BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

THE EFFECTIVENESS OF ENTERPRISE RESOURCE PLANNING SYSTEMS ON SUPPLY CHAIN MANAGEMENT PERFORMANCE AT POPULATION FOR SOLUTIONS HEALTH

BY

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DEDICATION

To my parents Emancipate and James Vandershuur and my sisters Rumbidzai and Mascilynyou have been my strength. You have always rallied behind me, giving me support and encouragement. May the lord bless you abundantly. I would want to thank my supervisor Mr Pande for being a patient guardian throiughout the whole process of this dissertation. Special thanks to God Almight my provider, my pillar of strength, my protector, wisdom, knowledge and understanding.

ABSTRACT

The research seeks to investigate the effectiveness of enterprise resources planning on supply chain management performance at Populations for Solutions Health. Objectives were to classify different tools in enterprise resources planning that can be used for supply chain management performance, to determine the role of enterprise resources planning systems, to find out the negative and positive effects of implementation of enterprise resources planning for supply chain management performance and to identify ways of improving enterprise resources planning for supply chain management performance at Population Solution for Health. The research implemented case-study. Data was gathered from employees at Population for Solutions Health.. Questionnaires were used to gather facts. The outcomes showed that the ERP are of greater importance in Supply Chain Management perfomance. The advantages of adoption of ERPs outclass the cost and other challenges in adopting it. The study of recommends that Populations for Solutions Health should invest more on e-procurement so as to enhance performance in supply chain management and it helps to boost manufacturing, effectiveness, smooth management and monitoring of operation and enhance inspiration in staff members.s

Key words: procurement proceedings, Information Technology, service deliver

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SCM	Supply Chain Management
ERP	Enteprise Resource Planning

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The research examines the effects of ERP on SCM performance. It describes the research background so as to provide readers with research summary. The chapter then looks at the problem statement, study questions, and importance of the project. It further describes limitations, assumptions, definitions, and summary.

1.1 Background of the study

Performance is the centre of attention in any firm and only in the course of it firms are capable to develop and advance (Gavreaet al., 2011). Likewise, the sustainability of an organisation is to attain placed goals and aims (Muduenyiet al., 2015). In order to enhance organisational performance, businesses need an effective method and management system that coordinate setting up of all procedures in the business. According to Baheshti (2011) ERP systems productively improve effectiveness and enhance generally performance of a business upon implementation. Businesses have implemented fresh IT to incorporate organisational practices so as to attain both efficiency and competence in their business practices. In current existence, a lot of organisations locally have invested on ERP systems so as to incorporate all organisational practices into a standardized platform.

Adoption of Enterprise Resource Planning systems allows customers to reduce the costs that are incorporated with transactions, enhance its output and productivity. Maiyo (2016) in her research on the effects of ERP systems in improving service delivery and performance of procurement, she confirmed Enterprise Resource Planning systems play a key role. She also presents practical evidence that advantages of Enterprise Resource Planning systems on procurement result in enhanced largely procurement performance. Because of the rising worldwide competition in an energetic organisation setup, a lot of managers now appreciate the gains of Enterprise Resource Planning systems (Chang 2011). This recommends the call to set up whether the utilisation of ERPs has absolutely affected the procurement performance in health organizations.

Studies by Robey (2012) put forward that well adopted Enterprise Resource Planning systems help firms with information reliability, decrease expenses, and enhance customer satisfaction, boost output, and record management. Implementation of an ERP is a big venture, and chance of risk to firms (Davenport, 2008). At present, accomplishment of many Enterprise Resource Planning applications is assessed by amount of criticism by users. Nevertheless, it could be disputed that there are no advantages or there is trivial profit gained from adoption of Enterprise Resource Planning (Simon, 2012). Firms employ Enterprise Resource Planning systems being assured inspiring planned, functioning, and data-related repayment, but are the firms getting any profit from preceding organisational processing.

It is the fundamental nature of firms to enable stability of main practices with smaller amount resources. The ERP is being well thought-out by most of firms to be competent, enhance production practices, reduce complications, incorporate the systems and remove redundancy. Even though Enterprise Resource Planning systems vow to be of helpful to firms and considerable investment of money, not all the adoption process of Enterprise Resource Planning system create victorious accounts. According to Ehime and Madsen (2015), the adoption procedure of Enterprise Resource Planning system has generally deferred a vague scheduled and empty the funds originally layer down. There one-time enlarged research on aspects affecting flourishing adoption of ERP bearing in mind moment in time and financial plan mostly (Panorama, 2013).

There need to assess whether the impact of ERPs on SCM performance of health firms has been positive or not. Therefore, this research wanted to examine usefulness of ERP on SCM performance at Population for Solutions Health.

1.2 Problem Statement

Enterprise resource planning systems have been created to help companies make sure that tasks and deliveries are done in time. Population for Solutions Health is of no exception; the company is overrunning and underperforming projects due to poor adoption and management of ERPs. This has lowered the standards in service delivery. Enterprise resource planning systems are now a novel mode of managing complex production processes therefore there is need for Population for Solutions Health to adopt well implemented enterprise resource planning applications in order to improve standards and service delivery, compete in local and global marketplace, and ensure a

significant gain in competitive advantage. This problem affects the managers, the staff and customers at Population for Solutions Health. There is limited information limited information on the usefulness of ERPs on SCM in the healthy sector hence the study wanted to explore the effects of ERPs on SCM performance at POPULATION FOR SOLUTIONS HEALTH.

1.3 Purpose

The study intends to investigate the effects of ERPs on SCM performance at Populations for Solutions Health.

1.4 Research Objectives

1.0 To identify the different tools in enterprise resources planning that can be used for supply chain management performance at Populations Solution for Health.

2.0 To determine the role of ERP for at Populations Solution for Health.

3.0 To identify the negative and positive effects of adoption of enterprise resources planning for supply chain management performance at Populations Solution for Health.

4.0 To identify ways of improving enterprise resources planning for supply chain management performance at Population Solution for Health.

1.5 Research Questions

1. What are the different enterprise resource planning tools that can be used for supply chain management at an organization like Populations Solution for Health?
2. What is the role of ERP for SCM performance at Populations Solution for Health?
3. What are the effects (positive and negative) of ERP for SCM performance at Populations Solution for Health?
4. What can be done to improve enterprise resource planning for supply chain management performance at Populations Solution for Health?

