ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSEMENT OF FACTORS INFULENCING ENTERPRISE RESOURCE PLANNING/ERP/ PROJECT IMPLMENTATION PROCESS; PROJECT MANAGEMENT PERSPECTIVE

IN CASE OF AMBASEL TRADING HOUSE

A THESIS TO BE SUBMITTED TO THE DEPARTMENT OF PROJECT MANAGEMENT AS A PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS (MA) DEGREE IN PROJECT MANAGEMENT

BY: EZEDIN NASER UMER

(SGS/0215/2012A)

FEBRUARY, 2022

ADDIS ABABA, ETHIOPIA

ASSESSEMENT OF FACTORS INFULENCING ENTERPRISE RESOURCE PLANNING/ERP/ PROJECT IMPLMENTATION PROCESS; PROJECT MANAGEMENT PERSPECTIVE

IN CASE OF AMBASEL TRADING HOUSE PLC

BY

Ezedin Naser

ADVISOR

Dr. Dereje Teklemariam

A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ST. MARY'S UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ART IN PROJECT MANAGEMEN

FEBRUARY, 2022

ADDIS ABABA, ETHIOPIA

DECLARATION

I, the undersigned declared that this thesis entitled "Assessing factors influencing Enterprise Resource Planning Project Implementation process from project Management Perspective in Case of Ambasel Trading": Is my original work and has not been submitted to St. Mary 's University or any other institution of higher learning as a thesis and all sources of information have been duly acknowledged. I have carried out the research independently under the supervision of the research advisor, Dr. Dereje Teklemariam (associate professor).

_____

Ezedin Naser Umer

_____

Date

ENDORSEMENT

This is to confirm that the thesis entitled Assessing factors influencing Enterprise Resource Planning Project Implementation process from project Management Perspective in Case of Ambasel Trading conducted by Ezedin Naser was under my supervision. The work is original in nature and is appropriate for submission for the award the Degree of masters of art in Project Management

Dr. Dereje Teklemariam

February 2022

Addis Ababa, Ethiopia

Approval/Certificate

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDY
DEPARTMENT OF PROJECT MANAGEMENT

This is to certify that, the thesis worked by Ezedin Naser Umer, entitled: "Assessment of Factors Influencing Enterprise Resource Planning/ERP/ project implementation Process: The Case of Ambasel Trading House Plc"was carried out under strict supervision and has been approved for submission to St, Mary's University School of Graduate Studies Program of Project Management in Partial Fulfilment of the Requirements for the Award of Master of Art in Project Management assembles with the regulation of university and meets the accepted standards with respect to originality and quality.

By; Ezedin Naser Umer

Approved by; Board of Examiners

Dereje Teklemariam (PhD)	_____	March 11/2022
Advisor	*Signature*	*Date*
Maru Shete (PhD.)	_____	_____
Internal Examiner	*Signature*	*Date*
Chalachew Getahun (PhD)	_____	_____
External Examiner	*Signature*	*Date*

Graduate Studies   *Signature*   *Date*

CONTENTS

ACKNOWLEDGEMENT

LIST OF TABLES

List of Figures

LIST OF ACRONYMS

ERP ----------------------------------- Enterprise Resource Planning

SPSS --------------------------------- Statistical Package for the Social Sciences

M&E --------------------------------- Monitoring and Evaluation

SC ------------------------------------ Staff Committeemen

SE------------------------------------- Stakeholders engagement

PRM----------------------------------- Project Risk Management

TMS----------------------------------- Top Management Support

ABSTRACT

In Today's world, "Enterprise Resource Planning (ERP) systems have emerged as prevalent software that integrates the functional areas of a company or organization into a single system providing real time solutions and seamless communication in business processes. Studies done on ERPs successes have acknowledged that top management Support is a Critical Factor for the success of an ERP Project. The goal of this study was to examine factors influencing the implementation of enterprise resource planning in Ambasel Trading House Plc and the prospects for success from project management perspectives. The study was guided by five objectives; to examine the influence of project risk management on implementation ERP project; to examine the influence of Project Monitoring and Evaluation on ERP implementation success; to examine the influence of staff commitment on ERP implementations; to examine top management support influence on ERP implementation and; to examine the influence of stakeholder's commitment against ERP implementation success in Ambasel Trading House Plc. Employees of the organization who use Enterprise Resource Planning in various departments make up the population of this study. A purposive sampling methodology was preferable in conducting this study. this sampling method aids in the identification of elicit responses from people who have a strong understanding of ERP. As a result, the study made use of 90 people who were actively participate during the implementation process. Respondents who are ERP users were targeted. Data was gathered from both primary and secondary sources and Both quantitative and qualitative data analysis methodologies were used in this study. descriptive statistics such as mean, percentage, and frequency tables, research questions were utilized. The validity of the instrument was checked and internal consistency of the instrument was measured using Cronbach Alpha and the results are statically acceptable. Descriptive statistics based frequency tables were used to provide information on the variables. The results are investigated in terms of descriptive statistics followed by inferential statistics on the variables. According to the study's findings, the overall Ambasel's ERP deployment was successful. Top management support was remarkably successful compared to the other four determinants. In terms of the degree of influence against ERP implementations, with exception of stake holder's engagement which has moderate extent, the other four variables, project risk management, monitoring and evaluation, top management support, staff commitment have been found in great extent to influence the successful outcome of ERP. Eventually the study provides suggestions in order to improve the project outcome. the top management of the company is found to be the backbone for the successful implementations and significant influential factor. Hence, highly accountable to accommodates all other variable to be in that same page as well. so more efforts are still expected from the company's top management in order to gain the paramount attribute of ERP system.

Key words: *Enterprise resource Planning, project management variables, implementations.*

CHAPTER ONE INTRODUCTION

1.1 Background of the study

Enterprise Resource Planning (ERP) is an integrated software package consisting of a set of standard functional modules (production, sales, human resources, finance, etc.) developed or integrated by the vendor that can be adapted to the specific needs of each customer (Frimpon, 2012). ERP systems are computer applications with two important characteristics: data integration and support for best practice processes (Sneller, 20u14). According to Sneller, organizations that implement ERP expect that the data integration characteristic will improve the quality of their decision making as well as increase their efficiency. By using the best practice processes that support by ERP, organizations want to speed up their processes, and improve the quality of those processes. These days ERP has become one of the most important developments in the corporate use of information technology as a strategic tool, which equips the enterprise with the necessary capabilities to integrate and synchronize the isolated functions into streamlined business processes (Kanhaiya, 2006). Although ERP implementation is growing very fast and many companies taking initiatives to implement ERP, it is expensive and not a magic tool which will transform everything overnight. ERP systems, when implemented successfully, bring significant benefits. However, successful implementation is a long journey towards enterprise excellence that many issues need to be addressed to achieve the expected results from the implementation. Additionally, the successful implementation rate is low and many firms that have gained some benefits from ERP have yet to exploit the full potential of ERP in their organizations (Zhang et al., 2003).

Information management is a powerful driver of business performance and sustainable organizational growth. Increased globalization over the past decade has forced firms worldwide to face unprecedented levels of competition and operate in a dynamic business environment. Firms seek to manage such competitive pressures and environmental uncertainties by adopting best business practices, engaging in continuous design improvements, speeding up the product development cycle, ensuring manufacturing flexibility, streamlining sourcing arrangements, and

managing myriad logistics channels. Firms are investing heavily in information technology (IT) Systems to effectively integrate and coordinate these activities across their supply chains as well as shape the way they conduct business. In particular, more and more firms around the world are implementing packaged software called enterprise resource planning (ERP) systems.

Enterprise resource planning (ERP) system has been one of the most popular business management systems, providing benefits of real-time capabilities and seamless communication for business in large organizations. However, not all ERP implementations have been successful. Since ERP implementation affects entire organizations such as process, people, and culture, there are a number of challenges that companies may encounter in implementing ERP systems (Ibrahim, 2010). Moreover, ERP systems assist to reduce the requirements of employees and help organizations reduce data transfer time(Gupta, 2013). Enterprise Resource Planning implementation is not always smooth as it has its own up and down routes.

In spite of ERP 's significant growth and its benefits, there are a number of challenges that companies may encounter when implementing ERP. Some studies; Nebiyou (2018) in Commercial Bank of Ethiopia; Engidayehu (2014) in Ethio Telecom; Fetsum (2017) United Nations Economic Commission for Afri ca; and Sintayehu (2014) in Ethiopian Airlines indicates that ERP executions have plant out that occasionally failed to achieve the association 's targets and asked issues. The success or failure of ERP implementation is nearly related to how the companies handle the process. The ERP implementation process could differ from company to company that might be related to goals, scope or the available resources much of the failure of ERP executions weren't caused by the ERP software itself, but rather by a high degree of complexity from the massive changes ERP causes in the organizations (Scott & Vessey, Laudon, 2000). Still, despite the high prospects that generally accompany ERP implementation they're blighted by over expenditure, time detention and in some cases failure to apply the systems. Indeed, over 50% of ERP systems have been considered to be unsuccessful or don't achieve their prospects (Holsapple, 2005 344). Common problems when implementing ERP systems occur because of various users' factors and lack of integration between existing systems with ERP applications (Kalbasi, 2007

Addressing the difficulties, success factors and their impact of ERP implementation helps to plan better and facilitate a more successful ERP implementation (Ibrahim, 2010).

This study ultimately focused on assessing ERP project implementations based on project management perspectives in specific case of Ambasle trading house Plc.

1.2 Background of the company

Ambasel Trading House P.L.C. was established in November 1993 under the commercial laws of the FDRE. After 14 years of rapid growth Ambasel has become a modern company with assets of nearly USD 10,000,000. Its 300 employees are spread and integrated with operations in different geographical regions, engaged in domestic and foreign trade.

Ambasel Trading House PLC is 100% locally owned company under the Umbrella of a development organization known as TIRET (which means endeavor). the company has 25 years old experience in importing, exporting and whole selling products. It has an excellent relationship with agro product buyers in Europe, the Middle East, Japan, china, the United States of America (USA) and India. The company export Products Such as Coffee Arabica, Oilseeds (Sesame Seed, Tahini Paste, and Hulled Sesame & Niger Seed), Pulses (Haricot Beans & chick Peas) & Gum (Olibanum) and also import Products such as Different Agrochemical's, Water pump and Hose, sickle (Lapajarita), Generators, Beer Inputs, Cash register machines, Reinforcement Bar and different electronics & accessories

1.3 Statement of the problem

ERP implementation is very complex. It requires vast combination of hardware, software, and organizational issues. In order to overcome this complexity, the needs for project management as a methodological planning and calculated management are important.

ERP systems are used for not only transactional purposes, but also for strategic ones; for instance, enabling sales growth, reducing production lead times, and improving customer services (Stedman, 1999). Stedman's observation highlights the importance of aligning ERP features with the business strategies of ERP adopting firms. Many authors have expressed the view that the fit between ERP systems and business strategies is very important to achieving gains in organizational performance The ERP gadget achievement or failure will be influenced through how the agencies deal with the implementation process. As many elements affecting

ERP implementation, those elements ought to have an effective output at the final results of the ERP undertaking or loss of them ought to have an impact on the final results negatively. Thus, many researchers have tried to discover the essential achievement elements (CSFs) for a hit ERP implementation. For example, (Shatat, 2017; Al-Fawaz et al., 2008; Zhang et al., 2003; Dezdar and Ainin, 2011; Al Qashami and Mohammad; 2015, Afaneh et al., 2015; Azad et al.; 2013;Frimpon, 2012) agreed that figuring out the CSFs as early as feasible and to investigate ERP implementation in case research ought to offer an implementation framework which maximizes efficiencies and offer treasured clues to assist project managers enhance their probabilities of achievement.

