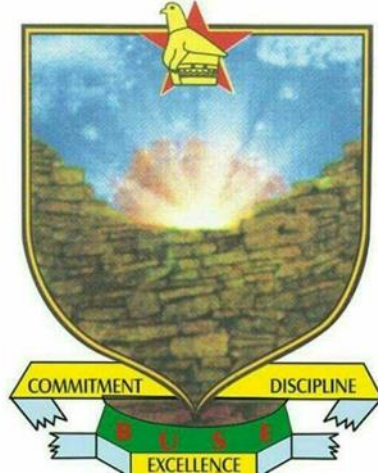


**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF ACCOUNTING**



**ENTERPRISE RESOURCE PLANNING (ERP) HAS AN IMPACT ON ORGANISATION  
PERFORMANCE: A CASE OF J MANN & CO GOPRIME ACCOUNTING  
INFORMATION SYSTEM, HARARE**

**TAWANDA HERBERT ZAMBEZI (B1852907)**

**SUPERVISOR: S MUTERO**

**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE BACHELOR OF SCIENCE HONOURS DEGREE IN  
ACCOUNTING**

**2023**

## APPROVAL FORM

The undersigned hereby attest that the student (B1852907) completed an unsupervised dissertation titled, Enterprise resource planning (ERP) has an impact on organisation performance: A case of J Mann & co Goprime accounting information system, Harare, submitted in partial fulfillment of the requirements of the **Bachelor of Accountancy (Honours) Degree at Bindura University of Science Education.**

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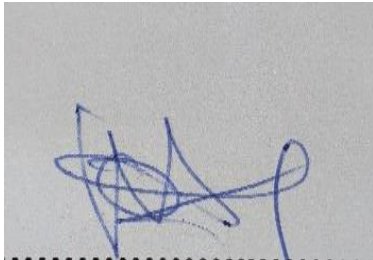
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]

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**Degree Programme:** Bachelor of Science Honours Degree in Accounting

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**Permanent Address:** 4 Ernies lane Monavale Harare Zimbabwe

**Contact** +263 785 475 207

**Date** 15 June 2023

### **DEDICATION**

My parents, my late mother Wadzanai Kuchonya and my Father, Herbert Zambezi and most importantly the Lord Almighty for seeing this through.

### **ABSTRACT**

The study was an ERP post - implementation exploration to determine the ERP impact on the performance of J Mann & Co. The ERP was being used to input and process accounting transactions such as payroll, accounts receivable, accounts payable, the trial balance, statements of comprehensive income, statement of financial position and other related financial and management reports. The sample size was 45 participants. The researcher participants included 3

Directors, 17 finance and administration, 13 engineering, 5 production, 3 human resources, and 4 sales and marketing. The random sampling method was adopted for the questionnaires and interview. The purposive sampling method was engaged to make sure that the defined research samples stratas were fairly represented. The ERP systems are largely accounting activities that track and record business transactions to generate financial statements for an organisation period operations. These information systems endeavors to coordinate all information in organisation central database and allow users at different organisational levels manage information at different levels. The study noted that ERP systems at offered advantages to J Mann & Co a steel products manufacturing company. However, it was noted that ERP systems are risky and costly to implement and time consuming. However, in terms of business profitability, the profit margin and return on investment can be improved through the implementation of ERP systems as the systems improves the efficiency of processes and institute effective cost controls. The research findings revealed that there was need for systematic connection and interdependence of ERP modules to improve the organisation performance. The ERP components were highlighted as the financial, material management, sales and distribution, production planning, human resource, customer relationship management and quality management that J Mann & Co should integrate through its Goprime ERP accounting information system. AN integrated accounting information system promotes opportunities that integrate and coordinate organisation operations and facilitates the exchange of information among different business functions leading to sound management decision making . The study recommended that J Mann & Co should implement Goprime ERP systems package as holistic modules rather than individual module if they were to realise real financial performance improvement. J. Mann & Co executive management was recommended to support the implementation of its ERP in terms of funding, IT infrastructure, employees training, performance rewards and motivation towards the system application.

### **ACKNOWLEDGEMENTS**

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I want to thank the Bindura University of Science Education as a whole for molding me into the student I am today who is resulting driven. I extend my gratitude and appreciation to all the lecturers who guided me through all the lectures in my degree. My greatest thanks are directed to my family for supporting me financially.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

The chapter consists of the study introduction and background, the statement of the problem, the study goals, and questions. It also presented the significance of the study, the research assumptions, study limitation and delimitation, the key terms definitions and ends with the summary. O'Mahony and Doran, (2009) defined enterprise resource planning (ERP) as a software application which integrates organisation processes through a centralised database set up. The integrated data is linked to all employees of the organisation at all levels in real time (Cao et. al., 2012). ERP systems used to be mostly used by large organisations, however, nowadays small to medium organisations have adopted the use of ERP system in their business management.

The involvement of the information technology is dynamic and has greatly changed the way business is done. The introduction of ERP improves the organisation competitiveness and operational efficiency and effectiveness in the corporate world (Dechow and Mouristen, 2005). ERP ensures that organisation employees have fast access to relevant data on real time by J Mann & Co's Finance and Administration, Engineering, Human Resources, Manufacturing, Sales, distribution and Marketing GoPrime accounting information system. The company has over 6 branches nationwide in Zimbabwe. It was once small and nearly collapsed due to operational challenges. J Mann & Co is a steel manufacturing and distribution company running in a highly fragmented industry. The company operations need to communicate on a large scale as well as capacitate the sub-contractors and clients as users or data providers of the system. A machining and engineering company is categorised as a specialised industry which require adhering to complex business processes namely work-in-progress (WIP), job costing and jobs schedules. This study explored how the implementation of an ERP coordinates and help the automation of the company's business activities which include financial management, procurement, marketing,

human resources, project management and the maintenance activities and the company's management control systems.

The focus of this research study was to explore the post – implementation of the ERP of J Mann & Co through its Goprime accounting information system for the management of its steel products manufacturing business operations. It has been said that the implementation of ERP systems produces significant improvements in the performance of an organisation over time (Hunto et. al., 2003). The ERP systems benefits are financial and non – financial performance (Kalluknki et. al., 2011, Nicolaou and Bhattacharya, 2008). The study explored J Mann & Co ERP system and scrutinised whether the system was individual or holistically implemented.

## **1.2 Background to the Study**

The globalisation of businesses is bringing more challenges to organisations as markets expand, customers' expectations and competition is increasing, which is putting pressure on companies to adjust to the rapidly changing business environment in terms of information requirements. The business information requirements calls for the adoption of integrated business processes, hence ERP systems are the panacea for this information clarion call to maintain business competitiveness (Dey, Cllegg, Bennett, 2010). The information system (IS) is powerful and universal drivers of business performance and sustainable organisational growth. For the organisations to remain competitive and manage the environmental uncertainties under control they need to adopt continual improvement processes, speed up the product development cycle, ensure production flexibility and manage planning. This calls companies to progressively implement ERP systems. A significant shift in financial performance is influenced by the implementation status of specific ERP modules. In other words, when the ERP module's deployment status rises, the financial performance is positively affected. These imply that the beneficial effects of ERP module deployment on financial performance develop gradually. Second, the broad use of an integrated ERP system's installation status results in a constructive collaboration that boosts business results. These indicate that the use of holistic ERP systems offers larger systemic advantages than the adoption of modular ERP systems..

Cotterleer and Bendoly, (2006); Gattiker and Goodhue, (2005); Kallunki et. al., 2011, (2008); Madapusi and D'Souza, (2012), argued that ERP system implementation has positive impact on the financial performance of the organisation. They further said that organisations that

implemented holistic ERP systems achieved better financial results than the modular implementation. It was advised that organisations implement ERP systems as package modules if they are realise real financial performance.