1.6 Significance

1.6.1 Industry

This research work aims to discover facts so that Populations Solution for Health recognize in depth the contribution of effective enterprise resources planning on supply chain management performance. It will go a long way in assisting employees in Populations Solution for Health in making sound decisions. By creating awareness of the impact of ineffective enterprise resources planning employees will definitely come up with ways to improve enterprise resource planning to enhance supply chain management performance at Populations Solution for Health

1.6.2 Researcher

The researcher in doing this project, she will be open to the elements of business actuality and will be aware what is exactly happening in the industry at Populations Solution for Health.

1.7 Assumptions

1. Participations will answer the interview questions and questionnaires in a truthful and respective manner.
2. Permission to do the study and access to Populations Solutions for Health will be granted.
3. Approach utilised is dependable.

1.8 Delimitation

The researcher looked at the usefulness of ERPs on procurement performance at Population for Solutions Health. The research took place in Harare. The researcher will focus on the role of enterprise resources planning and effects (positive and negative) of ERPs on SCM at Populations Solution for Health

1.9 Limitations

1. The researcher had challenges in getting data from the participants since due to confidentiality.

2. . The project shall depend mostly on the desk information which is not provable from its foundation.
3. A few participants did not complete and return the questionnaires in time.

1.10 Definitions

1.10.1 Supply Chain Management

It is the practise of monitoring the movement of supplies to and from a firm, consisting of procedures implicated in transforming raw materials into end products.

1.10.2 Enterprise Resource Planning

Software's utilised by firms to administer and incorporate the significant parts of the organisation.

1.10.3 Organisation

An organisation is a firm or crowd of individuals with same goals and a particular intention.

1.11 Summary

This chapter initially described the broad preface of the firm as well as the description of the problem statement and the background. The chapter also described significance of this paper and the assumptions taken into account. In addition, it also highlighted the limitations and delimitations of this project. It also cemented way for Chapter 2.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

In this chapter researcher presents the theoretical framework which guided the study. In the theoretical framework brief discussion of supply chain management, enterprise resource planning and the impact of enterprise resource planning systems on supply chain management performance.

2.1.2 The role of Enterprise resource planning in Supply Chain Management

Amid (2014), described ERP as modern technology which can improve the processes of a firm and enhance organisational practises. Markus & Tanis (2000) described ERPs as units that incorporate record information with monetary, project monitoring, manufacturing management, logistics and human capital information. This helps firms to value their goods, create fiscal documents, and supervise the possessions of human beings, resources, and cash (McKendrick, 2012). ERPs are supplementary expressed by Imtihan (2008), as business system utilised to run, incorporate, and divide data in all departments of a firm, comprehensive of subsidiaries in diverse geological sites (Madanhire&Mbohwa, 2016).

Research shows that firms that implement ERPs for diverse goals. Incorporate ERP into a SCM enables the firms to decrease its reliance on individuals' endeavour and removes the call to preserve an amount of speckled and different systems. The world-wide accomplishment of ERP has confined the attention of firms and IT researchers. Firms have exhausted billions of money purchasing and adopting ERPs examining the foundation for ERP and SCM incorporation.

2.2.2 Effectiveness of Enterprise resource planning systems

Information Technology that incorporates the ERP offers passive benefits (Akkermans et al., 2003). SCM provides efficient implements for organisations and assists to meet the requirements customers, and opponents. ERP systems substitute composite and traditional platforms between diverse applications with consistent, process automation. Smadi (2016) dispute that, because of rising rivalry in the bazaar, an establishment requires to approaches a captivating method enabled

by offering first-class products with a good value. This correct equilibrium can be attained through provider as ERP and Information Technology (Simpson, 2006).

Through this, procurement can distribute vital data quicker. The utilisation of the IT in data flow shall improve good choices from all circles of the organisational processes in and out as it also makes easy data distribution and partnership according to Gimenez and Lourenco (2004). Useful and production entities are capable to enhance client association supervision and client service monitoring as an outcome (Gimenez & Lourenco, 2004).

Procurement process incorporation includes combined effort connecting purchasers and provider, dual artefact improvement, ordinary systems and information. According to Lambert and Cooper (2000), using an incorporated procurement requires a constant flowing of data. Lambert (2004) indicated that SCM and electronic procurement are vital quality for a flourishing ERP since the movement and data distribution is significant for the organisations to work. SCM needs the supervision of products and data movement in the entire sequence, from providers to clients.

Some features indicated by Seethamraju (2008), as purposes to implement ERP, include inconveniences of inheritance applications, severance in facts gathering, requirements for suppleness in organisational practices, and lack of data visibility in the organisation. The other purposes of ERP implementation, stated by Schmidt (2011), comprise enhancement in assessments as a gain and utilize of it in reorganization of the firm, reshuffle their organisational procedures and a change from traditional applications to automatic data administration (Fawcett et al, 2011). This removes transmission challenges; and organization of an exact spine information centre to reclaim correct facts for performance management, (Vonderembse, Hwang, and Hassabelnaby2011).

2.2.3 Challenges in the implementation of ERPs

The major challenge in implementing Enterprise Resource Planning systems is because of the cost to obtain and adopt an ERP. This capital is considerable and when the ERP is functioning and running, the expenses continue to mount (Business Intelligence Centre 2012), this mantains a lot of firms from adopting ERP applications. The adoption of the system needs incorporation of many forms therefore it is complex and costly to adopt them.

Ke & Wei (2008) indicated that organisational culture is also essential in the adoption of ERP. The culture of the organization includes having understandable aims and purposes, staff development, communication as well as user contribution in assessment; alteration and adoption are considered generally significant. Top management commitment and support is very crucial in the implementation of Enterprise Resource Planning systems.

2.2.4 Approaches that can be used for successful implementation of ERPs

For successful implementation of ERP systems, the organizations chance their perception towards the use of ERP systems so as to realize the benefits of using them. A change in top management plan choosing the correct team and evasion must be considered for successful adoption of ERP systems (Wong & Tein, 2003). They also indicated that they employees must not be neglected hence employees must have a positive attitude towards the adoption of ERP in SCM.

Failure of implementation of ERP systems is mostly because of lack preliminary capital to get and adopt an ERP. This venture is considerable and costs carry on increasing after adoption (Business Intelligence Center 2012). However, the benefits that come with use of Enterprise Resource Planning systems must encourage organizations to invest inEnterprise Resource Planning systems.The organization must source for donations or apply for loans so as successfully implement the system.

