IQ3	ERP information helps me complete tasks efficiently	3.8169	0.70325
IQ4	ERP system provides timely information when needed	3.7042	0.68441
The Overall Mean and SD		3.6937	0.53652

Table 4.4: Descriptive Analysis of Information Quality

4.4.3 Descriptive Analysis of Service Quality

As stated on Table 4.5 the overall mean score for Service Quality is 3.2711, which falls within the Neutral range of the five-point Likert scale and this suggests that employees have mixed opinions regarding the technical support, training, and assistance provided for the ERP system.

The mean scores for individual items range from 3.2254 to 3.3803. The highest mean was for SVQ4 at 3.3803, while the lowest means were for SVQ2 and SVQ3, both at 3.2254. These results show that some employees are not fully satisfied with the speed of problem resolution and the level of support and guidance provided by the organization. The overall standard deviation of 0.64070 this shows moderate variation in responses which is consistent with the mixed views reflected in the neutral mean score.

This finding also aligns with the interview results in which several employees mentioned that when system errors occur, the support response is slow and requires additional follow-up through phone calls and emails.

Code	Service Quality	**Mean**	**SD**
SVQ1	Technical support is available when needed	3.2535	0.84038
SVQ2	ERP-related problems are solved quickly	3.2254	0.88151
SVQ3	Employees receive adequate support and guidance	3.2254	0.83147
SVQ4	ERP training and assistance are reasonably helpful	3.3803	0.74385
The Overall Mean and SD		3.2711	0.6407

Table 4.5: Descriptive Analysis of Service Quality

4.4.4 Descriptive Analysis of User Satisfaction

As presented on Table 4.6 the overall mean score for User Satisfaction is 3.4507, which falls within the Agree range. This indicates that employees are generally satisfied with the ERP system and feel that it supports their daily work activities.

The mean scores for individual items range from 3.3662 to 3.5070. The highest mean was recorded for US4 at 3.5070, indicating that respondents generally have a positive overall experience with the ERP system. The lowest mean was for US2 at 3.3662, which is just within the Neutral boundary, suggesting that some employees feel the system does not fully meet their expectations in performing all work activities. The overall standard deviation of 0.57882 is relatively low, showing that responses are fairly consistent.

Code	User Satisfaction	Mean	SD
US1	I am satisfied with the ERP system in supporting my daily work	3.4789	0.75326
US2	ERP system meets my expectations in performing work activities	3.3662	0.76044
US3	Using ERP system makes my work activities easier	3.4507	0.67164
US4	Overall, I have positive experience using the ERP system	3.5070	0.69433
The Overall Mean and SD		3.5282	0.57882

Table 4.6: Descriptive Analysis of User Satisfaction

4.4.5 Descriptive Analysis of Employees' Perceived Productivity

As shown presented on the below table overall mean score for Employees' Perceived Productivity is 3.5282 and this score is under Agree range. This suggests that employees generally believe the ERP system contributes positively to their work performance by helping them work faster, reduce errors, and improve coordination across departments.

The mean scores for individual items range from 3.5070 to 3.5775. The highest mean was for PP2 at 3.5775, indicating that respondents agree that the ERP system improves their work efficiency. The lowest means were for PP3 and PP4, both at 3.5070, though still within the Agree category. The overall standard deviation of 0.49199 is the lowest compared to other variables, this shows that employees share very similar opinion regarding the system's contribution to their productivity.

Code	Perceived Productivity	Mean	SD
PP1	ERP system helps me complete tasks faster	3.5211	0.67314
PP2	ERP system improves my work efficiency	3.5775	0.66894
PP3	ERP system helps reduce errors in my work	3.5070	0.66894

PP4	ERP system improves coordination and communication between departments	3.5070	0.60734
The Overall Mean and SD		3.4282	0.49199

Table 4.7: Descriptive Analysis of Employees' Perceived Productivity

4.5 Inferential Statistics

This section shows findings from inferential statistics to meet the objective of the study Pearson's Correlation Coefficient and Multiple Linear Regression Analyses were performed. These statistical methods were utilized to reach on final conclusion and decision about the study hypothesis

4.5.1 Correlation Analysis

Pearson Correlation analysis was conducted to test the relationship between the study variables System Quality, Information Quality, Service Quality, User Satisfaction, and Employees' Perceived Productivity. This analysis helps to identify whether the variables are positively or negatively related between each other before proceeding to conduct regression and mediation analysis.

As shown on Table 4.8 below, all variables have positive and statistically significant relationships between each other at either the 0.01 or 0.05 significant levels. This shows that improvements in ERP system quality dimensions have higher association with user satisfaction and perceived productivity.

Employees' Perceived Productivity showed the strongest relationship with User Satisfaction ($r = .679$, $p < .001$), this shows that employees who are more satisfied with the ERP system tend to perceive greater improvements in their daily work performance. Perceived Productivity also showed positive relationships with Information Quality ($r = .574$, $p < .001$) and System Quality ($r = .516$, $p < .001$).