This research study focused on J Mann & Co, a steel manufacturing company in Harare, Zimbabwe. There was lack of information on other organisations that have implemented ERP systems. This was the reason why sampling frame was based on researcher experience on ERP at J Mann & Co. The study should add to the existing literature on ERP business value by examining the company ERP application in view of the involvement of all employees through the company vision and direction of top management. It has been highlighted that ERP benefits are fully realised through strong top management influence as they are the once who make the decision to buy ERP systems and to direct their implementation. It is the top management that ensures appropriate information technology to carry the ERP are in place. The research was an ERP post - implementation exploration to figure out the ERP impact on the performance of J Mann & Co by looking at top management and all employees' characteristics and processes of the organisation.

### **1.3 Statement of the Problem**

J Mann & Co was experiencing business expansion which was increasing the business risk. These business risks were associated with the loss of loyal customers, loss of business focus and lack of vital information to inform management in the decision making process. The company whose business operations were not integrated and management information generation was difficult. This was affecting the efficiency of the company's accounting information system which required solutions to address and improve the organisation performance. Mapakame (2014) said that enterprises especially those in manufacturing industry business like J Mann & Co are finding it difficult to improve business profitability and sales volumes due to various factors. These were the challenges which J Mann & Co was facing as its Goprime ERP accounting information system required some improvement to ensure that the organisation ERP helped informed business management and operational decisions making. This was what inspired the researcher to engage this research study in an effort to improve the Goprime ERP and the performance of J Mann & Co. The (ERP) systems was of interest to the researcher in theory and practice as J Mann & Co had invested and was continuing to invest in its enterprise resources planning systems to gain access to computer-based information system (IS) which is cost effective. The advantage of ERP is that



they affect many aspects of the internal and external operations of J Mann & Co which is important for successful organisation performance and its survival. However, it has been said that the implementation of ERP systems is a challenge and that most of their failures are linked to the lack of top management support. This was the experience at J Mann where management was alleged not to be supplying enough support to the implementation of the ERP and its application.

#### **1.4 Research Objectives**

1. To investigate the effect of Goprime ERP Accounting Information System on the performance of J Mann & Co.
2. To explore the challenges of the Goprime Enterprise Resource Planning (ERP) of J Mann & Co.'s Accounting Information System
3. To analyse the quality of financial reports generated by J Mann & Co.'s Goprime ERP accounting information system.
4. To examine the reasons for the ineffectiveness of Goprime Enterprise Resource Planning (ERP) accounting information system at J Mann & Co.

#### **1.5 Research Questions**

1. What is the effect of Goprime ERP Accounting Information System on the performance of J Mann & Co?
2. What are the challenges of the Goprime Enterprise Resource Planning (ERP) at J Mann & Co's accounting information system?
3. What is the quality of the financial reports generated by J Mann & Co's Goprime ERP accounting information system?
4. What are the reasons for the ineffectiveness of the Goprime Enterprise Resource Planning (ERP) of J Mann & Co's Goprime accounting information system?

#### **1.6 Justification of the Study**

The study tried to advise and reduce the challenges of Enterprise Resource Planning (ERP) of J Mann & Co Goprime accounting information system in Harare. The study was significant to the following stakeholders:-

### **1.6.1 Researcher**

This study is a partial fulfilment of the Bachelor of Science Honours Degree in Accounting at the Bindura University of Science Education in the acquisition of research skills. The study eased an assessment on the relevance of the theoretical knowledge learnt by the researcher and its applicability to real life practice of organisations.

### **1.6.2 Bindura University of Science Education**

The research was conducted with the aim to add to the library of the university as essential material for research and literature for other students at the university and other colleges and universities.

### **1.6.3 J Mann & Co Goprime**

To the management and employees the research helped to advise J Mann & Co on the Goprime ERP accounting information strategies that could mitigate the current accounting information system challenges. The information from the study aided the organisation to acknowledge and understand the Goprime Enterprise Resource Planning (ERP) accounting information system challenges and to take note of the recommended strategies to reduce the negative effects of the system on the performance of the company.

## **1.7 Assumptions of the Study**

The researcher assumed that:-

1. The participants would provide honest responses with no challenges as I have been a company employee during my attachment.
2. He would have enough financial resources to conduct the research.
3. He would get research approval from the organisation to conduct the study.

## **1.8 Limitations of the Study**

The researcher anticipated the following research challenges:-

- 1 Participants were not cooperative with the researcher as the subject matter researched on was sensitive with possible implications on management professional conduct and career relationship with the company.
2. Some participants were not accessible due to work commitments as the company business processes were demanding at each employee level.

3. The COVID -19 restrictions affected the data collection timelines due to its global mandatory restrictions.

### **1.9 Delimitation of the Study**

The study was confined to J Mann & Co, Harare. The respondents included the employees and management of the company. The study explored the J Mann Goprime ERP accounting information system and its effect on the performance of the organisation.

### **1.10 Definition of Terms**

**Enterprise resource planning (ERP)** - is a software application which integrates organisation processes through a centralised database set up. These are integrated information systems which are used to manage all information resources and functions of an organisation from a shared database (Chang and Yen, 2017).

**Organisational performance** is the results of an organisation or the outputs of an organisation which can be measured against intended outputs, goals and objectives (Gavrea, et al, 2011).

**Accounting Software** is an application software used to input and process some accounting transactions such as payroll, accounts receivable, accounts payable, the trial balance, statements of comprehensive income, statement of financial position and other related financial and management reports (Nwadiholo, Tapang and Ujah, 2016).

**Cost accounting** is a managerial accounting whose objective is to capture company total costs of production by assessing the variable costs of each production process stage and the fixed costs. The internal management team use cost accounting to identify variable and fixed costs (Drury, 2012).

**Cost management** this is a process concerned with identifying and carrying a project in the correct manner. The process consist of planning, estimating, budgeting, financing, managing, controlling and benchmarking costs to make sure that projects are finished in time and at approved budgets and expected performance.

**Cost control** is a process of limiting wasteful use of valuable resources to promote operational efficiency and cost consciousness by an organisation (Akeem, 2017). Cost control is also called cost management or cost containment. These are broad set of cost accounting methods and

management techniques used to promote the cost – efficiency of an organisation through cost reduction strategies which endeavours to restrict the possibility of costs growth. This is the evaluation of management performance and organisation performance. This is a companywide activity where everybody is involved, it is not a management alone mandate (Raiborn, 2011).

**Control reports** are informational presentations that inform management about business activities. The accounting department leads to the generation of control reports.

### **1.11 Acronyms**

AIS – Accounting Information System

ERP- Enterprise Resource Planning

MIS – Management Information System

IS – Information System

### **1.12 Project Outline**

#### **Chapter 1: Introduction and Background of Study**

The chapter introduced the research study and highlighted to the readers the background of the study, the problem statement, the research objectives and research questions, the justification of the study and the limitations of the study, delimitation of the study, the definition of key terms, acronyms and the project structure and summary.

#### **Chapter 2: Literature Review**

This is a summary of other writers' ideas about the Enterprise Resource Planning (ERP) accounting information system. It supplied an account of the knowledge available on the ERP. The literature review served several purposes which included the researcher's knowledge of the field being studied; the strengths and weaknesses of the existing knowledge; highlighted how the research work fitted in with what has been researched before and the significance of the study. The chapter presented the theoretical background and empirical evidence on Enterprise Resource Planning of J Mann & Co's accounting information system challenges in terms of organisation performance. The chapter ended with a summary.

#### **Chapter 3: Research Methodology**

This chapter presented how the research respondents were accessed. The chapter consists of an introduction, research approach, research design, sampling procedures, data collection methods, data analysis methods, the research validity and reliability, the research ethical considerations and summary.

#### **Chapter 4: Presentation, Analysis and Discussion of Research Findings**

The chapter presented the data analysis process and discussion of the research findings. The chapter consists of the introduction, respondents' personal details analysis and respondents' demographic analysis, and the research findings presentation. The study findings were thematically presented and discussed. The chapter ended with a summary.

#### **Chapter 5: Research Summary, Conclusions and Recommendations**

The chapter presented the summary, conclusions, and recommendations of the study.