2.3 Enterprise Resource Planning tools

2.3.1 Microsoft Dynamics 365

It is a stripe of application that comprises both ERP and client correlation supervision systems. It is intended to assist organisations of every size run their complete functions.

2.3.2 Oracle

Oracle is a cloud based ERP which is intended to hold composite trade functions. Its capability to handle big quantities of information is the motive why generally users like it. It is appropriate for organisations with big informatio needs.

2.3.3 SAP

It used to integrate core processes need to run a company in a single system. SAP has easy to use cloud enterprise resource planning applications which help in running core processes such as finance, manufacturing, procurement, supply chain, human resource and others.

2.3 Conceptual Framework

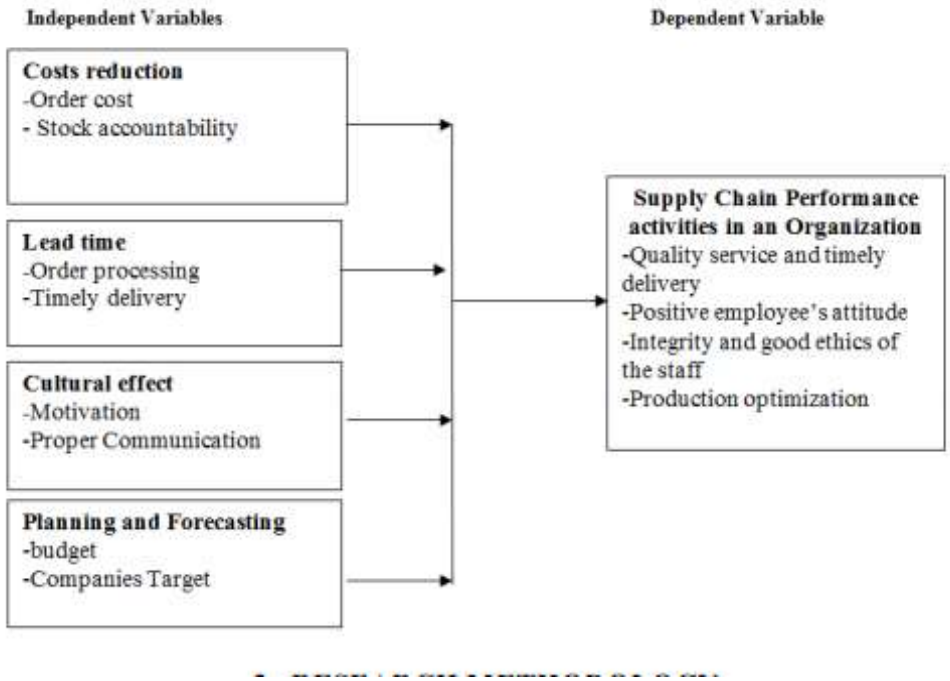

Figure 1. The Conceptual model of the effects of an Enterprise Resources Planning in Supply Chain Managementperformance

Source: Researcher 2006

2.4 Empirical Evidence.

2.4.1 Bhutta et al. (2007): The supply chain practices in Pakistan

Bhutta et al. (2007) tried to offer a gap into procurement processes of small and medium enterprise industry in Pakistan. The enterprises conducted a study to estimate the physical condition of this industry where it encompassed 650 compsnies in 10 states. Bhutta et al. (2007) obtainable the data

and analysis of the features connected to supply chain management processes that appear to associate with the physical condition of the project. The investigation established that flourishing organisations on regular had more commodities, more clients and more fresh clients.

2.4.2Chong et al. (2011): Relationships between SCM andperformance of Malaysia

Chong et al. (2011) anticipated a structure which sports the connection between SCM processes, functioning performance and modernization performance of Malaysian proguction and service companies. It encompassed six proportions of SCM processes which are tactical supplier corporation, client association, data exchange, IT, education and interior functions. It was recommended that they can advance organisations' modernization and organizational performance which was examined by means of objects like lead time, record proceeds, invention negative response/come back, trade level, expense decrease and sarisfying clients' needs customers' needs.In addition, the representation recommended that advanceg performances can improve business routine where modernization processes are separated into the two classes of practice improvement and product modernization. The makers of choices should therefore carry on improving their companys' enhanced performance.

2.4.3 Beheshti et al. (2014): factors to the successful implementation of ERP

Beheshti et al. (2014) assessed the causal aspects to the thriving attainment, adoption and modification to ERPs systems in 6 production companies. a number of informative views into how production companies use Enterprise Resource Planning systems were exposed. Companies handed out clients both nationally and internationally. Three dorms had adopted Enterprise Resource Planning systems but utilising various applications. The left behind firms had been utilising Enterprise Resource Planning applications between seven and nine years, with every participant in this point in time also utilising different Enterprise Resource Planning software's.

2.4.4 Confederation of Zimbabwean Industries (CZI) (2018): Enterprise Resource Planning systems in Zimbabwe

In Zimbabwe, there are optimistic signs of development in the production industry and improved savings. There has been a boost in rivalry amongst general producers assisted by the effects of trade in replacement methods. The raise and extension of production processes needs firms to have

rule above their practices and company choices. Firms in Zimbabwe have implemented the utilisation of ERP systems for process monitoring. A number of Enterprise Resource Planning in use comprise SAP and Oracle, along with others (Kambarami, (2012).

2.5 Gap analysis

ERP has been established to affect positively the performance of firms by incorporation of departments. Enterprise Resource Planning effects into physical and non-physical profit which assist maintain effectiveness in a long term. Nevertheless, researches have also established that not all Enterprise Resource Planning implementations shall guide to enhanced performance in supply chain management. While these studies highlight the important of ERP on SCM. There is however limited information on the effect of ERP adoption on the performance in supply chain management hence a knowledge gap. This study seeks to determine the effectiveness of ERP systems on SCM performance at Populations for Solutions Health.

2.6 Summary

Research theories were unpinned in the chapter as the chapter looked to disclose the literature related to the topic of the study. The chapter highlighted cases that were done in Zimbabwe, Africa and on other continents. The next chapter describes the methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The focal point of the section is on methodology that was utilised. This chapter proffers information of the design, size of the sample and its demography, analysis and interpretation. The chapter also provides detail of research instruments used, the limitations on the method chosen and how these will be overcome.

3.1 Research design

Berg (2005) disputes that the approach is utilised to organise the study, to show how all the elements of the study are going to be carried out. Green (2000), disputes that a design is a set of procedures that are used in carrying out a research. A design link all the features of a research project and show a clear plan on how everything will be conducted. This paper utilised a case study design.