User Satisfaction has positive relation with all three quality dimensions. Information Quality had the strongest relationship with User Satisfaction ($r = .529$, $p < .001$), followed by System Quality

(r = .516, p < .001) and Service Quality (r = .485, p < .001). This shows that when employees feel the system provides accurate and useful information, their overall satisfaction with the system also increases.

The correlation between System Quality and Information Quality was relatively high (r = .754, p < .001). However, since this value is below 0.80, it is not considered a serious multicollinearity problem for the regression analysis. Overall the correlation results generally support the conceptual framework of the study and confirm that the variables are related to each other.

Variables	1	2	3	4	5
1. System Quality	1				
2. Information Quality	.754**	1			
3. Service Quality	.328**	.336**	1		
4. User Satisfaction	.516**	.529**	.485**	1	
5. Perceived Productivity	.516**	.574**	.456**	.679**	1
Correlation is significant at the 0.01 level (2-tailed).					

Table 4.8: Pearson Correlation Coefficient Matrix

4.6.2 Regression Assumption Tests

4.6.2.1 The Normality Test

The normality assumption was tested to ensure that the residuals of the regression model follow a normal distribution and the mean value of the residuals was very close to zero (mean = 9.16E-16) and the standard deviation was approximately 0.971, which is close to one. As shown below the histogram of standardized residuals showed a distribution that closely follows a bell-shaped normal curve. This indicates that the error terms are balanced across the sample and the normality assumption is reasonably satisfied.

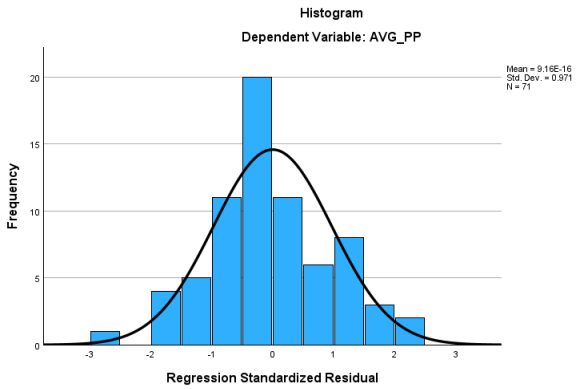


Figure 4.1 Normality Test result

4.6.2.2 The Linearity Test

The linearity assumption was aslo checked to confirm a straight-line relationship exists between the independent variables and the dependent variable and this was assessed using the Normal Predicted Probability (P-P) plot, therefore As shown on the below diagram the observed data points in the P-P plot were closely aligned with the diagonal reference line accordingly this confirms that the linearity assumption was achieved and the regression analysis is appropriate.

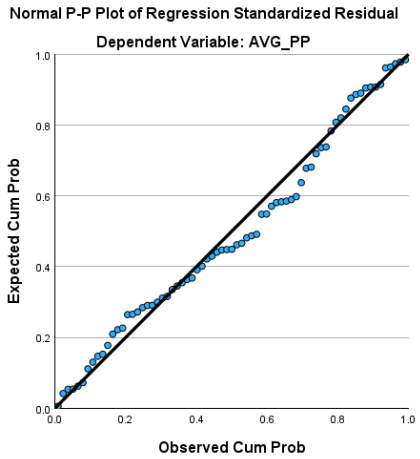


Figure 4.2 The Linearity Test result

4.6.2.3 Homoscedasticity Test

Homoscedasticity refers to the assumption that the residuals have a constant variance across all levels of the independent variables. Which means the spread of the residuals should remain relatively equal throughout the regression model. If the variance changes at different levels of the

predicted values, it may create problems in the accuracy and reliability of the regression results and hypothesis testing.

To examine this assumption, a scatterplot of standardized residuals against standardized predicted values was analyzed. As shown on the below figure residuals were randomly scattered around the zero line without forming any noticeable pattern such as a funnel shape or curved trend. and the spread of the residuals appeared reasonably consistent across the plot.