#### **1.13 Summary**

The chapter presented the background of the study, the statement of the problem, the research aims and the research questions, the justification of the study, study limitations, delimitation of the study and definitions of key terms, acronyms, and summary.

## **CHAPTER 2**

## **LITERATURE REVIEW**

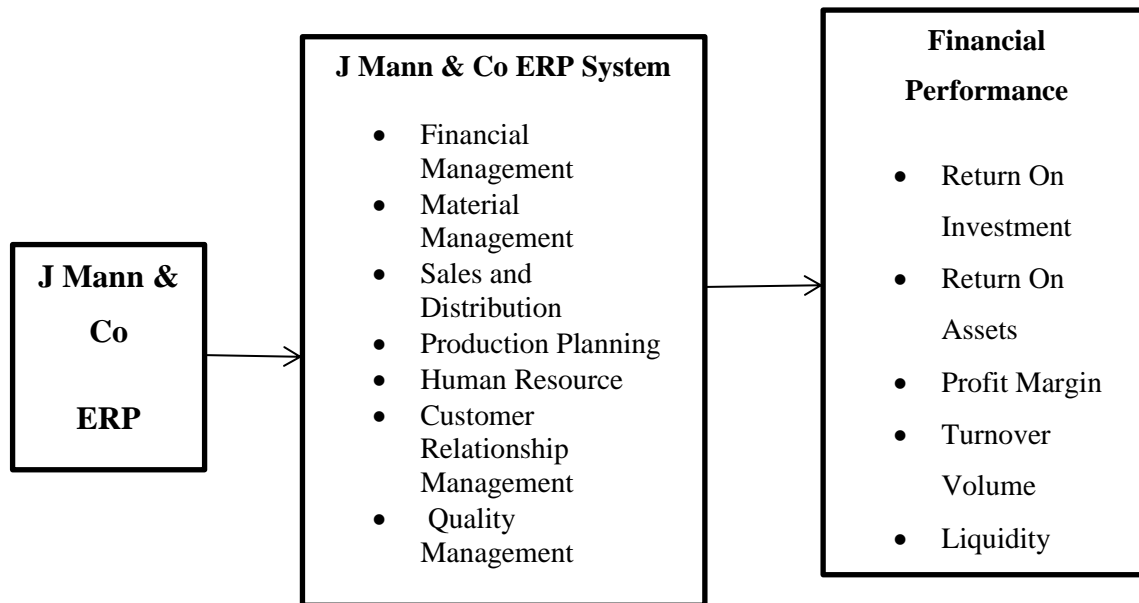
### **2.1 Introduction**

A system for managing all of an organization's information resources and functions using a shared database are known as enterprise resource planning (ERP) systems. These systems make an effort to combine all data into a single, central database. Users are permitted to monitor various data levels at different organizational levels (Chang and Yen, 2017). Over the past 20 years, the global ERP market has experienced tremendous expansion (Bennett, 2010). Although ERP systems have many benefits and have become a focal point of manufacturing companies, putting them into effect is risky, costly, and time-consuming (Sweat, 1998). The most challenge is that ERP systems are being developed by western suppliers. This results with the compatibility challenges were the business forms, systems and processes in the developing and developed business world are different. This is the reason why ERP systems implementation in the developing world has high incidents and rates of failure (Zue, Liang, Boulton and Snyder, 2015). The research study examined the ERP of J Mann & Co Goprime accounting information system challenges. According to literature reviewed transparent financial statements of an organisation are influenced by the ERP of an organisation. Khasanah, Mulyani and Dahlan (2021) recommended the integration of information systems through accounting process of organisations. The use of integrated information systems motivates employees and promotes the efficiency and effectiveness of resources utilisation through data collection and processing by organisations (Tanjeh, 2016). Integrated information systems of an organisation improve organisation process effectiveness, internal control structures and enhance management decision – making processes.

### **2.2 Conceptual Framework**

The literature review presented the research conceptual framework, that is, a summary of the researcher understands of the ERP challenge and its impact on J Mann & Co performance (McGaghie et. al., 2015). The conceptual framework was used to explain the impact of ERP on the performance of J Mann & Co. The conceptual framework described the researcher's action plan in the conduct given the empirical evidence and knowledge of other researchers and scholars' points of views. This is the researcher's understanding of the identified research problem of ERP

and its impact on the performance of J Mann & Co. The conceptual framework highlighted the research independent and dependent variables.



**Figure 2.2.1** Conceptual Framework

The research was guided by the above conceptual framework.

### 2.3 Theoretical Framework: ERP Usage Model

Earlier research on the use of ERP relied on frameworks like the Technology Acceptance Model (TAM) (Youngberg et al., 2009; Hsieh and Wang, 2007; Nah et al., 2004); the Technology-Organization-Environment Framework (TOE; Ruivo et al., 2014); or a self-developed framework utilizing contingency factors (Almuhayfith and Shaiti, 2020). The ERP usage model utilized in this work, however, is comparatively new and integrates the Critical Success Factors theory, the Contingency theory, and the Expectancy theory. The model was created by Nofal & Yusof (2016) and included organizational, process, and technological aspects that affect ERP usage and, as a result, were hypothesized to influence the performance of the entire organization. The qualities that made up the organizational category were effective communication, top management support, and clear vision and planning. The process category included teamwork, change management, and efficient project management. Effective project management, change management, teamwork and

composition, and training made up the process category. Information technology infrastructure and data quality and integrity made up the technological category. The model's executive summary concentrated on nine organizational characteristics and looked at how they related to ERP usage, which in turn had a suggested relationship with organizational performance.

## **2.4 Usage of Information within AIS**

An integrated accounting information system promotes many opportunities that integrates and coordinates the organisation operations and facilitates the exchange of information among different business functions of the company leading to sound management decision making (Gomaa and Tan, 2017). An integrated ERP information system can be used in financial management by organisations to manage cash flows, costs and expenditure control of an organisation (Lim and Zhang, 2016). ERP systems are largely accounting activities that track and record business transactions to generate financial statements for an organisation period operations (Kieso, Weygandt and Warfield, 2016).

The responsibility of company management is business profitability which is one of the tools to evaluate the business performance especially in manufacturing companies like J Mann & Co. A sound ERP should improve the cost control and cost reduction of an organisation to enhance the competitiveness of the organisation. Nassar (2017) said cost reduction is a planned approach to improve organisation effectiveness and efficiency. It aims to the improve company productivity through the elimination of waste. Drury (2015) said cost control is the ascertaining of business activities through the achievement of set standards. The cost control systems are procedures and systems used by a company to control the operating costs through agreed targets. These are processes to monitor company operating costs in acceptable levels. These limits will be stated as standard costs limits in form of budgets. Thus, cost controls are intended to avoid wasteful use of resources and to encourage organisation operational efficiency while making employees cost conscious.

## **2.5 Theoretical Framework**

There is interplay between the ERP system and top management that is the concept of affordances, an approach that explains the symbiotic relationship of IT and an organisation. Although the affordances theory is a recent concept, organisation are rapidly and increasingly giving attention



to it. Chang and Yen (2017) said the socio – materiality concept enhances the understanding of the benefits realised from the enterprise systems which means that the ERP benefits are achieved through Organisational capabilities to reap the technological advantages of the ERP systems.

## **2.6 Enterprise Resource Planning (ERP)**

Prior research revealed that ERP implementation is very challenging in developing countries when compared with the developed world since most ERP systems come from these countries. The ERP literatures show that most of the research have been done in the developed nations (Kamhawi, 2014; Ngai et al., 2013). However, there are limited research on the post implementation phase of ERP in developing nations (Shahin Dezdard, 2012).