For instance, Research conducted by Dezdar and Ainin, (2011) indicated that A significant relationship was found between project management and team composition with ERP implementation success. The better the project management activities the more likely the implementation will be successful. Likewise, the possibility of successful implementation is higher when the ERP team is more coordinated and experienced. In our country Ethiopian some related research was also conducted. (Yuhannes mulushewa 2019) have done his research on Assessment of Management Roles Effectiveness for Enterprise Resource Planning (ERP) System Implementation Success. And on his findings, Top Management, Technology Management, Process Management, Change Management, and Project Management roles are the pillars that shoulder the burden of the implementation of the ERP process. A weakness in any of the pillars can result in a failure. (Tsegaye Bekele 2019) on the other hand studied on Analysis of success Factors for ERP project implementations revealed that, the findings showed positive and relevant relationship between effective project management and ERP implementation success. The finding of regression analysis indicated that effective project management highly determine the chance of successful ERP implementation. Based on the above studies conducted by various researchers, it is very clear that all of them boldly addressed the paramount attribute of project management for successful implementation of Enterprise Resource Planning.

1.4 Knowledge Gap
The above prior studies conducted by various researchers were boldly addressed the paramount attributes of project management for the successful implementations of Enterprise Resource Planning. However, almost all of them are considered project management as being one of CSF'S for successful ERP project. To the best of my knowledge, no study had been yet

conducted here in Ethiopia entirely focusing on project management's role on ERP projects. Hence, the researcher was trying to singled out Project Management role and critically asses the implementation of ERP from project management perspectives. The study therefore, sought to bridge this knowledge gap by assessing the implementation of ERP project at Ambasel Trading House Plc from project Management Perspectives. Accordingly, the research tried to answer the following research questions;

- ➢ What is the influence of project risk management on the implementation of ERP?
- ➢ How project monitoring and evaluation process influence ERP implementation?
- ➢ What role does Staff commitment has on the success of ERP implementations?
- ➢ How top management support influence the success of ERP implementation?
- ➢ How stakeholder's engagement & commitment influences the successful implementation of ERP?

1.5 Objective of the study

1.5.1. General objective

The general objective of this study was to critically assess and examine the application of project management principles on the implementation of Enterprise Resource Planning from project management perspectives in case of Ambasl trading and to present the merits or the benefits or otherwise, the possible shortfalls or deviations from the desired outcomes.

1.5.2 Specific objectives

The study specifically designed to;

- ➢ To examine the effect of project risk management on the implementation of ERP
- ➢ To determine the effect of project monitoring and evaluation process on ERP implementation
- ➢ To examine the effect of staff commitment on the success of ERP implementations
- ➢ To assess the influence of top management support on the success of ERP implementation
- ➢ To examine the effect of stakeholder's engagement on the successful implementation of ERP

1.6 Research Hypothesis

H1 Project risk management does have an influence on the ERP project implementation.

H2 Project monitoring and evaluation does have an influence on ERP project implementation.

H3 Staff commitment does have an influence on ERP project implementation.

H4 Top management support does have an influence on ERP project implementation.

H5 Stakeholders engagement & commitment does have an influence on ERP project implementation.

1.7 Significance of the study

The findings of this analysis can give insight to each leader and staff regarding the systems practicality with relation to support activities and also the company with success implementation and integration of such a system, light the processes used, the obstacles faced and the way they'll be solved, similarly because the gains achieved. This analysis could even be used as a reference for any analysis within the space and explore major problems related with the ERP system preparation for coming up with vital milestones as a base and create it available for tutorial reference. Finally, it provides helpful data and sensible suggestions that will facilitate managers of the corporate a completely different levels and users to induce a better understanding of the way to deploy ERP projects.

1.8 Scope and Limitations

There were varying conceptual and operational definitions of implementation among professionals in practice and academia, with limited consensus. This made it difficult to comprehensively study all project management practices that influence implementation of ERP systems given the scope of this study. This study focused on five project management practices. that is, project monitoring and evaluations, project risk management, project team's compositions, stakeholder's engagement and commitment and top management support on the implementation of ERP to be done in Ambasel Trading House Plc.

Ambasle trading is under the umbrella of Tiret corporate. It is believed that would be better to incorporate the insight of Tiret Board higher management bodies against their view on the project implementation success evaluation process and follow-ups. But, due to time and

resource constraints the study was limited only to the company's Management and staffs on the ERP implementations project.

1.9 Organization of the Research Report

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

CHAPTER TWO LITRATURE REVIEW

2.1 Introduction

This chapter covered the review of relevant literature for this study. It comprises of the themes that the objectives of this study sought to achieve. They included project risk management, project monitoring and evaluation process, staff commitment, stakeholder's engagement & commitment and finally top management supports, all in relation to the implementation of ERP Systems in Ambasel Trading House. The chapter also presented the theoretical, empirical and conceptual framework of the study as well as explanation of variables.

2.2 WHAT IS ERP?

ERP systems are the software tools used to manage enterprise data. ERP systems help organizations deal with the supply chain, receiving, inventory management, customer order management, production planning, shipping, accounting, human resource management, and other business functions. (Sumner, 2014)

2.3 The Evolution of ERP Systems

The evolution of ERP systems closely followed the spectacular developments in the field of computer hardware and software systems. During the 1960s most organizations designed, developed and implemented centralized computing systems, mostly automating their inventory control systems using inventory control packages (IC). These were legacy systems based on programming languages such as COBOL, ALGOL and FORTRAN. Material requirements planning (MRP) systems were developed in the 1970s which involved mainly planning the product or parts requirements according to the master production schedule. Following this route new software systems called manufacturing resources planning (MRP II) were introduced in the 1980s with an emphasis on optimizing manufacturing processes by synchronizing the materials with production requirements. MRP II included areas such as shop floor and distribution management, project management, finance, human resource and engineering. ERP systems first appeared in the late 1980s and the beginning of the 1990s with the power of enterprise-wide inter-functional coordination and integration. Based on the technological foundations of MRP and MRP II, ERP systems integrate business processes including manufacturing, distribution, accounting, financial,

human resource management, project management, inventory management, service and maintenance, and transportation, providing accessibility, visibility and consistency across the enterprise. (Oliver & Romm, 2002)

2.3.1 Implementation of Enterprise Resource Planning Systems Projects

Project Management is an organizational discipline that is becoming an integral part of the IT function. A specific person is supposed to be allocated a task to emanate progress in project management (Rosario, 2000). Implementing ERP System projects successfully calls for strong leadership with appropriate knowledge, skills and experience in project management and with the ability to organize the correct beneficial methods of the project. In general, available information propose that leadership and project coordination is crucial in ERP process in project adoption, and further indicates a correlation between leadership competencies and project implementation (Davenport, 2000; Kimet al., 2005).

Heeks (2002), describes IT systems projects performance into three categories, namely; Complete failure (aborted implementation), Partial failure (some key objectives are achieved) and Success (majority of stakeholders goals are achieved with system functioning as anticipated).Project managers and ERP System advisors frequently defined achievement in relations to finishing the project design on time and in line with the financial plan. However, individuals whose task was to accept ERP system and use them tend to underscore having a smooth operation with ERP system and attaining occupational developments (Axline, Markus, & Petrie, 2003). Al-Mashari et al., (2003), describes variations in performance levels of ERP system adoption in three classes, namely; Strategic, Managerial and Operational benefits.

However, according to (Hustad & Olsen, 2013), there is no solitary conventional measures for measuring ERP system project implementation performance that applies across all organization

Businesses contented with their ERP solution often list multiple benefits varying from process automation, improved efficiency, tighter integration, as well as removal of redundancies data and duplicative roles (Plotkin, 1999).

2.3.2 Project Risk Management and Implementation of Enterprise Resource Planning Systems Projects

Risks are potential problems that are yet to happen. Risks are inevitable and every project needs to be managed for risks irrespective of the type. Thus, risk management refers to the process and culture used in addressing the potential adverse effects and opportunities (Lugusa & Moronge, 2016). The main question that every project manager should ask themselves is what problems they may encounter in the course of the project, their effect on the projects' implementation and how they can be avoided (Cervone, 2006). Similar study by Grau (2004) argues that the global environment in which Implementation of ERP projects operate is changing quickly, as is the very nature of the risk management function and the process for making decisions about risk. Lugusa and Moronge (2016) suggests four main areas of risk management including risk identification, analysis, response and finally risk control and monitoring. In risk identification, the project manager should establish what is and what might be in an effort to find the risks that are pertinent to the project.

According to Shahu, Pundir, and Ganapathy (2012), project managers should develop a risk identification checklist with regards to available historical information from previous projects or other knowledge sources. Managers should also carry out a risk analysis to determine the probability of a risk occurring and its impact on the project progress. By carrying out a risk probability, they will understand how likely the risk could occur and impact details the potential effects of the risk if it actually occurred. Monitoring and control of risks involve activities like monitoring risk triggers, and review and communication of risk status. According to Zwikael and Globerson (2006), weekly project status meeting is one of the most crucial tools in monitoring projects for risk. Risk management should be part of the agenda of every periodic status meeting. They will be in a better place to identify probable risks. The last bit in the risk management process is planning for risk response. Managers need to develop actions to reduce project risks and increase opportunities. Through a proper risk response plan, managers should prioritize the risks and adjust the budget, resources and schedule accordingly to incorporate the developed actions.

A lack of a systematic way of managing project risks on the part of both contractors and owners displayed high tendencies of project failures among the construction projects in Chile (Serpella, Ferrada, Howard, &

Rubio, 2013). Lack of proper risk management led to delays in the procurement process, delays in the release of funds, and also unforeseen changes in climate that caused the projects to either halt or be postponed to a later season. The project of choice should have been very well maintained, but has experienced uncertainties that needed the attention of the project team and has time allocation to carry out a risk management process. Having a risk management plan at the planning phase makes it less trouble free and much more rewarding. Trying to develop a risk management plan before doing the project plan can be much more difficult since the project is not well defined yet (Chapman & Ward, 2003).

2.3.3 Project Monitoring and Evaluation Process and Implementation of Enterprise Resource Planning Systems Projects

Monitoring and evaluation can be characterized as the continuous way by method for which partners get ordinary input on the advance being made toward accomplishing their objectives and goals while assessment is a thorough and autonomous assessment of either completed or progressing exercises to choose the degree to which they are accomplishing referred to destinations and adding to basic project portfolio management implementation (UNDP, 2019). Monitoring and evaluation was among the factors resulting to rural development project success (Barker & Pistrang, 2015).

Feedback is the most important aspect of monitoring and evaluation but is also the most neglected aspect. The main purpose of feedback is to link assessment findings to decision making processes, especially their planning process. There are different ways that are used to communication the information of evaluation and the most commonly used include; review meetings, works on rural development project seminars; newsletters; and computer networking. There are a number of activities that have been identified as key to building capacity in monitoring and evaluation. There is a growing trend toward professionalization of Monitoring

and evaluation due to an exponential demand for high quality evaluations. As indicated by Taylor-Powell and Boyd (2017), this professionalism has been seen in activities designed to build individual knowledge, beliefs and skills in assessment. This could be the motivation which should be behind trainings at all levels in monitoring and evaluation cycle.

Training of individual in these factors is key, because evaluation competence might be depending on factors like knowledge, skills and attitudes of people concerning monitoring and evaluation (Njenga, 2017). Fullan (2014) argued that Monitoring and evaluation function ought to be seen as a collective responsibility in the organization. Another important aspect of monitoring and training team capacity is the concern of internal support structures that supports monitoring and evaluation activities, some organizations may lack appropriate logistical support to empower them perform efficient monitoring and evaluation data-gathering, data-entry and analysis (Douglah et al., 2016). An evaluation may also have more than one purpose; however, it is essential for stakeholders to agree on the precedence purposes. Identifying stakeholders and making sure that they agree about the major purpose of an evaluation, is integral in order to figure out on the approach and methods to be used in carrying it out.