3.1.2 Case study

According to Creswell (2007) a case study is experiential research that examine a current situation in practically and many sources of facts are utilised. Schumacher (2010) also disputed that it is unique approach when a deep assessment is required. It suits well on studies that are single cases and need an in-depth understanding. The researcher utilised the design because the research wanted to get achieved facts about the effects of ERP on SCM performance.

3.2 Research methods

Saunders *et al*., (2015) described several methodological choices ranging from purely qualitative to purely quantitative. The study employed the mixed approach. According to Vaus (2006), a qualitative methodology should not be regarded as competing with a quantitative one; rather they should complement each other.

3.3 Population

It is the compilations of the essentials which have attributes that are familiar (Singh, 2018). This study targeted the employees and the management at Populations for Health Solutions. Since the employees in the procurement department are the ones who use enterprise resource planning systems, they are in a better position to give their perception.

3.3.1 Sample Size

A total of 12 respondents participated; they included two managers and employees from the procurement. It is significant to see that a full interpretative explanation of studies can barely be practically attained when a very little study sample is used (Smith & Osborn, 2007).

3.3.2 Sampling procedures

According to Alvi (2016), sampling is a method of choosing certain elements to present the whole group. According to Creswell, (2009) a purposive sample is the use of expert knowledge of the population, a sample that fairly represents a cross –section of the population under study can be selected. One of the advantages of purposive sampling was that quality data or in-depth information can be gathered. However, one of the limitations of this sampling technique is that there was risk of bias. The researcher only wanted to make use of a few people in the study. The researcher adopted purposive sampling.

3.4 Data Collection Instruments

There are several data gathering methods like questionnaires, interviews, observation, and focal group discussions (Bryman & Bell, 2015). The researcher relied on self-administered questionnaires.

3.4.1 Questionnaire

According to Kombo and Tromp (2006) a questionnaire is a project utility that collects information from a huge population. The research utilised a questionnaire to collect facts and data from the participants. Acharya (2010), disputes that a questionnaire is a paper consisting questions and features that can be useful in data gathering. Sansoni (2011), described a questionnaire as a tool designed with a reason in mind to solicit data from participants of a given sample. A questionnaire

was very useful for this research because a questionnaire collects data from an enormous sample and it is simple to fill in the answers.

3.5 Validity and Reliability

According to Gay (1981), validity is the level to which check is done to ensure that a tool is assessing what it is supposed assess. Tho check for validity of the questionnaires utilised by the author, the researcher used a pilot study. The researcher dispersed 3 questionnaires to randomly selected employees so as to check if they really understood the questions. The process was also repeated on other three employees so as to check for the reliability of the instrument.

3.6 Data Collection Procedure

Qquestionnaires were the data gathering methods used for this study. However, before administering questionnaires, the researcher obtained permission from the authorities at Population for Health Solutions. Questionnaires were administered to the respondents at Population for Health Solutions and the participants were guaranteed of severe privacy.

3.6 Data analysis and plan

Firstly, suitable classification of responses was placed into relevant categories and the enumerated. The data was grouped into different categories depending on the responses given by the respondents. Findings of this study were presented and discussions were presented under the emerging themes. Data collected using the questionnaire was quantified and presented in the form of tables and charts showing frequencies and percentages and analysed by way of description of responses to various questions.

3.7 Ethical Considerations

Intentional participation was considered, and participants had freedom to answer in a language of their choice. Scenarios whereby the respondents were uncomfortable, regarding some sensitive information they had a choice not to respond. Respondents were not paid any incentive to participate it was by their free will. Informed consent to take photographs and also voice record the interviews was inquired from the respondents. Ethical research should not undermine the

confidentiality and anonymity of the participants thus, the researcher stressed out that the data collected was strictly for educational reasons.

3.8 Summary

In this chapter the researcher described methods that would be utilised. It was about methodology which included design, sample, instruments and their administration. Validity and reliability of the data collection instruments were also highlighted as well as data analysis. Ethical considerations were also explained. The reason for having the methodology in Chapter Three was to facilitate data presentation.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This section is on presentation, interpretation, analysis and discussion of data gathered at Populations for Solutions Health. Research questionnaire responses were analysed to present the data. Interpretation is given being guided by requirements of questions. Data is presented and interpreted using the cross-case approach, where the data was converged to give overall meaning.

4.2 Return rate

Questionnaires were dispersed to the managers and the staff at Populations for Solutions Health.

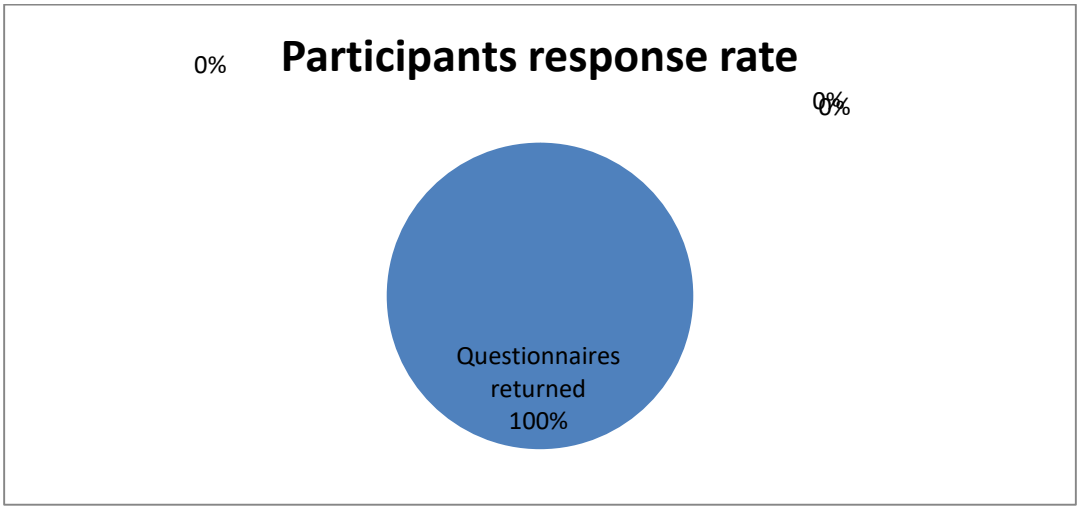

Figure 4.1 **Participants response rate**

Source: Primary Data, 2024

All participants returned the questionnaires. Chances of getting valid and reliable data are high.