It should be noted that ERP systems integrate information systems which are used to monitor all information resources and activities of an organisation through a shared database. These information systems endeavour to coordinate all information in organisation central database and allow users at different organisational levels manage information at different levels (Dechow and Mouritsen, 2015). A remarkable growth has been experienced at the worldwide market for ERP adoption (Dey, Kumar, Clegg, and Bennett, 2010). It has been noted that ERP systems offer advantages to organisations especially those manufacturing. However, ERP systems are risky, and costly to implement and time consuming. The greatest challenge being that these are foreign systems and technologies that require modification to suit local business forms and processes (Xue, Liang, Boulton and Snyder, 2015). This could be the problem why J Mann & co is experiencing challenges with its Goprime ERP system. The organisations should make a distinction of financial and nonfinancial performance when evaluating ERPs impact on their business performance (Kallunki, Laitinen, and Silvola, 2011). An example is the organisation profitability which is measured by profit margin and return on investment all which tell about organisation performance. It has been said that there is need for a systematic connection and interdependence of ERP modules to improve the organisation performance. It has also been proved that organisations that have implemented ERP systems have experienced improved performance over time (Hunton and Elnaby, 2017).

The researcher explored the impact of ERP's post - implementation status on the financial performance of J Mann & Co. The study examined the post - implementation status of each ERP module and its influence on the financial performance of the company. The study also explored

whether the holistic implementation of ERP system modules have influence on the financial performance of the company.

## **2.7 Description of ERP modules**

Some studies said there is a positive relationship between the use of ERP modules and the organisation performance (Madapusi, 2012). The researchers and vendors have cited seven common ERP components namely, financial, material management, sales and distribution, production planning, human resource, customer relationship management and quality management (Gallagher and Gallagher, 2012; Madapusi, 2012).

### **1. Financial**

The financial module covers the operational aspects of the accounting and financial information of an organisation.

### **2. Materials Management**

The module involves the materials procurement activities that include purchasing and warehouse of goods and services.

### **3. Sales and Distribution**

This module involves organisation Sales and distribution activities that is, ordering, selling, marketing, competition, promotions and billing systems.

### **4. Production planning**

These are the production schedules and processes of an organisation.

### **5. Human Resource**

These are organisation activities that involve employees, payroll, recruitment, time management, employees training and employees' benefits.

### **6. Customers Relationship Management**

The ERP module covers sales, marketing, customer service and the order management.

### **7. Quality Management**

This module covers organisation quality planning, inspection and control and compliance with international quality standards to ensure total quality management of the whole organisation by all business functions.

## **2.8 Function of Accounting Information System (AIS)**

The function of accounting information system is quantitative presentation of organisation past, present, and future. J Mann & Co AIS through its computerised accounting system (Goprime) should produce financial statements namely, income statement, balance sheet and cash flow statement. During the stages of input, processing, and output, the system should process the data and change it into accounting information that will be used by a range of users, including both internal and external users. It has been noted that for effective AIS there are functions that require attention in data collection, data maintenance, data management and data control towards organisation information generation (Chang and Yen, 2017).

## **2.9 The Empirical Evidence**

The literature review looked at previous and scholars research findings on the enterprise resource planning (ERP) and its impact on organisation performance: a case of J Mann & Co Goprime accounting information system, Harare.

ERP use is an important issue to ensure the system is successfully implemented and executed (Nwankpa, 2015). For the firm to fully benefit from the ERP system the system should be accepted by the system users. The acceptance of the users and level of ERP use have been researched by several scholars.

## **2.10 Summary**

The literature review explored the impact of ERP as an information system and its impact on the performance of J Mann & Co. The literature review presented the theoretical framework, empirical evidence and conceptual framework of the research study on the ERP of J Mann & Co and its impact on the performance of the company. The literature review provided the background knowledge on enterprise resource planning and gave insight on the current ERP challenges that J Mann & Co is experiencing as a steel manufacturing company.

## **CHAPTER 3**

## **RESEARCH METHODOLOGY**

### **3.1 Introduction**

Presenting the research approach, research design, population, sampling procedures, the research instruments, the data collection, data analysis and presentation methods and the ethical considerations to be considered during the research conduct. The research methodology presented how the respondents were accessed, that is, the research communication processes. The main focus of the research methodology was the development of the research instruments and the data collection and analysis procedures followed for the ERP research study.

### **3.2 Research Paradigm**

The research used a pragmatic research method, that is, it used both qualitative and quantitative methods to obtain the expected data. The qualitative method was based on interview data collection while the questionnaire was used to collect quantitative data. The mixed research method was flexible and helped the researcher to explore J Mann & Co Goprime ERP information system.

### **3.3 Research approach**

The investigation of the J Mann & Co ERP operational challenges could not be comprehensively conducted through one approach as it required both qualitative and quantitative data collection and analysis.

### **3.4 Research Design**

To produce a valid, relevant and successful research it is crucial to come up with a good research plan (Sileyew, 2019). This research design is the methods the researcher followed to come up with meaningful and relevant research findings. The research study provided solutions to J Mann & Co's Goprime ERP operational challenges that were affecting the company performance. According to Cooper and Schindler (2013) a research design is a presentation of the procedures used by the researcher in data collection, presentation and analysis. It provided guidelines to the research conduct to generate reliable knowledge. According to Creswell (2018) a research design

is a set of formal procedures for data collection and presentation. This research study used a descriptive research design method.

#### **3.4.1 Descriptive Research design**

A descriptive research design is a planned and systematic procedure that combines the research aim, methods and outcomes of the study. It is how the respondents were selected and the means of data collection and data analysis. It is a description of the research population, the research phenomena and situation. The researcher provided a detailed understanding of the impact of the ERP on the performance of J Mann & Co, Harare.

#### **3.4.2 Qualitative Research**

The qualitative method provided an understanding of the aspects of social life and generated words narration and not numerical data presentation and analysis (Bricki, 2015). The researcher employed qualitative method to present the trends of ideas of the research respondents on the impact of ERP on the performance of J Mann & Co's Goprime accounting information system. The qualitative methods included questionnaire and interviewed where respondents' participation was engaged during the data collection process. The researcher interviewed the respondents for deeper information on respondents' submission and opinions about the ERP and its impact on the performance of J Mann & Co. The interview provided detailed explanations and description of the respondents' data.

#### **3.4.3 Quantitative Research**

The quantitative research method involved the collection of numerical data about J Mann & Co Goprime ERP accounting information system and its impact on the performance of the company. The data presentation, analysis and interpretation were done in statistical tables, percentages and graphs (McLeod, 2019). Thus, quantitative methods explained the patterns in the collected data.

#### **3.4.4 Mixed Research Method**

The researcher application of the both qualitative and quantitative methods was a combination expected to generate better analysis of the independent and dependent variables of the ERP study of J Mann.

### **3.5 Population**

The research population comprised of the employees of J Mann & Co across all company management structure who were the subjects the researcher wanted to collect data (Terry, 2018). A population was a group of J Mann & Co employees from which research data was collected for generalization. The population used in this study consisted of J Mann & C.o.

#### **3.5.1 Target Population**

A target population was the entire J Mann & Co employees that were identified for the generalisation of the research findings and the group had various characteristics in terms of departmental functions (Schinder et al; 2018).

### **3.6 Sample Size**

A sample was a group of the research study from which data was collected for observation and analysis and the sample was representative of the whole population (Scheurcn; 2018). The sample consisted of all company employees. The sample size in this research was 45 participants. The researcher sampled J Mann & Co participants which included 3 Directors, 17 finance and administration, 13 engineering, 5 production, 3 human resources, and 4 sales and marketing. The majority of the sampled participants were finance and administration and engineering because they interface with the accounting information system more often.

**3.6.1 Table 1: Sample Size**

<b>Sample Participants</b>	<b>Frequency</b>	<b>%Age</b>
Directors	3	
Finance and Administration	17	38
Engineering	13	28
Production	5	11
Human Resources	3	7
Sales and Marketing	4	9
<b>Total</b>	<b>45</b>	<b>100</b>

**Source: Researcher Own Data 2023**

### **3.6.2 Sampling Techniques**

The research study used stratified random sampling method. Terry (2018) said that the population should be divided into different groups and the basis for grouping should be known before sampling for instance the population in this research was grouped according to departments and the selection was then done randomly from these subgroups. The researcher used stratified random sampling method in the distribution of questionnaires and the selection of interview candidates as it reduced the human bias and subjectivity. This method improved the research results accuracy by reducing errors as the population was divided into smaller segments in the departments of J Mann & Co and the analysis was done for the smaller groups (Schinder et al., 2018).