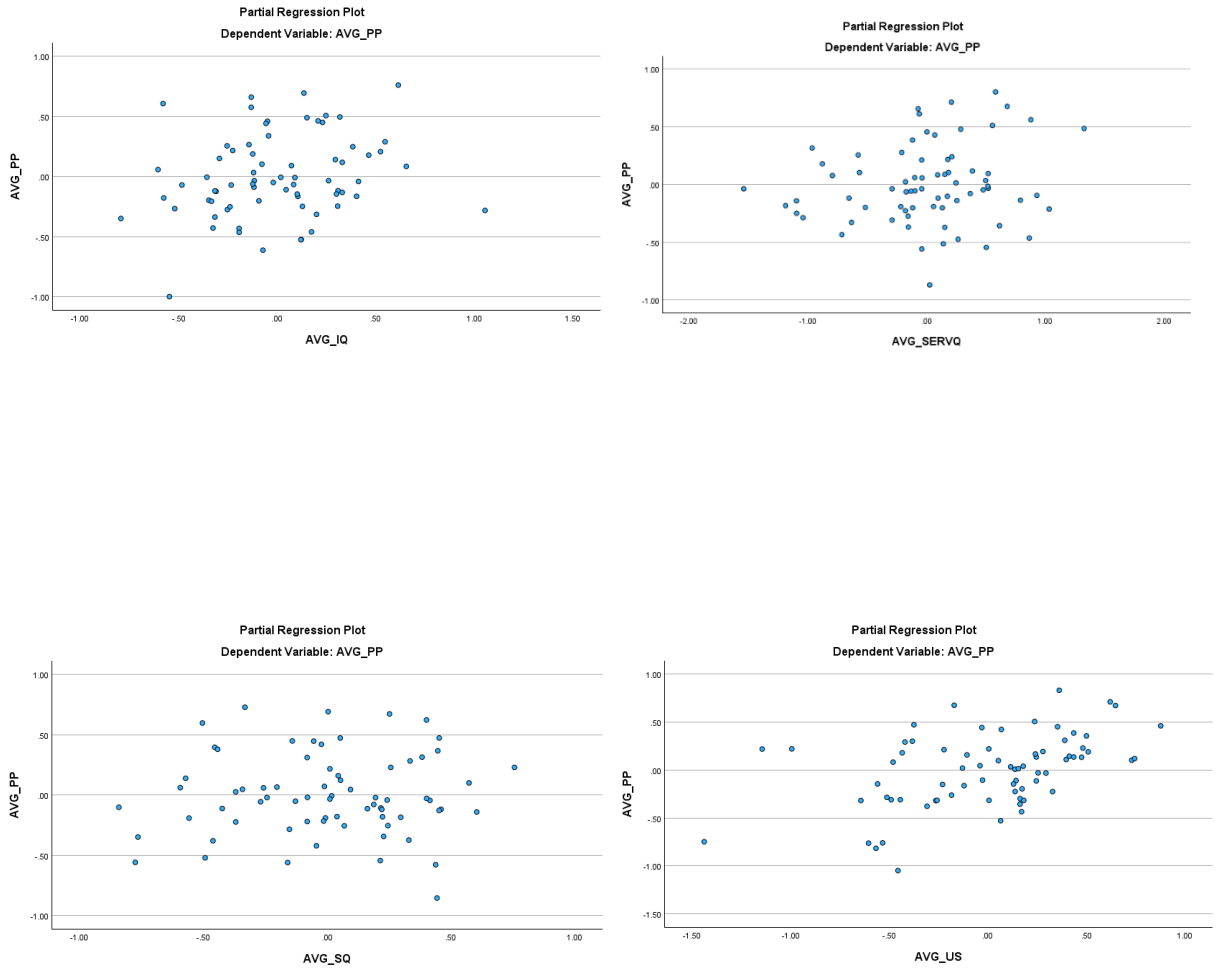


Figure 4.3, Homoscedasticity Test result

4.6.2.4 Multicollinearity Test

Multicollinearity was checked using Tolerance and Variance Inflation Factor (VIF) values. As shown in the table below, all variables have Tolerance values above 0.1 and VIF values below 10, which means the model passed the standard thresholds for multicollinearity. However, System Quality and Information Quality recorded Tolerance values of 0.411 and 0.404 and VIF values of 2.431 and 2.477 respectively. While these values are still within the acceptable range, they are close to the warning levels recommended by Hair et al. (2010), who suggest caution when Tolerance approaches 0.40 and VIF approaches 2.5.

This result is also simmilar with the correlation analysis finding in section 4.6.1, which showed a high correlation between System Quality and Information Quality at r = .754. When two variables are highly correlated, they tend to compete with each other in the regression model and the model becomes less able to detect their individual contributions to the dependent variable. This is considered one of the likely reasons why System Quality and Information Quality did not show individually significant effects in the regression analysis, even though both variables were significantly correlated with User Satisfaction in the bivariate correlation analysis.

For Service Quality and User Satisfaction, the Tolerance values were 0.754 and 0.594 and VIF values were 1.326 and 1.683 respectively, both of which are well within the acceptable range with no multicollinearity concern. Overall, while multicollinearity did not reach critical levels in this model, the elevated intercorrelation between System Quality and Information Quality is an important consideration when interpreting the regression results, particularly in relation to the non-significance of H1 and H2.