2.3.4 Staff Commitment and Implementation of Enterprise Resource Planning Systems Projects

Employees are termed as the most valuable resources that are used to achieve any goals in any organization (Miller, 2004). Having employees working with an organization is not enough in implementing any project but rather the key ingredient is having a firmly committed workforce that is capable of turning challenges and hardships into successes. Structures are supposed to be put in place in an organization implementing an ERP project that will monitor and evaluate the level of commitment both at individual level and at the team level informing decision makers on the right decisions to be made (Wilson, 2004). Without adequate commitment by the project team, a delay in the entire project is experienced and this translates into stretching the allocated resources and ultimately the entire process of ERP project implementation is jeopardized (Johnson, 1995).

Incentives are critical in any project implementation especially in the case of ERP implementation where extra effort is a necessity and at times long working hours. Employees need to feel more appreciated and their contribution appreciated and giving those incentives is just one important way of achieving this. Changing negative perception of employees towards the entire concept of implementing ERP project and clearly communicating the benefits and importance of automating organization processes and procedures is as important as having the right employees in the project team. Employee commitment is supposed to be achieved in all levels of the organization's management hierarchy as good commitment

in the high levels of an organization directly decode to high levels of commitment in the lower levels of the organization(Loonam and McDonagh 2005).High levels of commitment in implementing ERP projects from both the project team and the management translates to continuous realization of project milestones and attraction of more and adequate funding at various project phases leading to successful project implementation.Proper and sequential coordination in executing ERP project implementation and outlined action items are achieved through clear employee roles which are brought about and reinforced by employee commitment at various levels (Huse, 2004). Loyalty advanced by employees to ERP project as well as high measure of energy ensures that implementation process is well designed and actionable tasks assigned sequentially matching talent and skills of the team members. This usually maximizes the synergy much needed to attain success in implementation of ERP projects (Gabrielsson, 2004). In order for ERP project implementation process to have a higher probability of success, perception subject of the employees in a project team should be evaluated and monitored to ensure that retrogressing energy is not experienced in the team and that the right perceptions ultimately contribute to synergizing collective effort of each and every employee in the organization.

2.3.5 Top Management Support and Implementation of Enterprise Resource Planning

Systems Projects Top management support is a vital requirement that has been researched on by scholars and researchers as a basic requirement for achieving success in ERP implementation. According to (Bingi et al. 1999), authorization of ERP project implementation as well as continuous support is left in the hands of top officials in an organization tasked with making key decisions on behalf of the entity. Senior managers and directors in the organization should commit their own time to be part of the project and make efforts to give advisory and consultation services to ensure that the organizations mission is kept in force by the project as well as improve the entire organizations operations and strategies on achieving intended deliverables (Holland et al., 1999). Adequate materialistic resources committed for the project by top management should be supplemented by allocation of skilled and talented personnel who are ready to commit enough time and expertize in the project implementation (Roberts and Barrar 1992).

Advocating on the prioritized initiative and importance of ERP project by top management in an organization will create a synergy effect in the entire organization leading to commitment by every team member in supporting the project. Management of information is a key benefit of implementing ERP project but with the technological advancement, efficient allocation of resources is gaining favour as this is a major role for top management. This capability help ERP projects gain popularity amongst top management officials and command support which is very essential for successful implementation (Earl and Feeny 2004). Both the functionality aspect of ERP and strategic significance to an organization can be privileged through adequate support by the top management. On the other hand, failure to acquire a best designed ERP system, systematic project planning and lack of adequate requirements can be directly linked to minimal or no support from top management (Teo and Ang 1999). Documenting effective coordination and availability of effective communication channels in an organization, top management support in ERP project implementation is regarded as the basic requirement for both. Effective communication achieved through top management support is essential in informing he employees on importance of ERP projects to strategize future expansion and effectiveness of the organization (Loonam and McDonagh 2005).

Top management playing its oversight and management role should ensure a team is formed with members having the right knowledge and skills to take up the roles of implementing the new system. The project team should have the best talent in the organization and the capability to quickly grasp the technological principles used and more so be able to disseminate the knowledge to other employees. The principle of top management support supersedes the verbal

support of top ranking staff and translates to quality time commitment by them to be part of the project and ensuring the project propels in the right direction (Chen, 2001). The project team drawn to implement ERP projects normally has diverse groups of people and this creates an avenue for conflicts escalation. Some conflicts may jeopardize the entire project and need to be addressed by top management (Myerson, 2002). There is need to maintain close ties between the project team to ensure synergy is realized and this is tasked to top management that has the capability of harmoniously solving conflict (Mousseau,1998).

2.3.6. Stakeholder's engagement and commitment

Effective management of stakeholders is important for ERP project success because the stakeholders can offer valuable expertise in cross-functional business processes, in system configuration, and in application specific modules, such as financial modules (Brown and Vessey, 2003). However, problems can occur when management outsources the entire ERP project to a contractor, without involving internal IT people. Organizations should use consultants but take advantage of opportunities to develop internal knowledge (Willcocks and Sykes, 2000).

All stakeholders of the ERP project must be communicated well so that they can be aware of any changes. They must assess how they will be impacted by changes in processes, policies, and procedures. (Bhagnawi, 2009) mentioned that one of the reasons for ERP implementation failures is poor communication between the team members. Poor communication includes failure to announce the reason for the efforts and activities required in the project and continuing to advise the organization about the progress and importance of the ERP implementation.

Stakeholders are individuals or groups of people within an organization who have a vested interest in an ERP implementation software project's outcome and/or whose support is required to launch such a project, drive it forward to a successful conclusion and ensure that the product is utilized to its fullest extent. Short term support for or having a silent participation in an ERP software implementation project is insufficient. Avoiding responsibility for the outcome of a software selection project invites failure. Stakeholders have the power to drive a project to failure just as much as they have the power to drive a project to success. Every person who will have any relationship with the new ERP software system is a stakeholder and therefore must participate fully in the project. It really doesn't matter whether they are data entry employees, line of business managers, accounting staff or executives. Each person needs something from the system and needs the system to operate in a specific way.

Unlike other information systems, the major problems of ERP implementation are not technology related issues such as standardization, technological complexity etc. but mostly about organization and human related issues like resistance to change, organizational culture, project mismanagement, incompatible business processes etc. At the same time, it can be seen from the top ten risks for ERP implementation

failure presented by Huang, Chang, LIN and Li (2004), at least seven of them are due to human causes namely lack of senior management commitment, ineffective communications with users leading to ineffective support from users, ineffective training of end users, conflicts between the user departments etc. ES implementations have a wide range of impacts on the stakeholders involved. As part of the development and use of ES, the roles, responsibilities and inter-relationships of stakeholders are often redefined. Organizations thus need to keep abreast of their stakeholders and their interactions, so that they can better manage them accordingly. Furthermore, considering the wide scope and impact of ES throughout the organization, they typically require input from a host of different stakeholders from within and without the organization. Hence, organizations need to know how to identify the relevant stakeholders of such ES projects and find ways to meet their various interests (Smiju Sudevan, 2014)

2.4 Theoretical Framework

The study was acquainted on the theory of Agile Project Management and Information Systems Success Model that fit to determine the ERP implementation process. agile methodology takes into account the fact that most teams gain insight and information as a project progresses and will act to significantly improve the quality of the outcome if this information is properly incorporated as soon as possible. Agile methods put a framework and a structure around these iterative feedback loops to provide a consistent delivery of business value at a consistent rate. Agile provides frequent checkpoints throughout the project where all parties converse on the project's status to ensure that any new information is incorporated into the design and the project plan is adjusted accordingly. Regular meetings also ensure that steady progress is made and that problems are identified early and corrected as they occur, not at the end of the development cycle.(chestnut cir, 2012)

2.4.1 Theory of Agile Project Management

Agile Project Management which was developed in 1998 by proponents Robert D. Austin and Richard L. Nolan of Harvard Business School academics and IBM researcher Watts Humphrey (Plant and Willcocks, 2007). The theory stresses on flexibility in terms of the scope of work based on the new requirements in such a way that it is realistic for the planners to act on in the short term in order to deliver early value and therefore mitigate risk for the entire project. It also postulates the breaking down the project processes into smaller units, making the team members to work closely together and with clear vision about their responsibilities and roles in a project; frequent reassessment of the work done within the project cycle to make the final product better; and constant and frequent cooperation with the clients or stakeholders to

consider their requirements and suggestions which is key to the organizational learning required to iteratively and incrementally produce the best possible value yielded in projects (Kwak, 2002). Agile project management theory is therefore demonstrated as a project delivery approach, which emphasizes the integration of project stakeholders, project systems, processes, structures and practices to ensure success. Through agile project management talents, resources, insights, capacities and expertise of project partners combined would normally determine the success of project

The agile project management theory is relevant to this study since it outlines project management principles that would ensure success in projects. The theory principles ensure that testing is integrated during the project cycle, which means that there are regular checkups and monitoring to see that the ultimate goal of the project is achieved; project customers are engaged and involved throughout the project leading to satisfaction; and techniques that eliminate the chances of absolute project failure are employed which would therefore lead to project success. This research aims to prove and recommend the application of these principles in order to demonstrate the critical aspects that determine the effectiveness of livelihood projects.

2.4.2 Information Systems Success Model

This model was created and advanced by (Delone and McLean, 2003) to assess success about an Information System and as an urgency for making comparisons between several measures (Raija, 2011). The model highlights three main pillars for an information systems success. These include qualities of Service, System and Information. Delone and McLean (2003) further added reaction loops which are the intentions to use, user satisfaction which gives net benefits of the System.
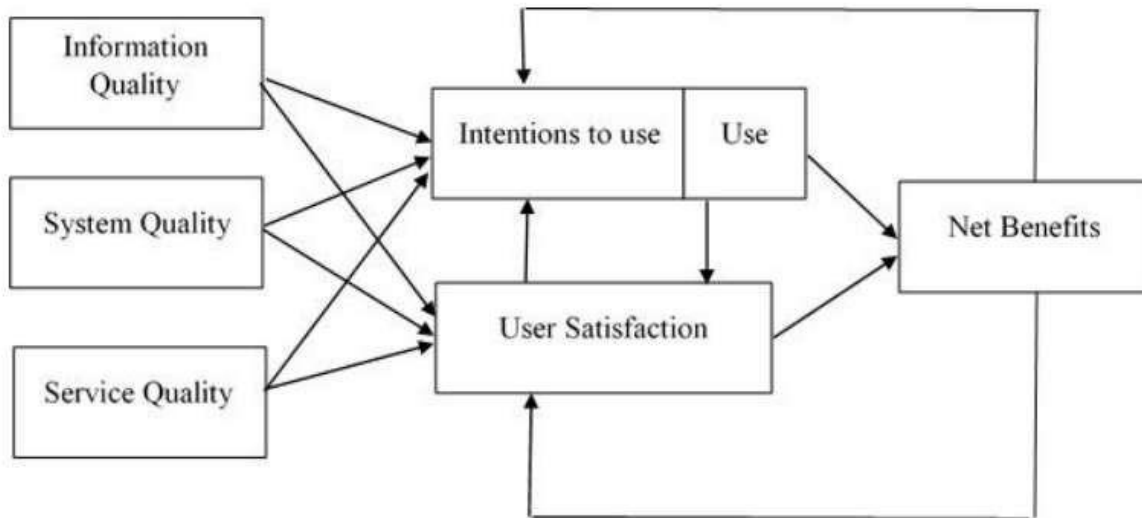
Figure 2.1: Updated Information Systems Success Model

This model has been used widely to measure success. The independent elements that influence an information system success include system quality, service quality information quality, which in turn affects the intention to use, user satisfaction and the net benefits in general resulting from the system implementation. The degree in which information is obtained from systems meeting the requirement and expectation of user in known as information quality. This includes how accurate, concise, reliable, timely, current and complete information is. Systems quality relates to performance and functionality of systems that involves the response time, ease of use, flexibility of the system and reliability. Service quality relates to how the convenience and reliability of the service and business process that uses the information system have improved. The Use is the manner in which the customers utilize the capabilities of an information system. User satisfaction refers to services of information system surpassing user expectation. Net value is how information systems contribute to an individual, organizations, society as a whole, such as improved decision making, higher profits, productivity and economic development

. The ERP system is assessed by quality of information, systems and services. The Vendors play a critical role in ensuring implementation success in the organization. As cited by Raija (2011), the information quality includes the data which is entered into the system, which the vendors have a major role in

importing from legacy systems tone which should be accurate to avoid errors. System quality is the applications that are used to perform the functions of the organization from the requirements given by the organization and which are designed and coded by the vendors, this should be positive to achieve quality. Service quality is the support that is given by the vendors through the implementation of the system.