## **3.7 Data Collection techniques**

### **3.7.1 Research instruments**

These are the research tools the researcher used to collect data on ERP challenges data from J Mann & Co operations. The researcher triangulated the questionnaire and interview instruments. The triangulation of the research instruments was intended to lessen the weaknesses of either of the instruments (Bryman and Harley, 2016). Interviews were intended to inform the researcher on the ERP subject matter before conducting an intensive data collection through the questionnaire.

The source of data was both primary and secondary. The research instruments are discussed below:-

#### **3.7.1.1 Questionnaire**

The questionnaire was distributed to respondents for individual responses on the views, ideas and suggestions about the impact of ERP on the performance of J Mann & Co. The questionnaire was composed of open – ended and closed – ended questions (Saunders et al., 2012). The open – ended questions were intended to ensure that the respondents freely present their responses without researcher interference. The closed - ended questions were meant to persuade respondents to respond without spending much time without disturbing work commitments. Questionnaire promoted uniform data collection and presentation. The researcher anticipated some challenges during data collection which included the inability to probe the respondents where it was necessary and control of who completed the questionnaire and the lack of instant feedback..

#### **3.5.1.2 Interview**

The researcher conducted one on one interviews with the respondents. These were purposeful conversations between the interviewer and interviewee (Bogdan and Biklen, 2013). The instrument helped the researcher to collect personalised data, facilitated prompt feedback and ensured questions interpretation and probing with immediate verification of respondents' submissions. However, the interview data collection had its own challenges that included being expensive and time consuming. Some respondents did not feel free to express themselves in the presents of the interviewer.

#### **3.5.2.3 Documentary Data**

The researcher also collected data on J Mann & Co ERP from company records about the organisation and its impact on the performance of the company.

### **3.6 Data Source**

Data was collected from primary and secondary sources.

#### **3.6.1 Primary Data**

The questionnaire and interview instruments were used to collect primary data from first hand from company employees ERP challenge and its impact on the performance of the company. The primary data was relevant, original and unbiased. However, the challenges of primary data were



that it was time consuming and costly to gather. Primary data collection called for special researcher skill and effort.

### **3.6.2 Secondary Data**

The research literature review in terms of the research theoretical framework and empirical evidence relied on the ERP post implementation review. The secondary data provided information on the ERP background and insight to the researcher. Kumar (2017) said secondary data is collected and processed by others for a purpose other than the problem under investigation. The researcher took note that relatively current and suitable data had to be used. The researcher also noted that secondary data is less expensive and not time consuming. The main challenge with secondary data was that special care was required to ensure the alignment of the data with the current research study context.

### **3.7 Data Presentation, Analysis and Discussion**

This was the researcher process of coding, categorising and trend creation of the collected data. The researcher provided interpretation, discussion and meaning, to the collected data about the ERP and its impact on the performance of J Mann & Co. Thus, the data presentation and analysis constituted the processes that the researcher used to present the research findings (Rubin and Rubin, 2015). The research findings were presented in statistical tables in form of frequencies, percentages and graphs.

### **3.8 Research Ethical Consideration**

The following ethical issues were considered during the research conduct:-

1. The researcher sought permission from J Mann & Co management to conduct the research in the company.
2. Respondents' participation was voluntary.
3. Data confidentiality was maintained while the research was only used for academic purposes only.

### **3.9 Research validity and reliability**

The researcher enhanced the research findings reliability by standardising the data collection instruments and testing the data collection instruments before using the instruments. The data collection instruments were triangulated. The researcher ensured the reliability and validity of the research to improve on the quality of the research report (Middleton, 2019). The research validity was how well the collected data represented the actual area of investigation and the research findings.

### **3.10 Summary**

This chapter presented the research design, the population and sampling procedures, the research data collection instruments, the data collection methods, data presentation and analysis techniques and the ethical considerations of the study. The research methodology presented how the respondents were engaged, that is, the research communication techniques. The main concern of the research methodology was the development of the research data collection instruments and the data collection, presentation and analysis procedures of the ERP research study of J Mann & Co.

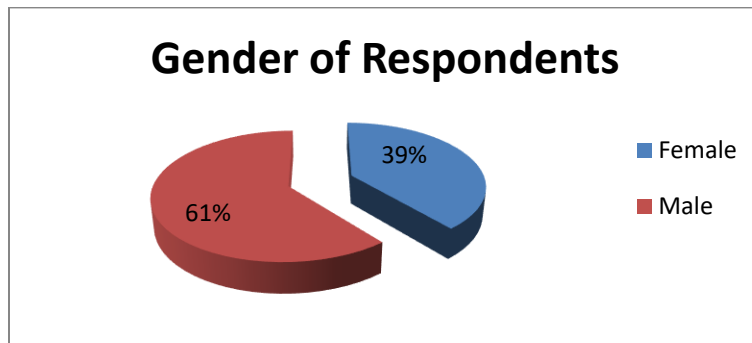
## **CHAPTER 4**

## DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

### 4.0 Introduction

The chapter will present the data analysis process and discussion of the research findings. The chapter consists of the introduction, respondents' personal details analysis, respondents' demographic analysis, research findings presentation. The study findings will be thematically presented and discussed. The chapter will end with a summary. The researcher explored the impact of ERP's post - implementation status on the financial performance of J Mann & Co. The study examined the post - implementation status of each ERP module and its influence on the financial performance of the company. The study explored whether the holistic implementation of ERP system modules would have influence on the financial performance of the company.

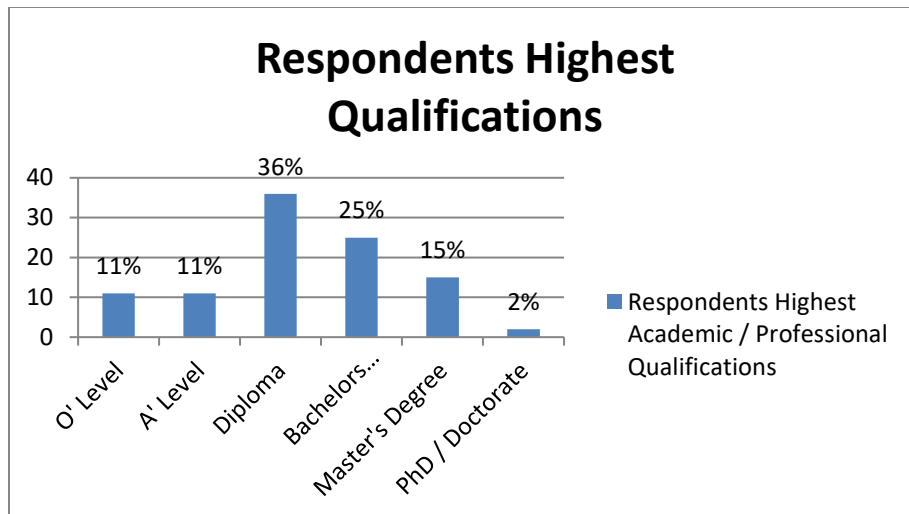
### 4.1 Section A: Personal Respondents Details



**4.1.1 Figure 1:** Gender of Respondents

The research revealed that 39% of the respondents were female and 61% were male.