Study variables	Tolerance	VIF
Information Quality (AVG_IQ)	0.404	2.477
Service Quality (AVG_SERVQ)	0.754	1.326
System Quality (AVG_SQ)	0.411	2.431
User Satisfaction (AVG_US)	0.594	1.683

Table 4.9: Multicollinearity Test

4.6.3 Multiple Linear Regression and Mediation Analysis

4.6.3.1 Model Summary

Table 4.10 below shows the model summary for the regression analysis conducted with four predictors Information Quality, Service Quality, System Quality, and User Satisfaction. The correlation coefficient (R) is 0.735, this shows a strong positive relationship between the predictors and Employees' Perceived Productivity. The R Square value of 0.540 indicates that approximately 54% of the variance in perceived productivity is explained by the model. The Adjusted R Square of 0.512 refines this estimate by accounting for the number of predictors in the model. The Standard Error of the Estimate is 0.34351 therefore this indicates that the model's predictions are reasonably close to the actual data.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735[a]	.540	.512	.34351
Predictors: (Constant), AVG_US, AVG_SERVQ, AVG_SQ, AVG_IQ				

Table 4.10: Model Summary of the Regression Analysis

4.6.3.2 Results of the Analysis of Variance (ANOVA)

The ANOVA results in Table 4.11 below show if the overall regression model is statistically significant. The regression sum of squares is 9.156, while the residual sum of squares is 7.788. The F-statistic is 19.397 with a significance level of less than 0.001, which confirms that the model is statistically significant and the predictors collectively have a meaningful effect on Employees' Perceived Productivity.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.156	4	2.289	19.397	<.001[b]
Residual	7.788	66	.118		
Total	16.944	70			

Model	Sum of Squares	df	Mean Square	F	Sig.
[b] *Predictors: (Constant), AVG_US, AVG_SERVQ, AVG_SQ, AVG_IQ*					

Table 4.11: ANOVA Results

4.6.3.4. Analysis of the Regression Model Coefficients

As shown on the below table the regression coefficients for each predictor variable. The most significant predictor of Employees' Perceived Productivity is User Satisfaction, with a standardized beta coefficient of 0.456 and a t-value of 4.214 ($p < .001$). This confirms that when employees are more satisfied with the ERP system they are more likely to perceive higher productivity in their daily work.

Information Quality shows a beta of 0.254 with a t-value of 1.932 and a significance level of 0.058. Although this result is slightly above the 0.05 threshold, it still suggests that information quality has a meaningful, though not statistically significant at 95% confidence, contribution to perceived productivity similarly Service Quality and System Quality showed smaller positive contributions with beta values of 0.135 and 0.046 respectively however both of them were not statistically significant in the full regression model.

The lack of individual significance for System Quality, Information Quality, and Service Quality in the regression model does not mean they are unimportant. The correlation analysis showed that all three quality dimensions are significantly related to both user satisfaction and perceived productivity. The reason they lose individual significance in the regression model is largely due to the relatively high intercorrelation between System Quality and Information Quality ($r = .754$). When variables that are strongly correlated with each other are included in the same model, they compete to explain the same variance and neither shows up as individually significant, even though together they make a meaningful contribution. The mediation analysis confirms this by showing that the combined effect of quality dimensions on productivity through user satisfaction is statistically significant.

Model	Unstandardized B	Std. Error	Beta	T	Sig.
(Constant)	.851	.322		2.643	.010
AVG_IQ	.233	.120	.254	1.932	.058
AVG_SERVQ	.102	.073	.135	1.400	.166
AVG_SQ	.040	.114	.046	.351	.727
AVG_US	.388	.092	.456	4.214	<.001

Table 4.12: Regression Coefficients

4.6.3.5 Mediation Analysis

Mediation analysis was conducted using Hayes PROCESS Macro Model 4 in SPSS version 29, with 5,000 bootstrap samples and 95% confidence intervals. For this analysis, system quality, information quality, and service quality were the independent variables, user satisfaction was the mediating variable, and employees' perceived productivity was the dependent variable of the study.

The results showed that the independent variables significantly predict user satisfaction ($\beta = 0.79$, $p < 0.001$) and confirms that higher ERP system quality increases employee satisfaction with the system. User satisfaction in turn significantly affects perceived productivity ($\beta = 0.39$, $p < 0.001$). The direct effect of the quality dimensions on perceived productivity remained significant even after including user satisfaction in the model ($\beta = 0.37$, $p < 0.001$), which indicates partial mediation rather than full mediation.

The total effect of the quality dimensions on perceived productivity was also significant ($\beta = 0.68$, $p < 0.001$). The indirect effect through user satisfaction was 0.31, with a bootstrap confidence interval of [0.13, 0.51], which does not include zero. This confirms that user satisfaction significantly mediates the relationship between ERP quality dimensions and employees' perceived productivity. The mediator model explained about 40% of the variance in user satisfaction

($R^2 = 0.40$), while the full outcome model explained about 54% of the variance in perceived productivity ($R^2 = 0.54$). These results showed that ERP system quality dimensions affect employee productivity both directly and indirectly through user satisfaction.

4.7 Hypothesis Test Results

Based on the regression and mediation analysis results, the following decisions were concluded regarding the research hypotheses at a 95% confidence level.

H1: System Quality and User Satisfaction

The null hypothesis stated that system quality does not positively affect user satisfaction. The regression result showed a coefficient of 0.040 with a t-value of 0.351 and significance level of 0.727. Since 0.727 is greater than 0.05, the null hypothesis is not rejected. This means system quality did not show a statistically significant individual effect on user satisfaction in the full regression model and H1 is not supported.