4.3 Distribution of Respondents by Gender

N = 12

Sex	Number	Percentage
Males	3	25%
Females	9	75%
Totals	12	100%

Table 4.1 **Distribution of Respondents by Gender**

Source: Primary Data, 2024

The table above shows that 3 participants, which is 25% of the respondents indicated that they were males and the remaining 9, which is 75% indicated that they were female. From the results it can be seen that the number of men is less than of females due to the fact that the population in the country consist of more woman. In addition, it is a fair distribution since both genders are well represented in the sample.

4.3.1 Distribution by professional qualifications

Highest Professional Qualification	Frequency	Percentage Frequency (%)
O'Level Certificate	0	55
A'Level Certificate	0	20
Diploma	4	33
Under-graduate degree	6	50
Post-graduate degree	2	17
No Qualification	0	0
Total	12	100

Table 4.2: **Distribution by professional qualifications**

Source: Primary Data, 2024

Table 4.2 indicate that most of participants 50% (6) had under-graduate degrees, 33% (4) of the respondents had diplomas and only 17% (2) of the respondents had post-graduate degrees. There were no respondents with any other qualification. This shows staff members at Populations for Solution Health hold diplomas and degrees therefore; the results obtained from the respondents are satisfactory to stand the strength of staff's decisions.

4.3.2 Distribution of Overall Working Experience of the managers and staff at Populations for Solution Health

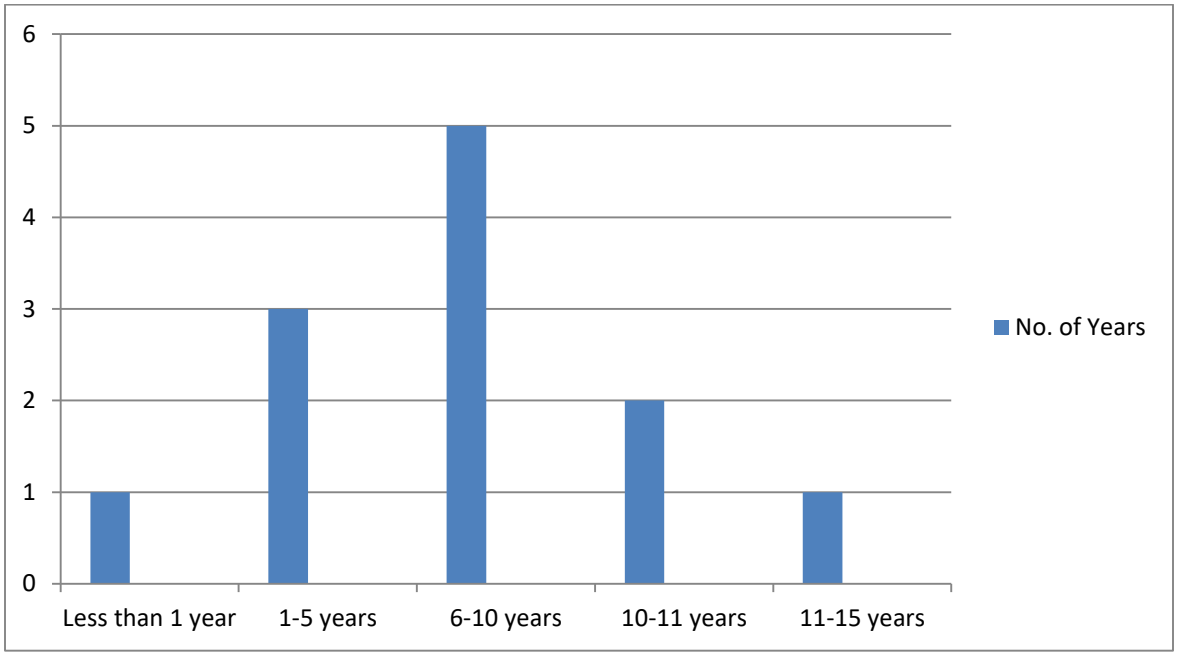

Figure 4.2 **Distribution of Overall Experience**

Source: Primary Data, 2024

Fig 4.2 above shows that, only a single person has experience which is less than one year. The other had experience of more that a year working at the company hence, It gives huge positive that the sample had knowledgeable individuals sufficient to be capable to provide the data on effectiveness of ERP systems on SCM performance at Populations for Solutions Health.