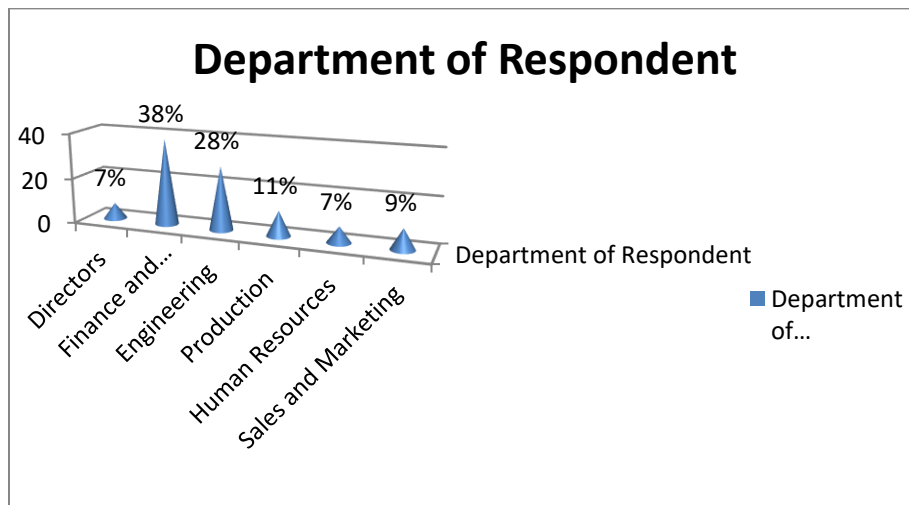
### 4.2 Respondents Highest Qualifications



**4.2.1 Figure 2: Respondents Highest Qualifications**

The research revealed that 11% have O' Level, 11% A' Level, 36% Diploma, 25% Bachelor's Degree, 15% Master's Degree and 2% Ph.D. / Doctorate.

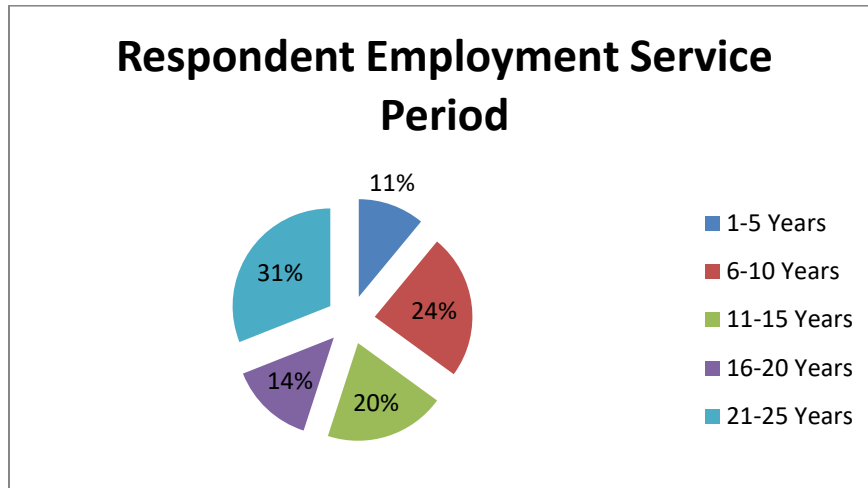
#### 4.3 Department of Respondent



**4.3.1 Figure 3: Department of Respondent**

The research revealed that 7% were directors, 38% were in finance and administration, 28% engineering, 11% production, 7% human resources and 9% were Sales and Marketing

#### 4. 4 Respondent Employment Service Period



##### 4.4.1 Figure 4: Respondent Employment Service Period

The research revealed that 11% of the research participants had served J Mann & Co for 1 – 5 Years, 24% 6 – 10 Years, 20% 11 – 15 Years , 14% 16 – 20 Year and 31% 21 – 25 Years.

#### Section B: Enterprise Resource Planning (ERP) Impact on Organisation Performance

##### 4.5 Objective 1: To investigate the effect of Goprime Enterprise Resource Planning (ERP) Accounting Information System on the performance of J Mann & Co.

The research findings revealed that the Goprime Enterprise Resource Planning (ERP) Accounting Information System of J Mann & Co. presents positive impact on the performance of the company. Some of the benefits highlighted by the respondents include:-

##### 4.5.1. Benefits of J Mann & Co from the Goprime ERP systems

1. The ERP improves the transparency in the organisation through the generation of accurate financial as the system integrated the company information systems through the accounting process of organisations. This was supported by Khasanah, Mulyani and Dahlan (2021).

2. The respondents highlighted that the use of integrated information systems motivated and promoted the efficiency and effectiveness of resources utilisation through data collection and processing by J Mann & Co.
3. It was also said that J Mann & Co's Goprime integrated information systems improved the organisation process effectiveness, internal control structures and has enhanced the management decision – making processes in the company steel products manufacturing business.
4. It was also presented that the ERP package of J Mann & Co. had improved the structuring of work schedules and the employees tasks execution across departments especially materials movement among purchasing, stores, production, engineering, sales and marketing. The ERP was facilitating smooth flow of documentation to the finance department for materials payment and processes costing.
5. However, the research findings noted that the J Mann & Co ERP system was being resisted during use in some departments. The participants alleged that the ERP benefits were not being fully achieved as the organisation did not have capabilities to reap the technological advantages of the ERP systems. Chang and Yen (2017) confirmed that for an organisation to realise full benefits from its ERP system it requires to be capacitated in terms of technology and funding.

#### **4.5.2 Operational advantages to J Mann & Co from the Goprime ERP systems**

The participants' highlighted some advantages that were being experienced by J Mann & Co through the application of the Goprime ERP systems. These included the following:-

1. Goprime ERP at J Mann & Co improved the organisation competitiveness.
2. The company was experiencing operational efficiency and effectiveness through improved costs management and waste management especially in the production processes.
3. The organisation employees reported that they had improved access to relevant data on real time. This was quite important the steel company operations needed to communicate on a large scale as well as with other related businesses stakeholders as materials and equipment suppliers, vendors, subcontractors and clients.
4. J Mann as a machining and engineering company is categorised as a specialised industry which require adhering to complex business processes such as work-in-progress (WIP), job costing and jobs schedules. The ERP has improved this operational integration requirement. Thus, the

implementation of an ERP by J Mann coordinated and facilitated the automation of the company's business activities which included financial management, procurement, marketing, human resources, project management and the maintenance activities and the company's management control systems.

5. The implementation of ERP systems by J Mann was producing significant improvements in the performance of the organisation. The research findings confirmed that an information system (IS) like the J Mann & Co Goprime was a powerful and universal driver of business performance which sustains organisational growth of a company.

6. The research findings highlighted that for the organisations to remain competitive and manage the environmental uncertainties required the adoption of continual improvement processes, speeding up of the product development cycle, ensuring of production flexibility and proper management of company logistics. This called J Mann to progressively implementation and improvement of its Goprime ERP system.

7. The research revealed that J Mann & Co was continuously investing in its enterprise resources planning system to ensure it gained full access to computer based information system (IS) which is cost effective. This was so as the Goprime ERP was still in its implementation and post – implementation stages.

8. The research found out that the J Mann ERP was a modular approach where some departments had still not implemented the system. Some participants advised that the company should ensure that its ERP Goprime takes a holistic implementation approach. The advantage of a holistic ERP implementation is that they affect many aspects of the internal and external operations of J Mann & Co which is important for successful organisation performance and survival.