2.5 Empirical Literature Review

There are a unit several analyses work and literature conducted concerning ERP implementation everywhere the globe and from completely different countries views. Most of those works are reflecting their view on the bases of their stands. For instance, (Dezdar & Ainin, 2011) reflected their points form Iran's view point and accordingly they confirm that significant relationship was found between project management and team composition with ERP implementation success. The better the project management activities the more likely the implementation will be successful. Likewise, the possibility of successful implementation is higher when the ERP team is more coordinated and experienced. However, they subjected this finding to developing countries case and they suggested the scenario is different in developed country. Other studies had been carried out on this regard and support the importance or the role of project management on ERP implementations with empirical evidence. Ara & Al-Mudimigh, (2011) reveals the successful implementation of ERP through project management during pre-implementation, during implementation and post implementations phases.

A) Pre implementation

The author proposes that the key to successful ERP implementation is through the use of project management life cycle theory analysis of various stages of ERP implementation, and it cannot be considered lead to failure. He supports his stand by introducing the Tasly ERP projects in the pre project research, project organization and project management in the process of successful experience. Throughout the project management concepts and methods of operation, ultimately leads to success of ERP system and enhances the overall enterprise management level. And due to comprehensive survey & evaluation, efficient project management team, sound project management information and because of the need and the change continues to improve the Tasly was successful in implementing ERP

B) During implementation

Tsai et al, through an immense literature review identified and categorized 8 achievement level of project management as (1) fulfilling business implementation goal (2) full of top management support (3) meeting schedule goal (4) meeting budget objective (5) triggering effective communication (6) solving problem (7) fulfilling integration of system and (8) user acceptance. The study and the empirical investigation on consultant criteria, project management and performance enhancement indicated that these three factors are integrated and the service quality one affects the other and hence adds to performance enhancement of the ERP implementation

C)Post implementation

Ying shi, through a case study in application research of project management in ERP system implementation process, revealed that the Project management theory and methods were used in the construction of enterpriser information, in line with the overall planning, step by step principles for the business to the ERP project involves all aspects of effective planning, organization, management and monitoring, thus to achieve the desired goals and effect for the enterprise benefits.

In our country related studies has been also conducted. Tsegaye Bekele, (2018) conducted a research on Analysis of Success Factors for ERP project implementation. he finds out on his study that a positive and relevant relationship between effective project management and ERP implementation success. The finding of regression analysis indicated that effective project management highly determine the chance of successful ERP implementation

Likewise, Wondosen Mulugeta, (2018) studied on Assessment of Enterprise Resource Planning (ERP) Project Implementation. his findings show that, the ERP implementation of the case organization is successful in achieving the organizational objective in terms of reducing transaction processing time, cost reduction, improve wide interdepartmental communication, reduce paper work and facilitating decision making by implementing the project management knowledge areas

Aliyu et al. (2020) investigated using systematic document review to systematically appraise current and previous literature on enterprise resource planning, and investigate the critical factors that determine their

successful implementation. The aim of this paper is to review prior studies on Enterprise Resource Planning (ERP) from 2002 to 2016 including implementation benefit/success, factors affecting implementation and implementation successes of ERP.

terms of these four key dimensions is that management in considering which factors are key to the successful implementation of ERP systems can ensure that they align the attributes. Panant et al. (2015) conduct their research on Assessment of ERP system implementation in the operational management - a case study of the logistic trading firm in Thailand. To ensure success in changing the enterprise resource planning (ERP) system from manual or traditional to electronic systems, the system implementation assessment is considered significant for the Life Cycle of the System Dvelopment (SDLC). This paper was designed to explore the ERP system evaluation determinants in the post-implementation phase of one logistics trading company in Thailand.

Fetsum (2017) undertakes his research using Regression model to discover the effective project management, change management and training are critical factors that influence successful implementation of an ERP. The findings of the study indicate that ERP implementation success at the United Nations Economic Commission for Africa when evaluated against critical success factors was not adequate as measured by the process experts of the system in the organization. The study then concluded that organizations should identify and outline critical success factors applicable in their area of expertise for implementing ERP successfully.

Abiot and Gomez (2012) conducted research on a successful ERP implementation in the case study of Mesfin industrial engineering and its main objective of the study was to examine the implementation of ERP systems considering the key technical, business and cultural dimensions. The last of recommendation was necessary to study and report more ERP implementations in different Ethiopian companies.

Derese (2013) has made an assessment on a successful ERP implementation framework at EthioTelecom, a government company. The main objective of the study was to present experiences that were obtained from a successful ERP implementation project. Hence, the researcher developed a framework and

identified CSFs that need to be addressed during reimplementation, implementation and post-implementation phases. Finally, he recommended that more researches should be conducted to identify more contextual factors.

The Elsa (2015) on ERP post implementation management framework on Ethiopian Airlines. The Main objective of this study was to investigate technical, organizational, and operational issues of ERP post-implementation success in the context of Ethiopian airlines. The study has indicated a high-level ERP post implementation management framework. By reviewing various studies conducted on ERP implementation it is possible to suggest that the success factors or fail is not the same from organizations to organizations on enterprise resource planning. By referring the above studies, so far, there is no research conducted entirely on the basis of project management perspectives in business companies. And this research was conducted to fill this gap.

2.6. Conceptual Framework

A conceptual framework explains the broad concepts and values from applicable fields of enquiry, to build a succeeding arrangement of literature (Dunn, 2010). Conceptual frameworks are used to explain how the explanatory variables affect the explained variable. The focus of the study is to explore the project management practices on successful implementation of ERP Systems in Ambasel Trading House Plc, taking into consideration the relationship between the dependent and independent variables. Hence, based on the literatures and previous studies finding the researcher tried to ascertain the relationship between Independent variables (project evaluation and Monitoring, staff commitment, Project Risk Management, top management support and stakeholder's engagement) and Dependent variable (successful implementation of ERP). The researcher suggests these variables due to the fact that previous researchers which are discussed in the literature review section identified that these variables are the critical success factors that affect ERP implementation moreover these variables are the ones that captures the bottom lines of the study.

INDEPENDENT VARAIBLES

Project Risk Management

- Risk identification
- Risk quantification
- Risk response/mitigation
- Planning for ERP project risk responses

Project Monitoring and Evaluation

- Investment Evaluation
- Corrective actions
- Loss avoidance
- Final product evaluation

Staff Commitment

- Staff attendance reports
- Delegated task
- Creativity
- Clear communication

Top Management Support

- Successful   ERP   projects reports
- Support from top management audit reports
- Staff allocation schedules
- Leadership Style

Stakeholders Engagement & Commitment

- commitment and integration
- purpose, scope and Stakeholder participation
- process (planning, preparing, engaging, reviewing and improving)
- outputs and outcomes;
- reporting

DEPENDENT VARIABLE

Successful Implementation of ERP Project

Within Specified

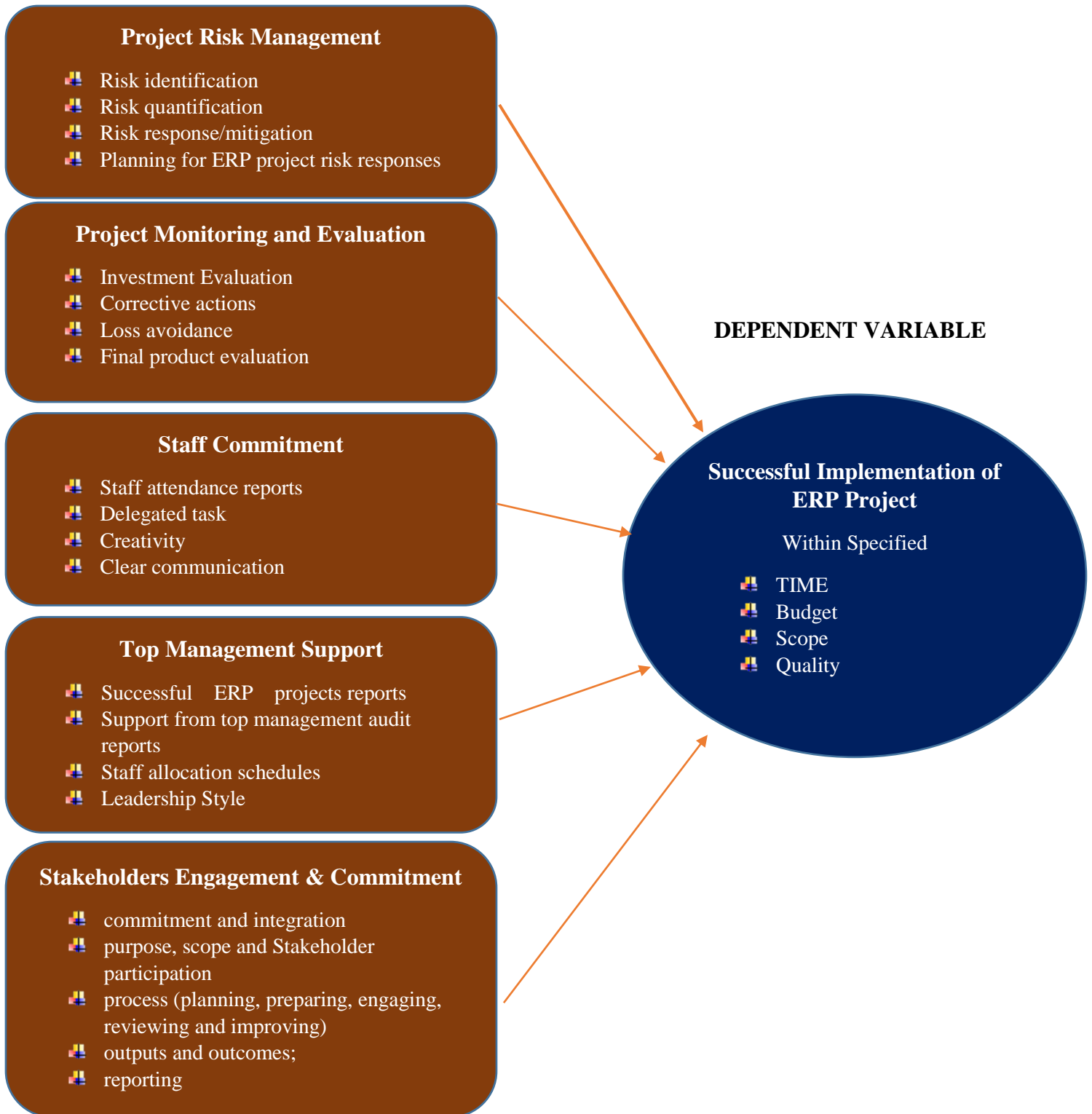- TIME
- Budget
- Scope
- Quality

Figure 2.2: Conceptual Framework

2.7 Explanation of the Relationships in the Conceptual Framework

Project Risk; can be classifies into the following nine categories; customer associated, contract, project requirements, business practice expertise, work estimates, project constraints, complexity and scale deliverables, and contractors. Innovation for human development in project implementation requires risk-taking. Project implementers should know that risk is also positive- there is an upside and a downside. It is therefore important for an organization to dare to succeed and dare to fail.