4.4 Responses from questionnaires

4.4.1 Do you think it is important to have an ERP system in SCM at Population Solutions for Health?

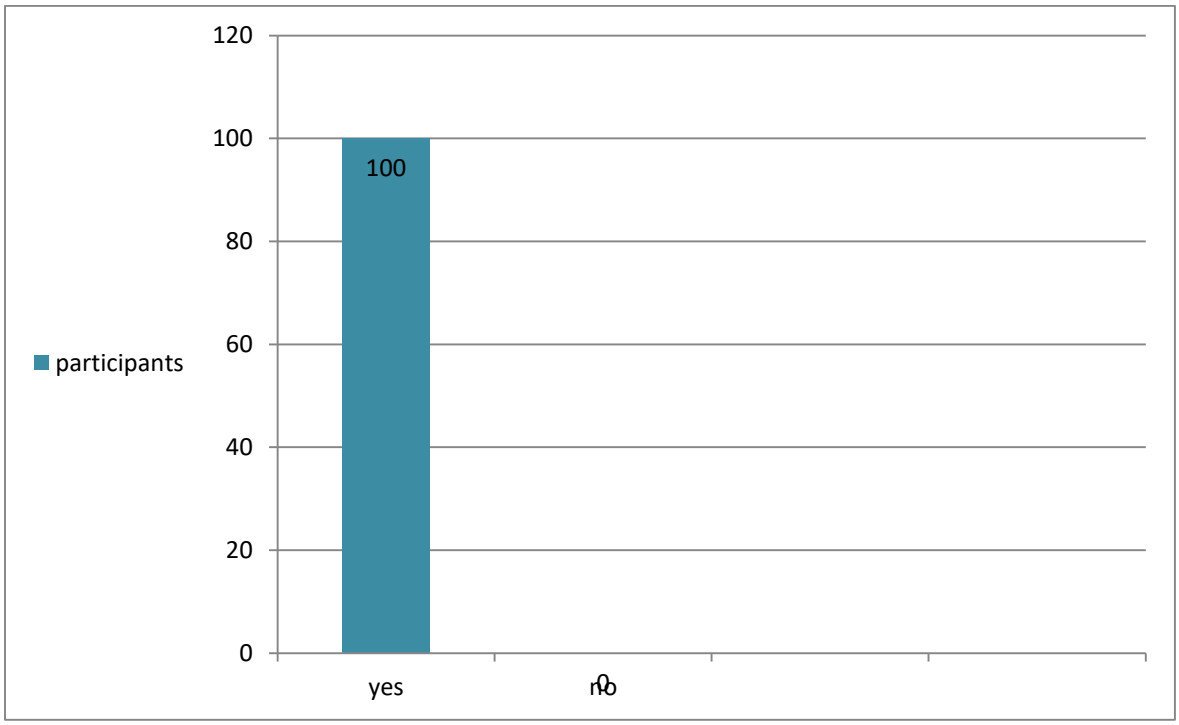

Figure 4.3 Distribution of respondents according to importance

Source: Primary Data, 2024

The analysis of data collected by the researcher indicates all the respondents indicated that Enterprise Resource Planning systems are important to the organisation. This is supported by Seethamraju&Seethamraju (2008) who highlighted that Enterprise Resource Planning systems are important because it reduce nuisance of interfaced inheritance data systems, decrease severance in information gathering, improve elasticity in organisational practices, data organization and enhances data flow transversely.

4.4.2 Role of ERP systems for SCM performance

N = 15

Response	Participants	Percentage
Enhance Performance	9	75%
Know how of key technology	3	25%
No Knowledge	0	0%
Total	12	100%

Table 4.3 Role of ERP system for supply chain management performance

Source: Primary Data

Only four (25%) stated that know-how of the key technology was one of the roles of ERP at Populations for Solutions Health. All the other respondents (75%) strongly agreed that Enterprise Resource Planning systems enhance supply chain management performance. This shows that the staff members and the top management appreciate the importance of the use Enterprise Resource Planning systems. This is supported by (Gable, Chan, 2003; Ifinedo, 2006), who indicated that the use of ERP systems enhance organizational effectiveness.

4.4.3 Distribution of the benefits of implementing an ERP system for SCM performance

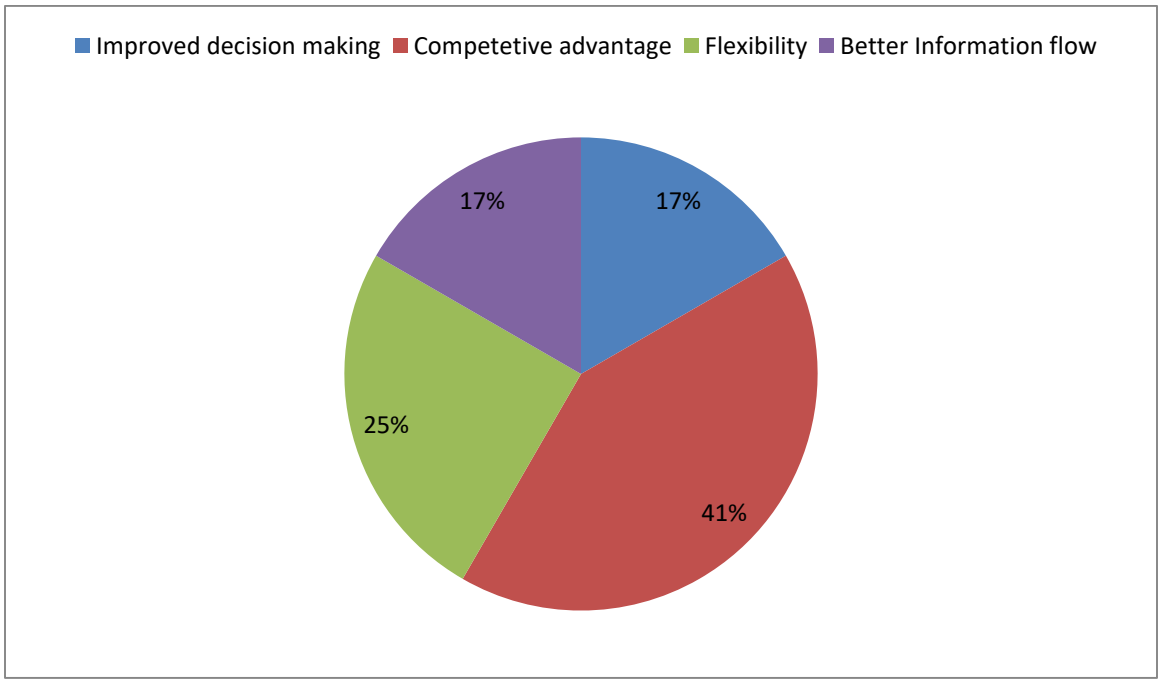

Figure 4.3 Distribution of the benefits of ERP system

Source: Primary Data, 2024

Figure 4.3 above depicts 41% (5) showed that the use of ERP systems gives Populations for Solutions Health competitive advantage, 25% (3) of the respondents strongly agreed that it improves decision making. Only 17% (2) of participants showed that ERP systems provide flexibility and better the flow of information. This shows that companies benefit a lot from the implementation of ERPs. This is supported by (Akkermans et al., 2003) who highlighted that information systems that integrates the ERP system to supply chain provides a competitive advantage.