#### **4.6 Objective 3: To analyse the quality of financial reports generated by J Mann & Co.'s Goprime ERP accounting information system**

##### **4.6.1 J Mann ERP Goprime financial reports generation**

##### **4.6.1 Table 5: J Mann ERP Goprime financial reports generation**

Key: SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; Strongly Agree

	Factors	SD	D	N	A	SA	Tot
Reports generated by J Mann & Co ERP Goprime Accounting Information System	1. Statement of Financial position	0	22% (10)	0	71% (32)	7% (3)	100% (45)
	2. Statement of Comprehensive Income (Profits / Loss)	7% (3)	27% (12)	2% (1)	51% (23)	13% (6)	100% (45)
	3. Statement of cash flows	60% (27)	7% (3)	0	33% (15)	0	100% (45)
	4. Trial balance	78% (35)	0	0	22% (10)	0	100% (45)
	5. Petty cash book	82% (37)	18% (8)	0	0	0	100% (45)
	6. Accounts receivable	0	33% (15)	0	49% (22)	18% (8)	100% (45)
	7. Accounts payable	0	64% (29)	0	36% (16)	0	100% (45)
	8. Payroll	67% (30)	0	33% (15)	0	0	100% (45)

The research revealed that 22% (10) disagreed; 71% (32) agreed; and 7% (3) strongly agreed that the ERP Goprime accounting information system at J Mann & Co was generation statement of financial position. The findings revealed that 7% (3) strongly disagreed; 27% (12) disagreed; 2% (1) were not certain; 51% (23) agreed and 13% (6) strongly agreed that the ERP system was generating statement of comprehensive income (profits / loss). The study revealed that 60% (27) strongly disagreed, 7% (3) disagreed, and 33% (15) agreed that statement of cash flow was being generated. The research also revealed that 78% (35) strongly disagreed and 22% (10) agreed that the system was generating trial balance report. The study found out that 82% (37) strongly disagreed, while disagreed that the system was generating the petty cash book. The study showed that 33% (15) disagreed, 49% (22) strongly agreed and 18% (8) agreed that the system was generating an accounts receivable report. It was also revealed that 64% (29) agreed and 36% (16)



strongly agreed that the system was generating an accounts payable report. Finally the study found out that 67% (30) strongly disagreed while 33% (15) were uncertain whether the system was generating the payroll. The research findings revealed that finance and accounting reports were being generated while other departments' reports like human resources, marketing and most probably production, engineering and stores were not on the EPR Goprime system. Thus, J Mann & Co seemed to have Goprime ERP system partially and modular implemented.

#### **4.7 Objective 4: To examine the reasons for the ineffectiveness of Goprime Enterprise Resource Planning (ERP) accounting information system of J Mann & Co.**

##### **4.7.1 J Mann departments on the ERP System integration**

**4.7.1 Table 6:** J Mann departments on the ERP System integration

	<b>Factor</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Tot</b>
J.Mann departments integrated in its ERP System	Finance and Administration	0 (0)	0 (0)	0 (0)	44 (20)	56 (25)	100 (45)
	Engineering	22% (10)	53% (24)	0 (0)	25% (11)	0 (0)	100 (45)
	Human Resources	78% (35)	22% (10)	0 (0)	0 (0)	0 (0)	100 (45)
	Manufacturing	11% (5)	16% (7)	0 (0)	73% (33)	0 (0)	100 (45)
	Sales, Distribution and Marketing	5% (2)	62% (28)	0 (0)	33% (15)	0 (0)	100 (45)

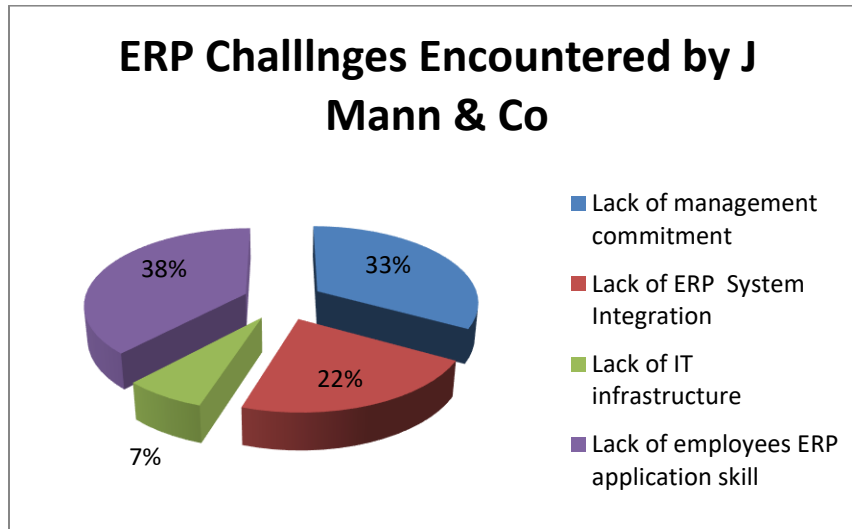
The study revealed 44% (20) strongly agreed while 56% (25) agreed that the finance and administration department had been computerised in the Goprime ERP system. The study revealed that 22% (10) strongly disagreed, 53% (24) disagreed and 25% (11) agreed that the engineering department was on the ERP system. 78% (35) strongly disagreed while 22% disagreed that the human resources was on the ERP system of the company. The 11% strongly disagreed, 16% (7) disagreed and 73% (33) agreed that the manufacturing was on the ERP system of J Mann. The

study revealed that 5% (2) strongly disagreed, 62% (28) disagreed and 33% (15) agreed that sales and marketing department was computerised on the company ERP. What came out clearly was that the Goprime ERP accounting information system of J Mann & Co has not been holistically implemented. The company departments have not all been computerised in the company ERP system. This was the reason why the company was found to be producing a few of the financial and operational management reports serve for the financial management reports that were said to be generated at periods ending.

The company ERP system was individual and not holistically implemented while the globalisation of businesses was posing challenges to organisations to J Mann as its markets were expanding, customers' expectations and competition was increasing which was putting pressure on the company to adjust to the rapidly changing business environment in terms of information requirements. The business information requirements of J Mann called for the adoption of integrated business processes (ERP).

It has been said that the extensive use of the implementation status of individual ERP modules contributed to change in the financial performance organisations. In other words, as the implementation status of ERP module has been found to increase the financial performance positively. However, it was suggested that the positive impact of ERP module implementation on organisational financial performance happen over time. Secondly, the extensive use of implementation status of holistic ERP system has been found to provide a synergy derived to improve the financial performance. It was further suggested that, the implementation of a holistic ERP systems provided greater systemic benefits than the modular implementation (Kallunki et. al., 2011; Madapusi and D'Souza, (2012). An organisation that implemented holistic ERP systems has been found to achieve greater financial results than the modular implementation. In conclusion the company business operations was not integrated and management information generation was difficult. This was affecting the efficiency of the company's accounting information system which required solutions to address and improve the organisation performance, the reason to the research study.

#### 4.8 Objective 5: To explore the challenges of the Goprime Enterprise Resource Planning (ERP) of J Mann & Co.'s Accounting Information System



##### 4.8.1 Table 5: Challenges of the Goprime ERP to J Mann & Co.'s Accounting Information

The study findings revealed that the highest company ERP challenge was the lack of employees ERP application skills 38% (17) followed by the lack of management commitment 33% (15) and the lack of ERP System Integration 22% (10). The least challenge was the lack of IT infrastructure 7% (3). It was pleasing to note that the company had invested in the ERP infrastructure all that needed attention was management commitment and employees training.

#### 4.9 Respondents recommendations for the ERP to improve the performance of the company

##### 4.9.1Table 8: Respondents recommendations for the ERP to improve the performance of the company

Key: SD - Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

	Factor	SD	D	N	A	SA	Tot
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<b>Recommendations to improve J Mann ERP Application</b>	Need for Management commitment to the implementation of the GOPRIME Accounting Information System	7% (3)	11% (5)	0	22% (10)	60% (27)	100% (45)
	Need for Employees training on the GOPRIME Accounting Information application	0	0	0	27% (12)	73% (33)	100% (45)
	Employees training on the Accounting Information system benefits in cost control	0	0	0	91% (41)	9% (4)	100% (45)
	Acquisition of adequate and modern information technology that support company ERP system	0	84% (38)	0	9% (4)	7% (3)	100% (45)
	Integration of the ERP Accounting information system of all company departments	0	7% (3)	0	13% (6)	80% (36)	100% (45)

Of the respondents 7% (3) strongly disagreed, 11% (5) disagreed that there was need for management commitment for the implementation of the GOPRIME Accounting Information System to improve J Mann & Co performance. However, 60% (27) strongly agreed and 22% (10) agreed that management commitment to the implementation of the GOPRIME accounting information system was a necessity for the ERP to improve company performance. The respondents submitted that 27% (12) agreed and 73% (33) strongly agreed that the ERP success required that employees are trained on the Goprime accounting information application. About 91% (41) agreed and 9% (4) strongly agreed that employees training on the accounting information system benefits to the cost control of the company were important. The 84% (38) of respondents disagreed that the acquisition of adequate and modern information technology to

support company ERP system would improve company performance. Only 9% (4) agreed and 7% (3) strongly agreed that acquisition of technology would improve the ERP and its impact on the performance of the company. The majority of the respondents 13% (6) agreed and 80% (36) strongly agreed that J Mann & Co should integrate the ERP accounting information system for all company departments to improve company performance. This agreed with Dey, Cllegg, Bennett (2010) who said that the ERP systems are the panacea for the information clarion call to maintain business competitiveness.