Project Monitoring and Evaluation; is a powerful tool to help project implementers to make informed decision making allocate fund to facilitate performance. This tool helps Government, firms and Non-Governmental Organizations to track progress and help to provide feedback to enable reporting based on evidence.

Staff Commitment; internal organizational factors go a long way in determining the success of automating processes and procedures in an organization. Employees are termed as the most valuable resources that are used to achieve any goals in any organization.

Top Management Support; is a vital requirement that has been researched on by scholars and researchers as a basic requirement for achieving success in ERP implementation. Senior managers and directors in the organization should commit their own time to be part of the project and make efforts to give advisory and consultation services to ensure that the organizations mission is kept in force by the project as well as improve the entire organizations.

Stakeholders Engagement; Managing stakeholders' expectations and interests is key to a project's success. So, identifying stakeholders at the beginning of the projects, recognizing and managing their needs and expectations will contribute to the creation of a suitable environment and be catalyst for success. This can be achieved through the establishment of appropriate and timely communication that meets the requirements of stakeholders. This includes providing the decision makers with the required data and receiving feedback to ensure alignment among project objectives and stakeholders expectations.

The above five variables are critically determining the success of ERP implementation. The ERP system is assessed by quality of information, systems and services. The Vendors play a critical role in ensuring implementation success in the organization

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Research Design and Approach

Quantitative and qualitative approach is most commonly used in research. The quantitative approach involves the collection of quantitative data, which are put to rigorous quantitative analysis in a formal and rigid manner while as the qualitative approach uses the method of subjective assessment of opinions, behavior, factors and attitudes. Quantitative research engages in systematic and scientific investigation of quantitative properties and phenomena and their relationships.

Quantitative data have been collected for this study. This study started with hypothesis and end with the result of conformation or rejection of the developed hypothesis in parallel with basic research questions.

3.2 Data Type

The two common data collection techniques and analysis procedures widely used in business and management research according to Saunders et al (2009) are quantitative and qualitative methods. One way of distinguishing between the two is the focus on numeric (numbers) or non-numeric (words) data.

In order to make it suit to the collection of the required information and make the analysis easier, the study was applied quantitative method by incorporating a qualitative item into the questionnaire. Thus, data was gathered from sample management staffs and professionals who are very close to the implementation of the ERP project via self-administered closed ended questionnaire and structured interview.

3.3 Population and Sampling Techniques

Population or universe means, the entire mass of observations, the parent group from which a sample is to be formed. In research methodology population means the characteristics of a specific group (Singh, 2006). Based on this, target population is the collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made. To conduct this study, the subject or target population are employees of Ambasel Trading those were members of project team during ERP implementation projects. They are 84 project team member's staffs, five project team supervisor and one project manager. Totally of Ninety (90) population, those took part

in ERP implementation project and are currently available in the company was used as a source of primary information.

The reason behind selecting only project team is that they are only key informant of the subject matter with viable exposure. Due to smallness of viable target population the researcher used census to take the whole ninety (90) employees of Ambasel Trading engaged in ERP implementation project at different phases and are currently available in the company as a target population of the study.

3.4 Source of Data

The data is the accumulation of specific evidence that enable researcher to properly analyze the results of all activities by his/her research design and procedures (Singh, 2006). To conduct this study both primary and secondary sources of data were used. Primary data were collected via questionnaire and observation while secondary data were collected review of company file, prior research study and different international journals related to subject matter under study

3.5 Data Collection Instrument

The study used questionnaire and observation were used to collect primary data. Questionnaires were distributed to all respondents via email. As explained under population and sampling techniques above, the target populations were employees of Ambasel Trading at head office, specifically ERP implementation project team members. The respondents had reached via company email address to attach questionnaire via their email address and recollect filled questionnaires. The secondary data was collected by reviewing project progress report and project history from company file. Since researcher is employee of Ambasel observation was helpful to collect qualitative data used and to explain the events during implementation project. The researcher used questionnaire to measure significance of success factors and impact of each success factors on implementation project success.

The questionnaire has two sections. The first section related with respondents' general demographic information (age, gender, year of service and education qualification). The second part was all about the subject matters related to the successful implementation of ERP project from project management perspectives. It assesses the impact of each factors (independent variables). In this section, responses were measured on a 5-point Likert scale, ranging from one (Not at All) to five (Very great extent). Secondary data, specifically books on subject area of ERP implementation and the roles of project management on the effective implementations of ERP projects, prior researches and articles were used to identify major

factors in ERP implementation. Different Ambasle's internal project progressive report document and ERP project evaluation report were also used to get comprehensive data.

3.6 Method of Data Analysis

The data collected from questionnaire were carefully checked for completeness and accuracy then cleaned for consistency. The data collected from questionnaire coded with code numbers assigned to each answer of the question to generate a coding frame which was then fed into the computer SPSS software.

The data analyzed using descriptive statistics to investigate the mean score, frequency and standard deviation. To process and analyze the collected demographic related data, percentage and frequency were used. Mean and standard deviation were used to calculate the degree of agreement or disagreement of respondent for each question statement.

Regression analysis is concerned with the study of how one or more variables affect changes in another variable. It is thus a study of functional relationships existing between two or more variables (Kothari, 2004).

To investigate impact of each factor on ERP implementation success, regression analysis was used. Regression used to examine how multiple independent variables are related to dependent variable.

Data collected via observation and company's document review are interpreted using narrative analysis method. The researcher sort-out data and reflect up on them.

3.7 Validity

Validity refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure. Content validity is an assessment of how well a set of scale items matches with the relevant content domain of the construct that it is trying to measure, Convergent validity refers to the closeness with which a measure relates to (or converges on) the construct that it is purported to measure, and discriminate validity refers to the degree to which a measure does not measure (or discriminates from) other constructs that it is not supposed to measure .Based on this, the items in the questionnaire are rigorously refined to measure what they intend to measure. Moreover, prior similar studies have been consulted to enrich the contents of the instrument.

3.8 Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use this scale to measure the same construct multiple times, do we get pretty much the same result every time, assuming the underlying phenomenon is not changing? 32 items in the questionnaire were entered in the SPSS and the result of reliability has been found is beyond the acceptable .981 which shows that the instrument used for undertaking the research measures consistently what it is desired to measure. (Dr. Janjonker, 2010)

3.9 Ethical Considerations

In this study, the supply of records for the observe was turn into questionnaire from employees of Ambasl Trading House Plc. Issues referring to the moral behavior of studies such as knowledgeable consent and confidentiality was turned into upheld. The respondents were confident that the facts supplied with the aid of using them was exclusive and used solely for educational purpose. In addition, respondents were knowledgeable and no longer to encompass any identification element and private reference in the questionnaire. This minimized the biasness of the reaction gathered from the respondents.

Chapter Four: Data Presentation, Analysis and Interpretation

Introduction

This chapter describes the interpretation and demonstration of the findings found from the Study. The chapter describes the background information of the respondents, outcomes of the study based on the goals of the research. To discuss the results, descriptive and inferential statistics has been applied. The data analysis, presentation, interpretation, and discussion were aligned to the study's objectives.

4.1. Reliability Analysis

The reliability of scale shows how free the data is from random error. Therefore, it is always advisable to select that scale that is reliable. One of the most commonly used scales of reliability is internal consistency. Internal consistency refers to "the degree to which the items that make up the scales are all measuring the same underlying attributes (i.e. the extent to which the items "hang together") (Pallant, 2005). There are number of ways in which internal consistency can be measured, the most commonly used statistics is Cronbach's coefficient alpha. Cronbach's alpha is a test reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test (Joseph A. g. and Rosemary R. G. 2003). According to the author, Cronbach's alpha is the average value of the reliability coefficients one would obtain for all possible combinations of items when split into two half-tests. Cronbach's alphas were calculated to examine the reliability of each variable of the study. The two variables in the study were project management knowledge application areas (32 items) five independent variable, and project outcomes (5 items) one dependent variable. According to Joseph A. g. and Rosemary R. G. (2003), Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. More (Malery, 2003) provide rules of thumb. According to their rules; reliability coefficients should be at least '.70' and the higher the better. Furthermore, as suggested by the author, if scale item were to exhibit an item to total correlation of $< .5 -$

unacceptable or less the item should not be included in further analysis. Reliability coefficient for items in

each variable (Cronbach's alpha) is greater than .7.

Table 4.1 Reliability statistics result (Source: Survey Result, 2021)

Dimensions	Cronbach's Alpha	N of Items
Project Risk Management	.853	5
Monitoring & Evaluation	.906	5
Top Management Support	.890	5
Staff commitment	.860	5
Stakeholders engagement	.940	7
ERP implementation success	.895	5
Overall scale reliability	.981	32

4.2 characteristics of Respondents

Table 4.2 Gender Result (Source: Survey Result, 2021)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	M	66	73.3	73.3	73.3
	F	24	26.7	26.7	100.0
	Total	90	100.0	100.0	

From Table 4.1, showed that majority of the respondents were male as shown by 73.3% while the rest

were female as shown by 26.7%. The result depicted that the project team was dominated by male

employees.

Table 4.3 Respondents Academic Qualifications (source; survey result 2021)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DEPLOMA	6	6.7	6.7	6.7
	DEGREE	61	67.8	67.8	74.4
	MASTERS	23	25.6	25.6	100.0
	Total	90	100.0	100.0	

From Table 4.3, the study found that 25.6.0% of the respondents had a post graduate degree and degree holders were 67.8%. Further among the respondents those who hold diploma were 6.7%. This also indicates that majority of the employees therefore appreciated to essence of the research instrument and likely provided credible information.

Table 4.4: Respondent's number of years worked (source; survey result 2021

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 2 years	4	4.4	4.4	4.4
	3 to 5 years	13	14.4	14.4	18.9
	6 to 10 years	54	60.0	60.0	78.9
	above 10 years	19	21.1	21.1	100.0
	Total	90	100.0	100.0	

From Table 4.4, majority of the respondents, 60%, having been with the Ambasel for over 6 years to 10 years range, followed by 21% of the employees who have being working with the Ambasel above 10 years, 14.4% of the employees have worked for the Ambasel between3-5 years, 4.4% of the employees have worked between 1-2 years. This shows that most of the respondents had worked for Ambasel more than five years and above hence respondents were having reliable and accurate information on the subject under study.

4.3. Project Risk Management on ERP implementation

Table 4.5: Mean Analysis of Project Risk Management (source; survey result 2021)

		RISK IDENTIFICATION	RISK QUANTIFICATION	RISK MITIGATION	PLANNING FOR ERP project Risk	RISK ANALYSIS
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Mean		3.68	4.21	3.88	4.23	4.24
Std. Deviation		.922	.609	.897	.637	.432
Minimum		2	3	2	4	4
Maximum		5	5	5	9	5

Project Risk Management has five items. referring to the above results, Risk Analysis has the highest mean score of 4.24 and is rated as significant influencer of all. Planning for ERP project risk is the second highest mean scorer and the significant influencer with a mean score of 4.23. Risk Quantification has a mean score of 4.21 and also significant influencer. Risk Mitigation and Risk identification has a mean score of 3.88 and 3.68 respectively. From this it is possible to deduce that Risk Management has got a confirmation by majority of the respondents that it influences the project outcome with great extent.