However this result should not be read in Separate because as per the correlation analysis in section 4.6.1 showed that system quality has a significant positive relationship with user satisfaction at $r = .516$, $p < .001$. And the mediation analysis also confirmed a significant indirect effect. These two results together suggest that system quality does contribute to user satisfaction, but its individual contribution could not be clearly detected in the multiple regression model, most likely because of the high intercorrelation with information quality at $r = .754$ as discussed in section 4.6.2.4.

H2: Information Quality and User Satisfaction

The null hypothesis stated that information quality does not positively affect user satisfaction. The regression result showed a coefficient of 0.233 with a t-value of 1.932 and a significance level of 0.058. Although this result is very close to the 0.05 threshold, it is slightly above it and therefore the null hypothesis is not rejected at the 95% confidence level. H2 is not supported.

It is worth noting however that 0.058 is very close to significance and the correlation analysis showed a significant positive relationship between information quality and user satisfaction at r =

.529, $p < .001$. This suggests that information quality is genuinely related to user satisfaction but the regression model was not able to confirm its individual significance, which is because of the multicollinearity issue between information quality and system quality.

H3: Service Quality and User Satisfaction

The null hypothesis was stated as service quality does not positively affect user satisfaction. The coefficient for Service Quality is 0.102 with a t-value of 1.400 and a significance level of 0.166. Since this exceeds 0.05, the null hypothesis is not rejected. The descriptive analysis also showed that service quality received the lowest mean score among the quality dimensions, falling in the Neutral range this confirms it is consistent with this finding.

H4: User Satisfaction and Perceived Productivity

The null hypothesis was stated as user satisfaction does not positively affect perceived productivity. The coefficient for User Satisfaction is 0.388 with a t-value of 4.214 and a significance level of less than 0.001. Since this is well below 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. This confirms that user satisfaction significantly and positively influences employees' perceived productivity at Segon Marill International Movers.

H5: Mediation Effect of User Satisfaction

The null hypothesis was stated as user satisfaction does not mediate the relationship between ERP quality dimensions and perceived productivity. The indirect effect was 0.310 with a bootstrap confidence interval of [0.13, 0.51] and it does not include zero. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. This confirms that user satisfaction partially mediates the relationship between ERP system quality dimensions and employees' perceived productivity.

Therefore even though H1, H2, and H3 were not individually supported in the multiple regressions, the mediation analysis confirmed that ERP quality dimensions collectively drive productivity through user satisfaction. This means the ERP system's effectiveness in improving employee productivity depends strongly on how satisfied employees are with the overall system.

4.8 Qualitative Analysis Based on Interview Findings

4.8.1 Introduction

In addition to the quantitative data collected using questionnaires, the study has also used semi structured interview question to further understand how ERP system support employees daily task and work at Sego Marill International Movers. The interview questions are developed based on the Task-Technology Fit model to examine whether the ERP system properly fits employees' work requirements and operational activities.

A total of 10 employees were interview from all five departments Sales and Marketing, Operations, Logistics, Finance, and People and Culture (HR).and from all departments one managerial level and one operational level employees were selected in order to capture perspective from all higher and lower-level employees. After that the interview findings were analyzed using thematic analysis by identifying common ideas, repeated challenges, and shared experiences across departments.

4.8.2 Profile of Interview Participants

The interview participants were selected from all departments and employees that actively use the ERP system in their daily operations. The respondents had reveled different levels of experience and responsibilities, ranging from managerial positions to operational and junior-level roles. From each of the five departments, one manager and one officer-level employee were included, making up a total of 10 participants.

4.8.3 Thematic Analysis of Interview Findings

Theme 1: ERP System Supports Daily Operational Activities

Most of the respondent has explained that the ERP system have become an important tool for handling activities and it has created coordination between departments. Employees has stated that the system is used for different activities including quotation preparation, scheduling, reporting, resource allocation, inventory management, invoicing attendance tracking and job schedule monitoring,

For example participant from sales and marketing department explained that they use the system for quotation preparation quotation status tracking, scheduling packing, delivery, and other type of different schedules,

Furthermore, respondents from operation department have advised the system help them to monitor job progress, coordinate documentation, and manage operational schedules. And respondent from logistics department has explained that the system is useful for assigning trucks, manpower, warehouse management, and inventory tracking. Respondents from finance

Has mentioned the system improved reporting accuracy, reduce manual calculation and data entry whereas in the People and Culture department, the system is used for attendance tracking, KPI monitoring, and employee performance management.

Therefore overall based on this finds ERP system generally supports many of the organization operational requirements and indicates the presence of task-technology fit in several functional areas of the organization.

Theme 2: ERP System Still Requires Continuous Modification

Even if respondents acknowledge the importance of the system, some of the respondents have explained that the system is still under continuous modifications because of the unique nature of business activities, and they stated that the company's operations involves special requirements that are difficult to fully change within a standardized system.

Respondents from logistics and operation department explained that some of the workflows within day to day clients status update and resource allocation do not fully match the operational requirements the system has not yet fully adapted all task requirements of employees and from TTF perspective this shows in some of the areas there is task and technology fit but in some are-

as some areas where the fit between task characteristics and technology characteristics is still incomplete.