4.4.4 Distribution of challenges of implementing ERP

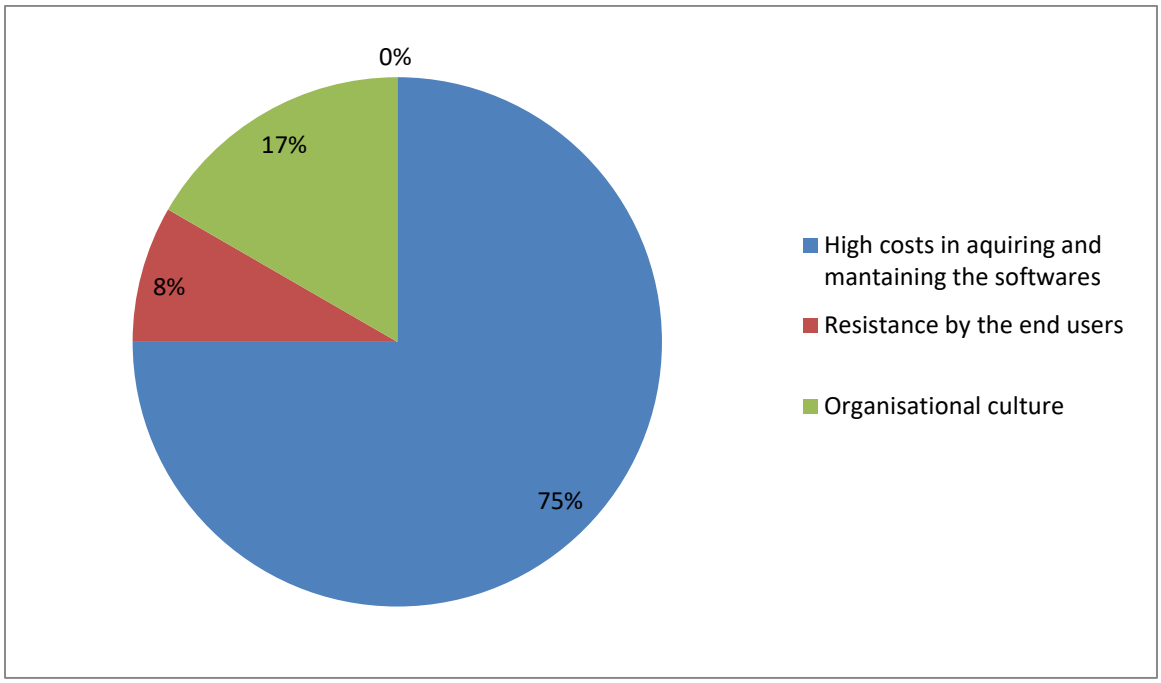

Figure 4.4 Distribution of challenges of implementing ERP

Source: Primary Data, 2024

Figure 4.4, 68% of participants highlighted that high costs of acquiring and maintaining the software was one of the major challenges faced when implementing ERPs. 15% indicated that the organisational culture was also a major challenge. In addition to that, 13% of the participants noted that the other challenge is that of the resistance to adopt ERPs by the employees. This shows that the challenges that are faced at Populations for Solutions Health are organisational culture, high costs and resistance from employees.

4.4.5 Ways to improve ERP for SCM

Data analysis indicated that the majority of employees emphasis that the organisation must change their perception towards the use of Enterprise Resource Planning systems so as to realise the benefits of using ERPs. A change in administration dedication and sustain, firm practice rebuilding, utilise of scheme administration to monitor adoption, transform administration beliefs & program and vision and evasion customisation are the approaches which must be well thought-out for flourishing adoption of Enterprise Resource Planning systems (Wong & Tein, 2003).The

respondents also noted that the organisation should do standard staff development to grow staff so that they shall move along with fresh expertise. Both staff members and the management indicated that the organisation must have a technological development culture such that every employee becomes technologically equipped.

4.5 Summary

The section shows data presentation and analysis. The researcher in general noted that largely participants highlighted that Enterprise Resource Planning can enhance supply chain management performance and is proved to be a very useful in supply chain management.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides summary findings. It shall aso highlight the conclusions that were drawn from the research. The conclusions shall be connected to study objectives. Lastly, the chapter sums up by providing recommendations and suggestions of studies that can be done in future.

5.2 Summary

The research's focal point is on identifying enterprise resource planning tools that can be used for SCM, the role of ERP systems, effects (positive and negative) of ERP and suggestions to improve ERP for SCM at Population for Solutions Health. The study had an assumption that all participations were going answer the interview questions and questionnaires in a truthful and respective manner.

The study reviewed theories by other researches on related literature. For empirical evidence, the author also looked international, regional and local theories. For the researcher to conduct the research a case study design was implemented. A questionnaire was utilised as an instrument. The population of consisted of employees at Population for Solutions Health. Purposive sampling was utilized.

The research revealed that ERP tools play an essential role on SCM performance. The study indicated that, the staff members and the top management appreciate the importance of the use enterprise resource planning systems and also appreciate competitive advantage that is brought to the organization through the adoption of ERP systems. More so, it also highlighted the challenges that are linked with the implementation of ERP tools. The study indicated that, the major barrier were high costs that were associated with the implementation and maintenance of the ERP systems.

5.3 Conclusions

5.3.1 Objective 1: To identify the different tools in ERP that can be used for SCM performance at Populations Solution for Health.

The study concludes that Population for Solutions Health has adopted an enterprise resource planning system. The results indicate that at Population for Solutions health, they adopted SAP as their ERP system which is being utilized across all departments. The enterprise resource planning system enables a smooth flow of information in the entire organizations thereby improving the efficiency and performance in supply chain management.

5.3.2 Objective 2: To determine the role of ERP systems for SCM performance at Populations Solution for Health.

In addition, the research also noted that enterprise resource planning plays a crucial part on SCM. This was indicated by participants as the results show that ERP systems enhance performance and equip the employees at Population for solutions health with the know-how of the technologies that are being utilized in supply chain management. In addition to that ERPs are of greater importance because it reduces data redundancy in data capturing as well as allowing flexibility in conducting procurement proceedings. The study concludes that ERPs enhance performance in supply chain management.

5.3.3 Objective 3: To identify the effects and barriers of implementation of ERP for SCM performance at Populations Solution for Health.

The research findings conclude that there are several advantages of using ERPs in Supply chain management. The study concluded that enterprise resource planning improves decision making, competitive advantage, flexibility and the flow of information across all departments. The study results indicated there are barriers which hinder the adoption of ERP systems and there are high costs of acquiring ERP softwires, resistance by end users and a poor organizational culture. Electronic procurement proffers many benefits which outclass the challenges hence it's imperative to conclude that e-procurement has great influence on supply chain management performance.

5.3.4 Objective 4: To identify ways of improving ERP for SCM at Population Solution for Health.

The research concluded that for the organization to successfully implement ERP systems, the organization must change its culture and attitude towards the adoption of technology. The findings also conclude that the management should prioritize and fund the use of ERPs first and must staff develop their employees 'in order to change their perceptions towards the use of enterprise resource planning tools.