4.4 Project Monitoring and Evaluation Implementation of Enterprise Resource Planning Systems Projects.

The first objective was determining the influence of project Monitoring and evaluation on Implementation of ERP Systems. To answer this objective, the respondents were asked to indicate their level of agreement to given statements using a Likert scale of 1 -5. Ranging from 1=Not at all, to 5=Very Great extent. Accordingly, this results are obtained

Table 4.6 Mean analysis related to Top Management support (Source: Survey Result, 2021)

		INVESTMEMENT EVALUATION	CORRECTIVE ACTION	PROGRAM INVOLVING STAKEHOLDERS	LOSS AVOIDANCE	PLAN DEVELOPMENT FORUMS
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Mean		4.13	4.10	4.02	4.29	4.27
Std. Deviation		.545	.451	.848	.456	.650
Minimum		3	3	2	4	3
Maximum		5	5	5	5	5

Monitoring and Evaluation represented by five statements. Based on the data collected from respondents by using Likert scale, they have placed their level of agreements. ''Loss avoidance which is rated as very significant influencer'' scored the highest mean value of (4.29), followed by plan development forums which is the second highest influencer with a mean score of (4.27) and investment evaluation recorded 4.13 mean value. Corrective actions and program involving stake holders has got a mean score of 4.10 and 4.02 respectively. From this we can deduce that monitoring and evaluations is being a significant influencer of successful ERP implementation which is supported by majority of the respondent as '' great extent''.

4.5 Staff Commitment On the ERP Implementations

The second objective was determining the influence of staff commitment on implementation of ERP Systems. To understand the influence of staff commitment five questions were designed to address the areas that need to be encompasses under the role of staff against the project success. Of these, staff attendance report, staff leaders clearly define job roles and delegate tasks, staff demonstration creativity and analytical skills, staff leaders encouraged the project teams to be creative and innovative, clear communications were checked their level of influence.

Table 4.8 Mean analysis related to staff commitment (Source: Survey Result, 2021)

		STAFF ATENDANCE REPORT	STAFF LEADERS CLEARLY DEFINE JOB ROLES AND DELEGATE TASKS	STAFF DEMONESTRATE CREATIVITY AND ANALYTICAL SKILLS	STAFF LEADERS ENCOURAGE THE TEAM TO BE CREATIVE AND INNOVATIVE	CLEAR COMMUNICATION
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Mean		4.26	4.10	3.93	4.36	4.20
Std. Deviation		.439	.302	.747	.587	.402
Minimum		4	4	2	3	4
Maximum		5	5	5	5	5

Staff commitment triggered by five statements. Based on the data collected from respondents they have placed their level of agreements.in terms of ''staff leaders encouraged the team to be creative and innovative which is rated as very significant influencer'' scored the highest mean value of (4.36), followed by staff attendance report which is the second highest influencer with a mean score of (4.26) and clear communications recorded 4.20 mean value. Leaders clearly define job roles and delegate tasks and staffs demonstrate creativity and analytical skills has got a mean score of 4.10 and 3.93 respectively. This shows that, staff leaders encouraged the team to be creative and innovative, staff attendance report, clear communication, staff leaders clearly define jobs and roles and delegate tasks are significantly influence

the ERP project success and based on the data obtained the majority of respondents confirmed that staff commitment do influence in great extent

4.6 Top Management Support On the ERP Implementations.

The third Objective was figuring out the influence of top management Support against the successful implementations of ERP. To determine this, the top management support part has got five leading questions that supposed to be the indicators for how much top management support influence the project success. These are, successful ERP project report, support from top management audit report, staff allocation schedule, leadership style, managing societal demand and motivation. Accordingly, these

Table 4.9 Mean analysis of top management Support (Source; survey Result 2021

		SUCCESSFUL ERP PROJECT REPORT	SUPPORT FROM TOP MANAGEMENT AUDIT REPORT	STAFF ALLOCATION SCHEDULE	LEADERSHIP STYLE	MANAGING Corporate DEMAND AND MOTIVATION
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Mean		4.63	4.24	3.97	3.30	4.16
Std. Deviation		.485	.526	.507	.507	.447
Minimum		4	3	3	3	3
Maximum		5	5	5	5	5

results are found from the study. Top Management support has five statements. Based on the data obtained from respondents ''Successful ERP project report is rated as very significant influencer'' scored the highest mean value of (4.63), followed by Support from top management audit report which is the second highest influencer with a mean score of (4.24) and Managing corporate demand and motivation 4.16 mean value. Staff allocation schedule and leadership style has got a mean score of 3.97 and 3.30 respectively. From this it is possible to deduce that, successful ERP project report is the highest influencer and being confirmed by respondents as "great extent" in the same manner top management audit report and managing corporate demand and motivation is also significant influencer of ERP implementation which is supported by respondents as "great extent" while staff allocation schedule and leadership style has slightly lower influence than the others three though they still got confirmations from respondents as influential factors.

4.7. Stakeholders engagement and commitment

The fourth objective was to investigate the influence of stakeholder's engagement on the successful implementation. The variable has seven preeminent questions that was forwarded to respondents. Stakeholders engagement objective was clearly defined, Identifying and assessing stakeholder's participants, Proper stakeholder's engagement plan, Implementations of engagement plan, Timely assessment of engagement process, on time responding of the engagement, Measuring and reporting progress. The results are as follow,

Table 4.10 Mean analysis related to stakeholder's engagement (Source: Survey Result, 2021)

	N	Minimum	Maximum	Mean	Std. Deviation
Stakeholders engagement objectives	90	3	4	3.92	.269
Identifying and assessing stakeholders participants .	90	3	4	3.88	.329
Proper stakeholders engagement	90	3	4	3.38	.488
Implementations of engagement plan	90	2	4	3.19	.733
Timely assessment of engagement process	90	2	4	3.11	.771
On time responding of the engagement	90	2	4	3.17	.738
Measuring and reporting progress	90	2	4	3.17	.691
Valid N (listwise)	90				

Stakeholders engagement and commitment composed of seven statements. Accordingly, the following data was obtained and respondents have placed their level of confirmation on this manner. 'Stakeholders engagement objectives has got the highest mean score of 3.92 and the highest influential factors from the rest stakeholders engagement statement. assessing stakeholder's participations is the second highest means score with 3.88. proper stakeholder's engagement with a mean score of 3.38, implementations of engagement plan with a mean score of 3.19, timely assessment of engagement process with a mean score of 3.11, on time responding of engagement with a mean score of 3.17, measuring and reporting progress

with the mean score of 3.17. from this we can deduce that, stakeholder's engagement is been one of the influential factors which is confirmed with the majority of the respondents.

4.8 The success of ERP implementation

Successful Implementation of Enterprise Resource Planning Projects was the dependent variable. To answer this objective, the respondents were asked to indicate their level of agreement to the given items Table 4.11 Mean analysis related to ERP implementation success (Source: Survey Result, 2021) using 1 to 5 Likert scale measurements so as to evaluate the successfulness of the ERP implementation process along with the prominent project managements tools that is applicable to measure the real performance of the projects success.

Based on the result obtained ERP system adoption led to reduce operational cost has the highest mean score of 4.12.the information system is available and flexible is the second highest score of 4.04.the

Table 4.11 Mean analysis of ERP implementation success (source; survey result,2021)

		ERP SYSTEM PROJECT COMPLETED WITHIN TIME SCHEDULE	ERP SYSTEME ADOPTION HAS LED TO REDUCE OPERATIONAL COST	ERP SYSTEM PROJECT ACHIEVED WHAT WAS INTENDED	THE INFORMATION SYSTEM IS ACCURATE AND IS FREE FROM ERRORS	THE INFORMATION SYSTEM IS AVAILABLE AND FLEXIBLE TO BE USED
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Mean		1.89	4.12	3.61	4.02	4.04
Std. Deviation		.608	.329	.594	.539	.517
Minimum		1	4	2	2	3
Maximum		3	5	5	5	5

information provided is accurate and is free from errors has the mean score of 4.02. ERP system project achieved what was intended has got a mean score of 3.61 and the final item as far is ERP implementation success is concerned is the project completion within the specified time schedule has got the lowest mean score of 1.89. from this we can deduce that the success of the implementation is manifested in different aspects of the project. For instance, the implementation of ERP led to reduce operational cost has got the majority of respondent's confirmations with a mean score of 4.12 this shows that one target of the

implementing ERP was achieved. On the other hand, the information sharing, flexibility or in general accessibility to use is also accelerated after the implementation of ERP this is also confirmed by majority of respondents with a mean score of 4.04. moreover, the information system accuracy and free from error is also received the highest mean score of 4.02 from respondent's side. This confirmation is an indicator for the success of the implementation while accuracy is concerned. Meanwhile, most of the respondent disagree with the implementations was completed within specified time and this item has got the least mean score of 1.89. this result tells that the project was completed behind the schedule.

4.9. Ordinal Regression Analysis

Correlation between two variables alone does not imply that one event causes the second to occur but regression analysis tells that how much of the variance in the dependent variable can be explained by independent variables. It also determines the statistical significance of the results, both in terms of model and the individual independent variables. a key goal of regression analysis is to isolate the relationship between each independent variable and the dependent variable. (Pallant, 2005) one of the purposes of this study was to find the impact of independent variable to dependent variable. Regression analysis allow using the independent variables as a predictor for dependent variable. Therefore, it is appropriate for this kind of study. The regression model adopted for this study was ordinal Regression analysis due to the fact that the following assumptions were already fulfilled. (Basile Marquie 2019)

The two Major Assumptions

1.   One or more independent variable that are continuous, ordinal or categorical

2.   The data should be not normally distributed

Based on this two assumption the parameters were checked and allow to conduct the ordinal regression analysis for this study. According this normality result is obtained

Table 4.14 Test of Normality (source; survey result 2021)

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
IMERPS	.196	90	.000	.939	90	.000
ME	.245	90	.000	.904	90	.000
TMS	.269	90	.000	.915	90	.000
SC	.247	90	.000	.872	90	.000
SE	.210	90	.000	.850	90	.000

Tests of Normality

Table 4.14 Test of Normality (source; survey result 2021)

As illustrated in table 4.12 above, the data set is not normally distributed all variables are not normally distributed as it shown in shapiro–wilk the results are below 0.05 which is statistically significant and are not normally distributed. Hence, it's appropriate to use ordinal regression than linear regression

Table 4.15 Link function: Logit. (source; survey result 2021)

Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Threshold	[ERPS = 2.40]	78.100	12.873	36.806	1	.000	52.869	103.332
	[ERPS = 2.60]	83.738	14.143	35.058	1	.000	56.019	111.457
	[ERPS = 2.80]	85.777	14.291	36.026	1	.000	57.767	113.787
	[ERPS = 3.00]	92.569	15.344	36.398	1	.000	62.496	122.642
	[ERPS = 3.20]	95.878	15.701	37.290	1	.000	65.105	126.651
	[ERPS = 3.40]	96.965	15.762	37.846	1	.000	66.073	127.858
	[ERPS = 3.60]	114.275	18.745	37.165	1	.000	77.536	151.015
	[ERPS = 3.80]	115.299	18.845	37.433	1	.000	78.363	152.234
	[ERPS = 4.00]	115.806	18.900	37.545	1	.000	78.764	152.849
	[ERPS = 4.20]	119.788	19.362	38.276	1	.000	81.839	157.737
Location	PRM	1.245	1.784	.487	1	.485	-2.251	4.741
	ME	5.162	4.367	1.397	1	.237	-3.396	13.720
	TMS	14.140	3.556	15.813	1	.000	7.171	21.109
	SC	.169	3.397	.002	1	.960	-6.488	6.827
	SE	4.377	3.337	1.720	1	.190	-2.163	10.917

Based on the results obtained, Top management support was a significant positive predictor of ERP implementation success. For every one-unit increase in top management support there is a predicted increase of 14.14 percent in the log odds of being a higher level in ERP implementation success. meaning

that top management support makes the strongest contribution to explaining ERP project outcome (dependent variable) as compared to others. The remaining four explanatory variables were ignored since the result shows that all of them are not statistically significant to predict the explanatory variables which is above 0.05. Project Risk Management, monitoring and Evaluation, Staff Commitment and Stakeholders engagement has 0.48,0.237,0.960 and 0.19 respectively

CHAPTER FIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

This research aimed at on assessing the enterprise resource planning implementation in AMBASEL TRADING HOUSE PLC. the study aimed to explore the implementation of ERP project from the very nature of project management perspectives and provide the major findings of the study along with the conclusions and recommendations that the researcher is well equipped with from the study.