Theme 3: Continued Dependence on Manual Communication and Workarounds

One of the most common finding from all departments was that even if the system is functional there is still continued use of previously used Manuel communication tools such as phone call and email for reconfirmed schedules, excel for reporting and paper documentation even though the main goal of the system was to create paper free one centralized system, Sales and Operations employees explained that they still confirm special requirements manually because they are concerned that information entered in the ERP system may be missed or not updated in real time.

Logistics employees reported that resource availability and scheduling are sometimes confirmed manually because the system does not always reflect real-time updates accurately. Finance employees also stated that paper-based processes are still necessary for auditing and reporting requirements. HR respondents explained that they continue using multiple systems alongside the ERP due to integration limitations.

Therefore this finding indicates that employees do not fully trust the system for all activities and this has created additional duplicated work and communication. From the TTF perspective this shows a partial misalignment between system capabilities and actual task requirements.

Theme 4: Technical Problems and System Reliability Challenges

The other major issue raised by many of the respondents was reliability and slow technical support they mentioned that system error, delays and slower technical response time have negatively affected their work efficiency,

For example respondent from operation department has advised that when the system is slow or unavailable completing tasks becomes very difficult and employees are forced to use previous communication tools, similarly respondent from sales department has advise during quotation preparation when the system display error response time for fixing the error was slow ,additionally respondent from logistics has mentioned during the implementation phase since it was their first exposure for this kind of system adapting the system was challenging**.** Overall

these challenges reduce the effectiveness of the ERP system and directly affect how productive employees feel when using it.

Theme 5: ERP System Improves Efficiency but Does Not Completely Eliminate Manual Processes

Most of the respondents have agreed that the ERP system has improved, coordination, visibility, reporting and efficiency compared to the previous communication methods that mainly relied on email and phone calls but employees also explained that the ERP implementation did not completely eliminate paperwork and manual activities. Several departments still prepare manual reports using excel sheets, and maintain physical documentation alongside the system.

This shows that even if the system has made positive contribution to employees perceived productivity, the fit between the system and actual work practices is still not been fully achieved across all departments.

4.8.4 Summary of Qualitative Findings

The interview finding has shown that the ERP system plays important role by supporting daily operational activities at the organization, employees from all departments has agreed and acknowledge the system has improved coordination, tracking, scheduling, and reporting compared to the previous manual approach.

However the finding has also shown that the ERP system is still under continuous modifications and does not yet fully fit operational requirements as a result many employees still continue to relay on phone calls and email confirmations, excel sheets and keeping physical documentations alongside the system, Technical support response time and system reliability issues were also raised as concerns that affect smooth usage of the system.

Therefore from the Task-Technology Fit perspective the findings suggest that the ERP system have partial task-technology fit. The system supports many important work activities, but technical limitations, ongoing modification needs, and incomplete workflow integration affects employees' perceived productivity and full utilization of the system.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS, AND IMPLICATIONS FOR FUTURE RESEARCH

5.1 Conclusions

The main objective of this study was to study the impact of ERP system implementation on employees perceived productivity in the case of Segon Marill International movers, and to conduct this study two models was used together the DeLone and McLean IS Success Model is used to study quantitative part and Task-Technology Fit model is used to study qualitative part, together the two models has provided a more complete picture of how implementation of ERP system affects employee productivity from measurement and practical task level perspective.

First when starting with the quantitative finding the descriptive analysis has shown employees have positive overall perception for the ERP System. And as per descriptive analysis system quality and information quality have received mean score of agree range, this shows employees are relatively satisfied with the ERP systems performance and the quality of information it provides. But when reviewing the mean score service quality the score has fallen on neutral range this indicates employees are not fully satisfied with technical support, training provided and responsiveness during system failure, besides user satisfaction mean fall within the agree range similarly the mean result of employees perceived productivity is within the agree range and compared to other variables this variable had resulted the highest level of consistency from the responses, with the lowest standard deviation among all variables.

The correlation analysis has confirmed that all study variables are positively and significantly related to each other, from all the variables User satisfaction has shown the highest level of correlation with perceived productivity ($r = .679$, $p < .001$), and the regression analysis has showed that user satisfaction is the only variable with statistically significant direct effect on perceived productivity ($\beta = 0.456$, $p < .001$). whereas the three quality digestions system quality, information quality, and service quality do not have statistically significant direct effect on perceived productivity. This is because oh high intercorrelation between system quality and information

quality (r = .754), which caused them to compete for the same explained variance when included in the model together. But their individual significance in the correlation analysis, combined with the mediation result confirms that they are still meaningfully predictors when they are used together.

The mediation analysis using Hayes PROCESS Macro has confirmed the user satisfaction partially mediates the relationship between the quality dimensions and employees perceived productivity. The indirect effect was 0.310 with a bootstrap confidence interval of [0.13, 0.51], and it does not include zero. This shows the ERP quality helps productivity not only directly, but also by first making employees happy with the system, and that happiness then leads to productivity. The full model explained about 54% of the variance in perceived productivity this show that the variables selected in this study are good predictors of how productive employees feel when using the ERP system.