## **CHAPTER 5**

### **SUMMARY, CONCLUSIONS AND DISCUSSIONS**

## **5.0 Introduction**

This was the last chapter of the study report. The chapter presented the research summary, conclusions and recommendations.

### **5.1 Summary**

1. The research noted that ERP systems are integrated information systems which are used to monitor all information resources and activities of an organisation through a shared database. The ERP systems are largely accounting activities that track and record business transactions to generate financial statements for an organisation period operations. These information systems endeavors to coordinate all information in organisation central database and allow users at different organisational levels manage information at different levels.
2. It was also noted that ERP systems offer advantages to organisations especially those manufacturing like J Mann & Co a steel products manufacturing company. However, it should be noted that ERP systems are risky and costly to implement and time consuming. An organisation profitability in terms of profit margin and return on investment can improve through the implementation of ERP systems as the systems improves the efficiency of processes and institute effective cost controls.
3. The research findings advised that there is need for a systematic connection and interdependence of ERP modules to improve the organisation performance. Organisations that implemented ERP systems have experienced improved performance over time.
4. The researchers and vendors cited seven common ERP components namely, financial, material management, sales and distribution, production planning, human resource, customer relationship management and quality management that J Mann & Co should integrate through its Goprime ERP accounting information system.
5. The function of accounting information system is quantitative presentation of organisation past, present and future. J Mann & Co AIS through its computerised accounting system (Goprime) should be able to produce financial statements namely, income statement, balance sheet and cash flow statement. The ERP system should processes data and

transform them into accounting information during the input, processing and output stages that are used by a wide variety of users both internal and external users. Literature confirmed that an integrated ERP information system can be used in financial management by organisations to manage cash flows, costs and expenditure control of an organisation.

6. The research study noted that for effective AIS there were functions that required attention during data collection, data maintenance, data management and data control towards organisation information generation.
7. According to ERP literature and the research responses from the participants it was said that integrated accounting information system promote many opportunities that integrates and coordinates the organisation operations and facilitates the exchange of information among different business functions of the company leading to sound management decision making.

## **5.2 Conclusions**

1. The study concluded that ERP benefits are fully realised through strong top management influence as they are the once who make the decision to acquire ERP systems and to direct their implementation.
2. The research concluded that the responsibility of company management is business profitability which is one of the tools to evaluate the business performance especially in manufacturing companies such as J Mann & Co. A sound ERP is imperative to improve the cost control and cost reduction of the organisation to enhance the competitiveness of the organisation. Cost reduction is a planned approach to improve organisation effectiveness and efficiency which can only be successful through ERP systems..
3. The study concluded that J Mann business operations were not integrated and the management information generation was difficult. This was affecting the efficiency of the company's accounting information system which required solutions to address and improve the organisation performance.
4. The study concluded that the implementation of ERP systems by J Mann was a challenge and the failure was linked to the lack of top management support.

5. The study concluded that although the ERP systems have many advantages and have become a central point of manufacturing firms like J Mann it is risky, costly and time consuming to implement.
6. The study also concluded that major challenge of the successful implementation of ERP systems was that they were being developed by western suppliers. This resulted with the compatibility challenges were the business forms, systems and processes in the developing countries like Zimbabwe and the developed business world are different. This could be the reason why the Goprime ERP systems implementation at J Mann had many challenges that was affecting its successful implementation.
7. The study concluded that the ERP system implementation and application at J Mann was being resisted by its employees.
8. However, the research concluded that there were limited researches on the post - implementation phase of ERP in Zimbabwe as few companies have implemented ERP systems.

### **5.3 Recommendations**

The research study recommended the following:

1. It was recommended that organisations should implement Goprime ERP systems package as holistic modules rather than individual module if they were to realise real financial performance improvement.
2. J Mann & Co executive management was recommended to support the implementation of its ERP in terms of funding, IT infrastructure, employees training, performance rewards and motivation towards the system application.

### **5.4 Recommendations for further studies**

The researcher recommends that further researches be done to more companies and for the whole country to confirm the research findings of the J Mann & Co ERP accounting information system.



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## **APPENDICES**

### **APPENDIX 1: Questionnaire**

#### **ENTERPRISE RESOURCE PLANNING (ERP) HAS AN IMPACT ON ORGANISATION PERFORMANCE: A CASE OF J MANN & CO GOPRIME ACCOUNTING INFORMATION SYSTEM, HARARE**

**TAWANDA HERBERT ZAMBEZI (B1852907)**

**RESEARCH CONFIDENTIALITY**

The research study is for academic purposes only. All collected data will be confidentially kept during and after the research study.

**Section A: Personal respondent's details**

**1. What is your Gender? (TICK)**

<b>Factor</b>	<b>Frequency</b>
Female	
Male	

**2. What is your highest academic / professional qualification? (TICK)**

<b>Factor</b>	<b>Frequency</b>
O' Level	
A' Level	
Diploma	
Bachelor's Degree	
Master's Degree	

Ph.D. / Doctorate	
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**3. Which department do you work in? (TICK)**

Factor	Frequency
Finance and Administration	
Engineering	
Human Resources	
Manufacturing	
Sales, distribution and Marketing	

**4. How long have you been an employee of the company? (TICK)**

Factor	Frequency
1 – 5 Years	
6 – 10 Years	
11 – 15 Years	
16 – 20 Year	
21 – 25 Years	

**Section B: Personal respondent's details**

**5. List the advantages of using ERP systems in your organisation?**

- a).....
- b).....
- c).....
- d).....

6. Which management reports are generated by the ERP GOPRIME accounting information system?

Key: SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; Strongly Agree

	Factors	SD	D	N	A	SA
Reports generated by J Mann & Co Accounting Information System	1. Statement of Financial position					
	2. Statement of Comprehensive Income (Profits / Loss)					
	3. Statement of cash flows					
	4. Trial balance					
	5. Petty cash book					
	6. Accounts receivable					
	7. Accounts payable					
	8. Payroll					
	9. Other related financial and management reports					

Explain you answer.....

.....

7. Which J Mann departments are integrated on its ERP System? (TICK)

	Factor	SD	D	N	A	SA
J.Mann departments integrated in its ERP System	Finance and Administration					
	Engineering					
	Human Resources					
	Manufacturing					
	Sales, Distribution and Marketing					

Explain you answer.....

.....

8. Does the ERP of J Mann Accounting Information System integrated all company departments

Factor	TICK
YES	
NO	

**Explain your answer** .....

.....

9. What are the ERP challenges being experienced by J Mann & Co?

	Factors	SD	D	N	A	SA
J Mann & Co ERP challenges	Lack of management commitment					
	Lack of ERP System Integration					
	Lack of IT infrastructure					
	Lack of employees ERP application skill					

**Explain your answer** .....

.....

10. What do you recommendations do you propose for J Mann & Co Enterprise Resource Planning (ERP) to improve the performance of the company?

Key: SD - Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

	Factor	SD	D	N	A	SA
	Need for Management commitment to the implementation of the GOPRIME Accounting Information System					



Recommendations to improve J Mann ERP Application	Need for Employees training on the GOPRIME Accounting Information application					
	Employees training on the Accounting Information system benefits in cost control					
	Acquisition of adequate and modern information technology that support its ERP system					
	Integration of the ERP Accounting information system of all company departments					

**Thank You**

**END**