As present day organizations overall face a steadily expanding level of globalization, the requirement for steady progression of data is increased. ERP frameworks have become fundamental to organizations in their endeavors to rush and hone the progression of data. Nonetheless, carrying out an ERP framework is perplexing and exorbitant. Around the world, much examination has been done on what makes an ERP execution effective, nonetheless, because of newness of the framework it is new branch of knowledge for our country overall and explicitly to AMBASEL TRADING Enterprise Resource Planning (ERP) frameworks have become one of the most significant improvements in the corporate utilization of data innovation. ERP executions are as a rule

enormous, complex tasks, including huge gatherings of individuals and different assets, cooperating under impressive time tension and confronting numerous unanticipated turns of events. For an association to contend in quickly growing and coordinated commercial center, ERP frameworks should be utilized to guarantee admittance to a proficient, compelling, and profoundly solid data foundation. They have nearly become the true choice for supplanting legacy system.

Regardless of the advantages that can be accomplished from an effective ERP framework execution, there is proof of high disappointment in ERP execution projects. There is proof that most ERP executions surpass their spending plan and their time assignments. Recognizing the achievement factors as right on time as conceivable can give important insights to assist with projecting administrators work on their odds of victory. This research focused on looking for the main achievement factors that impact the implementations of an ERP framework from project management perspectives in Ambasle. Based on the

reviewed literature, there are of five successful achievement project management factors is distinguished as significant players in ERP project execution. They are, Project Risk Management, Monitoring and Evaluation, Top Management Support, Staff Commitment, Stakeholders Engagement.

The first objective was determining the influence of project risk management on implementation of ERP Systems in Ambasel Trading.

Risks are potential problems that are yet to happen. Risks are inevitable and every project needs to be managed for risks irrespective of the type. Thus, risk management refers to the process and culture used in addressing the potential adverse effects and opportunities (Lugusa & Moronge, 2016). The main question that every project manager should ask themselves is what problems they may encounter in the course of the project, their effect on the projects' implementation and how they can be avoided (Cervone, 2006). observably, there was relatively good Risk Management understanding in the company the results are showing this. It was found that project risk management influence implementation of ERP Systems in great extent. It was supported with the above statements risk quantification, planning for ERP project risk responses and risk analysis leads to a program that generates enough funds to mitigate risks. It was found out that project risk management had a positive correlation with implementation of ERP Systems ($r=0.923$ $p< 0.01$). This is an indication that project risk management had a statistically significant influence on implementation of ERP Systems. The second objective was determining the influence of project monitoring and evaluation process on implementation of ERP Systems. Monitoring and evaluation can be characterized as the continuous way by method for which partners get ordinary input on the advance being made toward accomplishing their objectives and goals while assessment is a thorough and autonomous assessment of either completed or progressing exercises to choose the degree to which they are accomplishing referred to destinations and adding to basic project portfolio management implementation (UNDP, 2019). Monitoring and evaluation was among the factors resulting to rural development project success (Barker & Pistrang, 2015). Feedback is the most important aspect of monitoring and evaluation but is also the most neglected aspect. The main purpose of feedback is to link assessment findings to decision making processes, especially their planning process. There are different

ways that are used to communication the information of evaluation and the most commonly used include; review meetings, works on rural development project seminars; newsletters; and computer networking. There are a number of activities that have been identified as key to building capacity in monitoring and evaluation. There is a growing trend toward professionalization of Monitoring

and evaluation due to an exponential demand for high quality evaluations. As indicated by Taylor-Powell and Boyd (2017), this professionalism has been seen in activities designed to build individual knowledge, beliefs and skills in assessment.

Although It was found that project monitoring and evaluation process influence implementation of ERP Systems with great extent in Ambasel Trading but there should be professionalization of Monitoring the project. this will ultimately result the entire project success. It was found out that project monitoring and evaluation process had also a positive correlation with implementation of ERP Systems (r=0.923 p< 0.01). This is an indication that project monitoring and evaluation process had a statistically significant influence on implementation of ERP.

The third objective was determining the influence of staff commitment on implementation of ERP Systems. It was found that staff commitment influence implementation of ERP Systems with a great extent. It was supported by the above statements. It was found out that staff commitment had a positive correlation with implementation of ERP Systems (r=0.90 p< 0.01). This is an indication that staff commitment had a statistically significant influence on implementation of ERP Systems.

Employees are termed as the most valuable resources that are used to achieve any goals in any organization (Miller, 2004). Having employees working with an organization is not enough in implementing any project but rather the key ingredient is having a firmly committed workforce that is capable of turning challenges and hardships into successes. Structures are supposed to be put in place in an organization implementing an ERP project that will monitor and evaluate the level of commitment both at individual level and at the team level informing decision makers on the right decisions to be made (Wilson, 2004). Without adequate commitment by the project team, a delay in the entire project is experienced and this translates into stretching the allocated resources and ultimately the entire process of

ERP project implementation is jeopardized (Johnson, 1995). thus the employees of Ambasel can be regarded as committed based the finding and did contribute for the successful implementations of ERP.

The fourth objective was to examine the effect of top management support on implementation of ERP Systems. It was found that top management support influence implementation of ERP Systems with a great extent. A positive and strong correlation was observed between the top management and implementation of ERP Systems (r=0.939 p< 0.01). This is an indication that top management had a statistically significant influence on implementation of ERP Systems. Top management support is a vital requirement that has been researched on by scholars and researchers as a basic requirement for achieving success in ERP implementation. According to (Bingi et al. 1999), authorization of ERP project implementation as well as continuous support is left in the hands of top officials in an organization tasked with making key decisions on behalf of the entity. Senior managers and directors in the organization should commit their own time to be part of the project and make efforts to give advisory and consultation services to ensure that the organizations mission is kept in force by the project as well as improve the entire organizations operations and strategies on achieving intended deliverables (Holland et al., 1999). the above results of the study are showing that the support from top management side was good and already confirmed by majority of the respondents.

The fifth objective was to examine the effect of stakeholder's commitment on implementation of ERP Systems. It was found that stakeholder's engagement and commitment influence implementation of ERP Systems with a moderate extent. A positive and strong correlation was observed between the top management and implementation of ERP Systems (r=0.89 p< 0.01). This is an indication that top management had a statistically significant influence on implementation of ERP Systems.

Effective management of stakeholders is important for ERP project success because the stakeholders can offer valuable expertise in cross-functional business processes, in system configuration, and in application specific modules, such as financial modules (Brown and Vessey, 2003). However, problems can occur when management outsources the entire ERP project to a contractor, without involving internal IT people. Organizations should use consultants but take advantage of opportunities to develop internal knowledge

(Willcocks and Sykes, 2000). the above results from the study shows that, the influence of stakeholder's engagement for the successful implementations of ERP was Moderate. As literatures elaborate it, if outsourcing is not properly managed problems might occur. The datas revealed that timely engagement assessment has the least mean score than others. This shows that there was inefficiency to effectively utilize stakeholder's engagement to uplift the final project outcomes.

The regression analysis was also adopted to (a) look for significant relationships between two variables or (b) predict a value of one variable for a given value of the other. The ordinal regression results were showing that Top management support was a significant positive predictor of ERP implementation success. For every one-unit increase in top management support there is a predicted increase of 14.14 percent in the log odds of being a higher level in ERP implementation success. meaning that top management support makes the strongest contribution to explaining ERP project outcome (dependent variable) as compared to others. However, the remaining four explanatory variables were ignored since the result shows that all of them are not statistically significant to predict the explanatory variables which is above 0.05. Accordingly, Project Risk Management, monitoring and Evaluation, Staff Commitment and Stakeholders engagement has 0.48,0.237,0.960 and 0.19 respectively and found to be not relevant to explore on this regard.

5.2 Conclusions

Based on the findings of the study the following conclusion has drawn. Business organizations need to consider ERP system as an essential information system solution to serve and cope up with competitive business environment. Ambasel Trading House Plc as one of business organizations which exactly driven by this force to implement ERP unto its company in order to accelerate decision making, real time process integration, upgrade internal communications, etc. However, when implementing an integrated and ERP packages, assessing or investigate the exact nature of project management knowledge areas effect on project success is very doubtless.

Because from the very nature of ERP systems are complex, need huge budget investment, and the implementation success depends on the greater deal of project management knowledge areas. In this study, AMBASEL TRADING HOUSE PLC was selected as a case organization to assess or investigate

the contribution of the independent variable (Project Risk Management, Monitoring and Evaluation, Top management Support, Staff commitment and Stakeholder's engagement) and dependent variables of project outcome. Or ERP implementation project success.

In order to accomplish the objective of the study the researcher used a mixed approach case study (questionnaires, document analysis and survey) to collect data. After deep review of literatures, research model was defined consisting of the independent variable to their effect to project outcomes. Based on the research model survey with questionnaires were adopted from literatures and modified according to the context. The respondents were asked to give their agreement or disagreement level for Likert scale type questions. Their responses were investigated through mean, standard deviation, correlation and regression analysis tools. From the above discussion, several conclusions were made:

The study concludes that project risk management influence implementation of ERP Systems with great extent. Having a risk management plan at the planning phase makes it less trouble free and much more rewarding. Trying to develop a risk management plan before doing the project plan can be much more difficult since the project is not well defined yet.

From the research, it can be concluded that, project monitoring and evaluation process influence implementation of ERP Systems with a great extent. It was clear that investment evaluation, final product evaluation and corrective actions greatly affect implementation of ERP Systems project.

This study has shown that staff commitment influence implementation of ERP Systems with a great extent. Having employees working with an organization is not enough in implementing any project but rather the key ingredient is having a firmly committed workforce that is capable of turning challenges and hardships into successes. Structures are supposed to be put in place in an organization implementing an ERP project that will monitor and evaluate the level of commitment both at individual level and at the team level informing decision makers on the right decisions to be made.

The study concluded that top management support influence implementation of ERP Systems with a great extent. Top management should put more energy on staff allocation and commitment so that ERP implementation is going to be successful.

The study also concluded that stakeholder's engagement influences the implementation of ERP with moderate extent. Stakeholders role is very important either leading the project to success or fail. The result of the study shows that there was no adequately managed stakeholder's engagement and commitment for that matter during implementations.

The study further concluded that ERP system implementation in the Ambasel Trading was successful to moderate extent. Much of the benefits anticipated were realized leading to improved service delivery, operational efficiency and productivity. However, the findings also indicate that some of the organizations had their ERP system project delivered beyond scheduled time and budget. In some cases, certain modules, such as business analytics and reports were not successfully completed as anticipate.

In General, the result of the study shows that the ERP implementation of the case organization is successful in achieving the organizational objective in terms of reducing transaction processing time, cost reduction, improve wide interdepartmental communication, reduce paper work and facilitating decision making by implementing the project management knowledge areas while adopting ERP. However, it also revealed that, inefficient applications of project management applications have brought lagging in project completions. This has a connection with project monitoring and evaluation activities as if the tasks were strictly monitored from their early stage there would have not been project lagging during completion.