5.4 Recommendations

- Populations for Solutions Health should invest more on e-procurement so as to enhance performance in supply chain management and it assists to boost invention, competence, soft movement of functions and boost inspiration in staff members.
- Populations for Solutions Health should train its employees with the significant skills through staff development workshops for them to appreciate and have a positive a mindset towards the adoption of information technology systems such as ERPs.
- Population for Solutions Healthy should equip the all departments of the organisation with technological infrastructure so as to allow a smooth flow of information across and quicker decision making

5.5 Suggestions for more studies

A study must be done on exploring the use of ERPs in enhancing quality and reduction of cost. In addition to that another research paper can be done using s different firm in the health sector so as to compare the results. Furthermore, a study also needs to be done on the effects of ERP in more firms.

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APPENDIX

Questionnaire

My name is Kakarahwa T.M. a student at Bindura University of Science Education who is carrying a research on the assessment of the impact of ERP systems on SCM performance. Could you gently complete the Questionnaire For aspects that need elaboration, you fill-in the given blank spaces. Confidentiality and due diligence will be exercised to responses of the questionnaire as it will be used for academic purposes.

Please note:

1. No names shall bewritten on this paper

2. Data shall be private confidential

3. Answr the questions freely

4. Tich on given boxes to show your response

SECTION A

1. Indicate your qualification.

   ‘O’ level ☐ ‘A’ level ☐ Diploma ☐

   Under-graduate ☐ Post-graduate ☐ No qualification ☐

2. What is your department at Population for Solutions Health?

   Accounting ☐ Information Technology ☐

   Management ☐ Procurement ☐

3. How long have you worked at Population for Solutions Health?

   1-5 years ☐ 6-10 years ☐

   11-15 years ☐ 16 years and above ☐

4. Tick your gender

Male ☐ Female ☐

SECTION B:

5. Do you think it is important to have an ERP system in supply chain management at Population Solutions for Health?
   Yes ☐ No ☐

6. What are the different enterprise resource planning tools that can be used for supply chain management at an organization like Populations Solution for Health?
   SAP ☐ ORACLE ☐ Others ☐

7. What is the role of an ERP in SCM performance at Populations Solution for Health?

   Key SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

   SA-Strongly Agree ☐ A-Agree ☐

Variable	SD	D	N	A	SA
Enhance performance					
Know-how of key technology					
No knowledge gained					

8. What are the effects of benefits of implementing an enterprise resource planning system for supply chain management performance at Populations Solution for Health?
   Key: SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

SA-Strongly Agree ☐ A-Agree ☐

Benefit	SD	D	N	A	SA
Enhanced desision making					
Competetive advantage					
Flexibility					
Better Information Sharing					

9. What are the challenges of implementing enterprise resource planning for supply chain management performance at Populations Solution for Health?

   Key: SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

   SA-Strongly Agree ☐ A-Agree ☐

Answer	SD	D	N	A	SA
High costs in aquiring and mantaining the softwares					
Resistance by the end users					
Organisational culture					

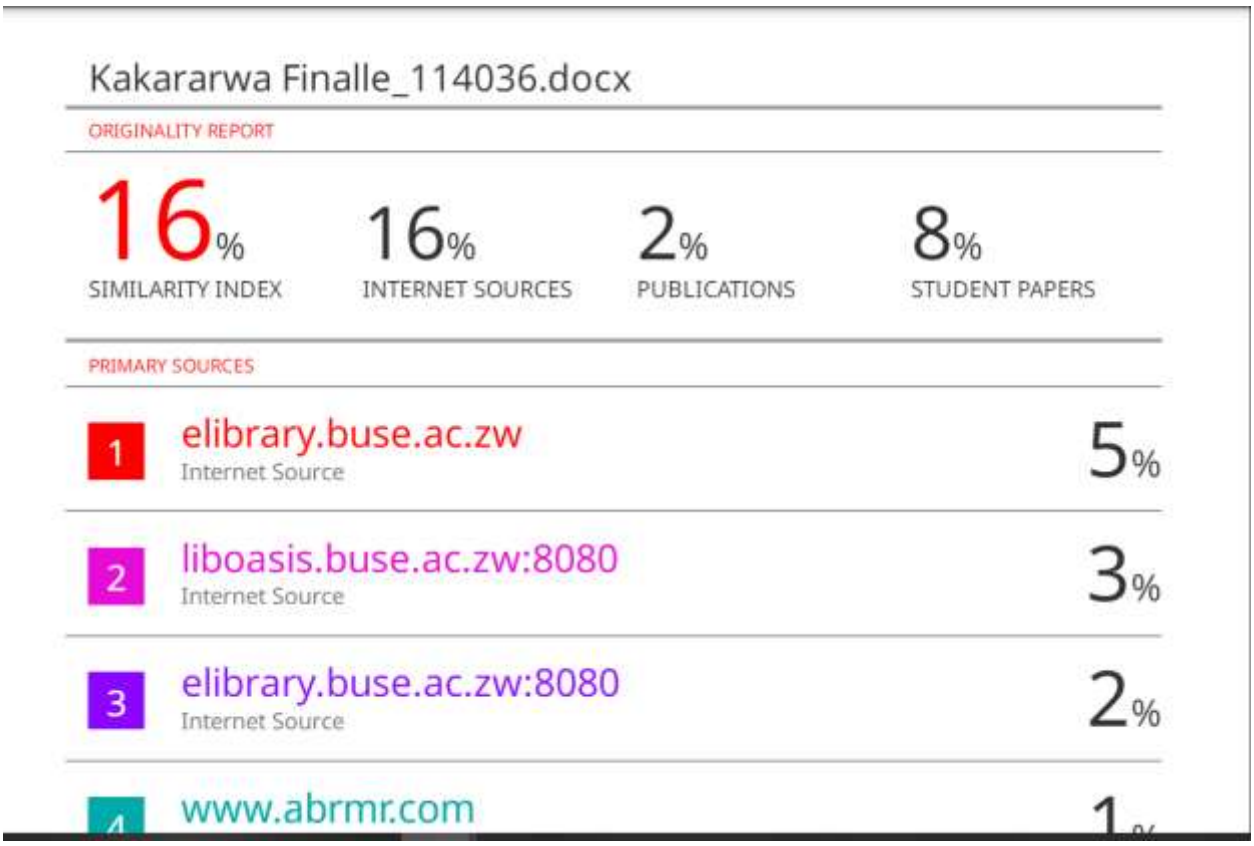
10. What can be done to improve enterprise resource planning for supply chain management performance at Populations Solution for Health?

    Key: SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

    SA-Strongly Agree ☐ A-Agree ☐

Answer	SD	D	N	A	SA
Top management commitment and support					

Training and Staff Development					
Change in organisational culture					



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