When reviewing qualitative finding using TTF model part of the study result from the interview has provided a good insight that could have not been captured only using quantitative study employees from all departments Sales and Marketing, Operations, Logistics, Finance, and People and Culture have advised ERP system has become important tor their day to day work and the system is used for different activities including for quotation preparation, job scheduling inventory management, financial reporting, attendance tracking and many more, and in general employees have agreed the system has improved coordination and reliance on previously used communication tools like email and phone call.

The qualitative findings have also revealed that even though the system has important role in the organization the system have not yet achieved full task technology fit. Segon Marill International movers provides specialized logistics and relocation services and it have unique operational requirements that the ERP system has not yet fully adapted to because of this many employees still continue to partially use excel for reporting, phone call for double checking schedules and paper documentations along with the system. And this double handling has reduced work efficiency and has created additional burden for employee's addition to this several employees has mentioned technical support as a challenge and response time is slower when work flow gets interrupted.

Therefore after reviewing the quantitative and qualitative findings of this study the implementation of ERP system at Segon Marill International Movers has overall positive impact on employee perceived productivity but the extent of the system contribution deepened on two key factors one is how the employees are satisfied with system quality the information it generates, and the support provided, second is how well the system fits the actual tasks that employees performs and based on the findings it has been clear that there remaining gaps between system functionality and real operational requirements and ongoing system modification is needed,

Looking at both part of the study at the end they provide consistent findings. The quantitative findings confirms that user satisfaction leads to productivity and ERP quality dimensions influences productivity outcomes through user satisfaction. The qualitative findings confirm that employees acknowledged the value of the system bust still continue to rely on manual workarounds because the system has not yet full adapted to all employee's task requirements. additionally, where the two parts of the study provided most consistent finding is in the service quality which received the lowest quantitative mean score of 3.27 and the qualitative theme about slow technical support response both points to the same weakness on ERP System implementation from different direction. And this shows the two parts of the study together has identified technical support as the most area for improvement. In addition to this, the partial task-technology fit determined qualitatively can explain why system quality and information quality variables did not show statistical significance in the regression because employees perceive both the system and the quality of information that it provides as one phenomenon rather than two different phenomena.

Furthermore, it is worth noting that the locally developed nature of the ERP system at Segon-Marill makes this study highly relevant not only for the organization but also for other Ethiopian companies, in general. This is because unlike most ERP studies that analyze commercially available systems such as SAP or Oracle systems, this study investigates the performance of a system tailored to the specific needs of a particular company. And nowadays this is becoming common practice among private-sector enterprises operating in Ethiopia, which do not have the financial capabilities to purchase commercially available software.

5.2 Recommendations

Based on the findings of the study the followings recommendations have be given to Segon Marill international movers Management and ERP system Development team.

- The company should continue to improve the ERP system to create fit for the unique operational requirements of the organization, since many employees has advised that the system is still under modification the management should understand challenges employees are facing and work closely with service developers to resolve specific function that are creating trust issue and operational difficulties.

- The organizations has to improve technical support response time, employees almost from all department have advised that slow support is provided when system error occurs and this has affected their workflow and sometimes forced them to use previous manual work methods therefore faster and reliable technical support would improve employees trust and improve their work efficiency.

- The organization should strength ERP system trainings especially for employees that have first time exposure to ERP system. Continuous practical training would help employees to use the system confidently and reduce old manual working system.

- The management should work on reducing duplicate communication practices that many employees still do, many employees are still using old communication tools like email phone calls to reconfirm schedules, take instructions and preparing second report using excels even though similar information have been entered in the ERP system therefore Improving system reliability and real-time updating can help close this gap and reduce the extra workload it creates.

5.3 Implications for Future Research

This study focused on employees from one organization, Segon-Marill International Movers, and used cross sectional data collected at a single point of time and this limits the study from general-

izing the findings to other organizations or to different points in the ERP implementation timeline. Future studies could use multiple logistics and relocation companies to improve the generalization of the findings.

Future researcher could also examine by including additional variables that could impact ERP system success such as employee's resistance to change, organizational culture, management support, computer self-efficacy and training effectiveness. By including these variables, the study could provide further explanation why some employees show greater productivity compared to other employees.

This study is mainly based on self-reported employee's perception data which relays on how employees feel about the system considering this future researcher should combine employee's perception and objective productivity indicators such task completion times, error rates, customer satisfaction scores, and operational output data together to get a more balanced and complete view of ERP systems impact on employees' productivity,

Furthermore, future researchers could use longitudinal study to truck how ERP implementations affects employees over different time period when the system matures all needed modification are finalized and employees have more experience a longitudinal approach would help to understand weather task technology fit improves and adapts to the organization unique operational needs.