5.3. Recommendations

As we have discussed earlier, the objective of this study is to assess and investigate the contribution or the influence of project management knowledge variables applications towards the project success by identifying and analyzing variables and their influence on ERP Implementation., To ensure the sustainability and enhance the successful implementation the organization must learn how to use the project management knowledge areas in ERP project implementation and effectively to ensure the promised benefit can be realized by addressing the recommendation of the study as follows ;

☐ The top management and project manager should take this result as a lesson learned and for further module deployment the top management and project manager give more attention in selecting their team members; those have the knowledge of their business, courage and dedication.

☐ In order to get the best result of the ERP project the top management or the project manager should have put Clear communication plan between all stakeholders between project management to top management, between project management and members of the team etc should be set when, how, What and who should be communicated those directly or indirectly influenced by the ERP implementation.

☐ Regarding the top management support and commitment still the management need to exert their maximum effort to the success of the project by closely follows the day to day progress and give direction for the issue raised promptly.

☐ AMBASEL trading House Plc can also use this study as a post project lesson assessment. And is going to be Used as input for other ERP modules deployment.

Based on the findings of the study the following conclusion has drawn. Business organizations need to consider ERP system as an essential information system solution to serve and cope up with competitive business environment. Ambasel Trading House Plc as one of business organizations which exactly driven by this force to implement ERP unto it

Reference

Abbas, S. (2015). Factors Affecting ERP Implementation Success in Banking Sector of Pakistan. *International Review of Basic and Applied Sciences*, *1989*, 79–90. www.irbas.academyirmbr.com

Ara, A., & Al-Mudimigh, A. S. (2011). *The Role and Impact of Project Management in ERP project implementation life cycle.*

Badewi, A. (2016). The impact of project management (PM) and benefits management (BM) practices on project success: Towards developing a project benefits governance framework. *International Journal of Project Management*, *34*(4), 761–778. https://doi.org/10.1016/j.ijproman.2015.05.005

Chofreh, A. G., Goni, F. A., & Jofreh, M. G. (2011). EntERPrise Resource Planning (ERP) Implementation Process: Project Management Perspective. *Advanced Materials Research*, *338*(September), 152–155. https://doi.org/10.4028/www.scientific.net/AMR.338.152

Dezdar, S., & Ainin, S. (2011). *Examining ERP implementation success from a project environment perspective. Business Process Management Journal*, *17*(6), 919–939. https://doi.org/10.1108/14637151111182693

E. Monk, B. W. (2012). *E. Monk, B. Wagner, Concepts in entERPrise resource planning. Cengage Learning. 2012.*

Ebrahim, Y. (2018). *Book preview : Research methodology textbook on assessing and appreciating the impact of urban built form on micro-temperature change (Building Science Textbook Series ; Book 3 : Topi ... RESEARCH METHODOLOGY TEXTBOOK ON ASSESSING AND APPRECIATING THE IM*. *July*.

Kanhaiya, K. (2006). *EntERPrise resource planning: Management issues*. http://ksskanhaiya.blogspot.com.pdf

Kwang Su Wei etal(2009) "*measuring ERP system success: a re-specification of the delone and Mclean'ssuccess model" Symposium on Progress in Information & Communication Technology*

MazharSadiq (2016)"*Investigating the success of ERP systems in Pakistan" Academic dissertation to be publicly discussed, by permission ofthe Faculty of Information Technology of the University of Jyväskylä,in building* Agora, auditorium 3

M. Beheshtietal (2014) "Selection and critical success factors in successful ERP implementation" www.emeraldinsight.com/1741-0398.htm

Muntheretal (2017) "*ERP implementation in banks: success factors& impact on financial performance" Banks and Bank Systems, Volume 12, Issue 4, 2017 www.business perspectiv*e .org

Nah, F., Zuckweiler, K.M. and Lau, J. (2003), "*ERP implementation: chief information officers perceptions of critical success factors*", International Journal of Human-Computer Interaction, Vol. 16 No. 1, pp. 5-22.

Pierre A.etal (2012)"a *systematic framework for assessing the implementation phase of entERPrise resource planning systems"technical Report -Department of ComputingFaculty of Mathematics, Computing and* Technology Open University Walton Hall, Milton Keynes, MK7 6AAUnited Kingdom

Kothari, C. (2004). *No Title* (6th ed.).

Meredith, J. R., Shafer, S. M., & Mantel, S. (2017). *Project Management in Practice, 6th Edition*. https://books.google.com/books?id=vHhbAgAAQBAJ&pgis=1

Makokha, A. N., Musiega, D., & Juma, S. (2013). *Implementation of Enterprise Resource Planning Systems* in Kenyan Public Universities, A Case of Masinde Muliro University of Science and Technology. Research Journal of Finance and Accounting, 26-34

Mohammed, Z., Al-Mudimigh, A., & Al-Mashari, M. (2003). *Enterprise resource planning: A taxonomy of critical factors. European Journal of Operational Research*. Vol. 146, No. 2, 352-364.

Nour, M. A., & Mouakket, S. (2011). *A classification framework of critical success factors for ERP systems implementation: A multi-stakeholder perspective. International J*ournal of

Enterprise Information Systems (IJEIS), 7 (1), 56-71.

Otieno, J. (2008). *Enterprise Resource Planning (ERP) Systems Implementation Challenges: A*

Kenyan Case Study.

Pinto J., K., and Slevin, D., P., (2008). *Project success: Definitions and management techniques.*

*Project Management Journa*l, 19(1): 67–71

Plant, R., & Willcocks, L. (2007). *Critical Success Factors in International ERP*

Implementations: *A Case Research Approach. Journal of Computer Information Systems*,

Vol 47, 60-70.

PMI (2004).Guide to the *Project Management Body of Knowledge. PMI Standards Committee,*

Project ManagementInstitute, Newtown Square, PA

Pollitt, J. (2007). Supply chain management (SCM) and organizational key factors for the

successful implementation of entprojectsrise resource planning (PROJECTS)

Project Management Institute (PMI): Pennsylvania, PA, USA, 2004; pp. 81–86.Project

Management Institute [PMI]. (2006). *A Guide to the Project Management Body of*

Knowledge. USA: .

Rai, A., Lang, S. S., & Welker, R. B. (2002). *Assessing the validity of IS success models: An*

empirical test and theoretical analysis. Information systems research, 13(1), 50-69

Nayak, A. P., & Dasgupta, H. (2020). *TO STUDY THE FACTORS AFFECTING THE ERP*
IMPLEMENTATION PROJECT : ERP CONSULTANTS PERSPECTIVE. 07(10).

Oliver, D., & Romm, C. T. (2002). ERP systems in universities: rationale advanced for their
adoption. In *Idea Group Publishing (Feb. 2002)* (Vol. 2002).
https://books.google.com/books?hl=en&lr=&id=qBcJwDWk4ioC&pgis=1

Sneller, L. (2014). *A Guide to ERP: Benefits, Implementation and Trends* (1st ed.).
bookboon.com.pdf

Soelkner, P. (2009). Effective project management. *Contract Pharma*, *7*.
https://doi.org/10.1016/s0963-8687(96)80034-5

Sumner, M. (2014). *Pearson New International Edition: EntERPrise Resource Planning, 1st Edition*.

Yang, Y., Varaiya, N., & Irwin, S. (2002). Implementing EntERPrise Resource Planning Systems: A Study of Benefits and Concerns. *... of International ...*, *11*(2). http://scholarworks.lib.csusb.edu/jiim/vol11/iss2/6/?utm_source=scholarworks.lib.csusb.edu%2Fjiim%2Fvol11%2Fiss2%2F6&utm_medium=PDF&utm_campaign=PDFCovERPages

Yin. (2003a). *Applications of case study research* (2nd ed.).

Yin, R. . (2003b). *Case study research: Design and method* (3rd (Ed.)).

Zhang, L., Lee, M. K., Zhang, Z., & Banerjee, P. (2003). *Critical success factors of entERPrise resource planning systems implementation success in China*. http://www.ieee.com.pdf

Dear respondents

As a partial fulfillment of Master's Degree in Project Management at saint Mary's university, I, Ezedin Naser conducting a case study on "Enterprise Resource Planning (ERP) System Implementation Project Success from project management perspective: The Case of Ambasel Trading House Plc". I kindly request your help to fill out the form. the data provided can solely be used for this case study and your response is very valued within the success of this analysis paper. The form is unanimous and please don't indicate your name.

The questionaries' are relying on your expertise and involvement in Ambasel's ERP implementation. The questioner is intended to judge the success of the ERP implementation by determinant factors who potentially evaluate the success of the project. The outcome of this study will be used for academic purpose only.

Therefore, your genuine response to the question is vital for the quality and successful completion of the study. The accuracy of the information you are going to provide is highly determine the reliability of the study.

Thank you in advance for your uninhibited cooperation.

Appendix II: Research Questionnaire for staffs of Ambasel Trading House Plc

SECTION A: BACKGROUND INFORMATION

1. Tick on your appropriate age bracket?
   ☐18- 25 years

   ☐25 - 35 years

   ☐36 - 50years

   ☐ 51 years and above

2. Are you male or female?

☐Male

☐Female

3. Indicate the highest education level you have attained?

•College Diploma

•Bachelor's Degree

Post Graduate Degree

Other (Specify)……………

4. For how long have you worked in Ambasel?

Less than 1 year

1-2 years

3-5 years

6-10 years

More than 10 years

SECTION B: PROJECT MANAGENT PRACTICES Project Risk Management (for senior and managerial level staffs)

To what extent do you think the following points influence the implementation of ERP systems?

Note that (implying 1=Not at all, 2=Low extent,3=Moderate Extent, 4 =Great extent and 5=Very Great extent).

Statement	5	4	3	2	1
Risk identification					
Risk quantification					
Risk response/mitigation					
Planning for ERP project risk responses					
Risk analysis leads to a program that generates enough funds to mitigate risks					

Monitoring and Evaluation (For senior and managerial level staffs)

To what extent do the following points influence the implementation of ERP systems?

Statement	5	4	3	2	1
Investment Evaluation					
Corrective actions					
Programs involving stakeholder					
Loss avoidance					
Plan development forums					

Top Management Support (For senior and managerial level staffs)
To what extent do the following statement that you believe influence the implementation of ERP systems?

Statement	5	4	3	2	1
Successful ERP projects reports					
Support from top management audit reports					
Staff allocation schedules					
Leadership Style					
Managing corporate demands and Motivation					

Staff Commitment (For senior and managerial level staffs)
To what level does staff commitment influence the implementation of ERP systems? How exactly do the following points influence the implementation of ERP systems?

Statement	5	4	3	2	1
Staff attendance reports					
Staff Leaders clearly define job roles and delegated tasks.					
Staff demonstrates creativity and analytical skills.					

Staff leaders encourages the team to be creative and innovative					
Clear communication					

Stakeholders' communication and engagement

Statement	5	4	3	2	1
Stakeholders engagement objectives					
Identifying and assessing stakeholders; participants					
developing engagement plan and techniques;					
Implementation of engagement plan					
Timely assessment of the engagement process					
On time responding to the engagement results					
Measuring and reporting progress on timely bases					

SECTION C: IMPLEMENTATION OF ERRP SYSTEM (For All Staff Members) To what extent do you individually agree with the following statements concerning implementation for ERP system   in your company? (Please tick only one option)

Statement	5	4	3	2	1
ERP System project was completed within the time schedule					
ERP System adaption has led to reduced operational costs					
ERP System project achieved what was intended					
The information provided by the information system is accurate and is free from errors					
I find the information system is available and flexible to be used					