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APPENDIX A
STRUCTURED QUESTIONNAIRE

Impact of ERP System Implementation on Employees Perceived Productivity
A Case Study of Segon-Marill International Movers

Dear Respondent,

This questionnaire is part of a research study that looks at how the ERP system implementation has affected employees perceived productivity at Segon-Marill International Movers. Your answers will only be used for academic purpose and will be kept confidential. Please answer each question based on your own experience and opinion. There is no right or wrong answer and your participation is voluntary.

The questionnaire will take around 10 to 15 minutes to complete. Thank you for your time.

Rating Scale:
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Section A: Background Information

1. Department: _____

2. Years of experience at Segon-Marill International Movers:
   Less than 1 year 1-3 years 3-6 years More than 6 years

3. How long have you been using the ERP system?
   Less than 6 months 6-12 months 1-2 years More than 2 years

Section B: System Quality

No.	Statement	SD	D	N	A	SA
SQ1	The ERP system is easy to use in my daily activities	1	2	3	4	5
SQ2	The ERP system performs reliably with limited interruptions during work	1	2	3	4	5
SQ3	The ERP system responds quickly when I carry out tasks	1	2	3	4	5
SQ4	The ERP system is accessible whenever I need it for work	1	2	3	4	5

Section C: Information Quality

No.	Statement	SD	D	N	A	SA
IQ1	The ERP system provides accurate information for my work	1	2	3	4	5
IQ2	The information generated by the ERP system is useful and relevant to my job	1	2	3	4	5
IQ3	The ERP system provides information that is current and up to date	1	2	3	4	5
IQ4	The information provided by the ERP system is clear and easy to understand	1	2	3	4	5

Section D: Service Quality

No.	Statement	SD	D	N	A	SA
SVQ1	I receive adequate technical support when I face problems with the ERP system	1	2	3	4	5

No.	Statement	SD	D	N	A	SA
SVQ2	Technical problems with the ERP system are resolved quickly and efficiently	1	2	3	4	5
SVQ3	I received sufficient training to use the ERP system effectively in my work	1	2	3	4	5
SVQ4	The ERP support team provides helpful guidance when I need assistance	1	2	3	4	5

Section E: User Satisfaction

No.	Statement	SD	D	N	A	SA
US1	I am satisfied with the ERP system in supporting my daily work activities	1	2	3	4	5
US2	The ERP system meets my expectations in helping me perform my work tasks	1	2	3	4	5
US3	Using the ERP system makes my work activities easier and more manageable	1	2	3	4	5
US4	Overall, I have a positive experience using the ERP system	1	2	3	4	5

Section F: Employees Perceived Productivity

No.	Statement	SD	D	N	A	SA
PP1	The ERP system helps me complete my tasks faster than before	1	2	3	4	5
PP2	The ERP system improves my overall work efficiency	1	2	3	4	5

No.	Statement	SD	D	N	A	SA
PP3	The ERP system helps reduce errors and mistakes in my work	1	2	3	4	5
PP4	The ERP system improves coordination and communication between departments	1	2	3	4	5

Thank you for your time and participation

APPENDIX B
SEMI-STRUCTURED INTERVIEW GUIDE

Impact of ERP System Implementation on Employees Perceived Productivity

A Case Study of Segon-Marill International Movers

Purpose of the Interview:

This interview is part of a research study that examines how ERP system implementation has affected employees perceived productivity at Segon-Marill International Movers. The main focus of the interview is to understand how well the ERP system fits the tasks you do in your daily work, and this is based on the Task-Technology Fit Model.

Your responses will be kept confidential and will only be used for academic purpose. The interview will take around 30 to 45 minutes. You can also withdraw from the interview at any time if you feel uncomfortable and there will be no consequence for doing so.

Thank you for your time and cooperation.

Participant Information

Interview Code:	
Date of Interview:	
Department:	
Position Level:	Managerial Senior Officer Junior Officer

Part 1: General Information

No.	Question

No.	Question
1.1	What is your current role and which department do you work in?
1.2	How long have you been working in this position at Segon-Marill?
1.3	How long have you been using the ERP system in your daily work?

Part 2: Task-Technology Fit Questions

Task Characteristics

No.	Question
2.1	Can you briefly describe the main tasks and responsibilities you carry out in your job?
2.2	Which of these tasks do you currently perform using the ERP system?
2.3	Are there any tasks in your job that are difficult to carry out using the ERP system? If yes, please explain why.
2.4	Do you sometimes prefer to do certain tasks outside the ERP system, for example using Excel, phone calls, or paper? If yes, why?

Technology Characteristics and Fit

No.	Question
2.5	Overall, do you feel the ERP system fits the requirements of your daily work well? Please explain your answer.
2.6	Does the ERP system help you complete your work faster or more efficiently compared to before? Or does it sometimes slow you down?
2.7	In your experience, does using the ERP system help reduce mistakes and errors in your

No.	Question
	work, or does it sometimes create challenges?
2.8	What changes or improvements do you think would make the ERP system better suited to your daily tasks and work requirements?