

Strategy and Impact Analysis of Change Management on ERP System Implementation (Case Study in PT.XYZ)

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<p>Keywords: Keyword 1: Change Management Keyword 2: ERP (Enterprise Resource Planning) System Keyword 3: Resistance to Change Keyword 4: Workload Keyword 5: Competence and Training</p> <p>Article History: Received : February 10, 2024 Revised : March 10, 2024 Accepted : March 28, 2024</p> <p>Cite This Article: Pamungkas, R. A., & Imaroh, T. S. (2025). Strategy and impact analysis of change management on ERP system implementation (Case study in PT. XYZ). <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(2), 101-113. https://doi.org/10.22441/indikator.v9i2.32915</p>	<p><i>This research aims to evaluate the strategy and impact of change management in implementing the Enterprise Resource Planning (ERP) system in the Accounting and Finance division of PT. XYZ. The approach used is qualitative with a case study method, where data is collected through in-depth interviews and direct observation of ERP implementation. Research participants consisted of employees at various levels who provided insight into their challenges and experiences in adapting to the new system.</i></p> <p><i>The research results reveal that resistance to change, high workload, and differences in competence and understanding among employees are the main obstacles that hinder the success of ERP implementation. This research also shows that effective communication and ongoing training are instrumental in overcoming these obstacles. In addition, more structured workload management and the preparation of clear standard operating procedures (SOP) can increase implementation efficiency.</i></p> <p><i>Based on these findings, this research suggests that PT. XYZ strengthens change management through better communication, more intensive training, and more optimal human resource management during the transition. The implications of this research emphasize the importance of organizational preparation in facing major changes and the important role of managerial support in the success of implementing an ERP system effectively.</i></p>

INTRODUCTION

Implementing an Enterprise Resource Planning (ERP) system in a company is a significant step towards digitalizing operations and increasing efficiency. PT. XYZ, a state-owned company in the housing sector, has implemented ERP to increase the efficiency of financial reporting and integrated data management. Although ERP provides many benefits, its implementation in the Accounting and Finance division faces several major challenges. One of the main problems is resistance to change from employees who are used to manual, paper-based systems. Apart from that, high workloads and mismatches in competence and understanding of the new system also hinder achieving the desired efficiency.

To overcome this problem, PT. XYZ has made various efforts, such as providing training and improving internal communications. However, existing efforts have not fully overcome the obstacles that arise. This research aims to dig deeper into the factors that influence the success of ERP implementation in the Accounting and Finance division of PT. XYZ, as well as to find more effective change management strategies to overcome these obstacles.

This research aims to analyze change management strategies that can increase the effectiveness of ERP implementation, with a focus on resistance to change, workload, and employee competence and understanding. In addition, this research aims to provide recommendations that can help companies formulate better internal policies related to change management and improve operational efficiency.

The motivation of this research is to contribute to the understanding of how organizations can face the challenges of implementing new technologies, especially in changes involving digital transformation. PT. XYZ, which has many business units in various regions in Indonesia, needed a solution that could speed up the transition to an ERP system by reducing resistance and increasing employee competency across distributed projects.

Although there is a lot of research on change management in ERP implementation, there is still a gap in the literature regarding ERP implementation in large organizations spread across various regions with varying conditions. This research will provide new insights into managing change on a large and diverse scale, and offer solutions that can be applied to similar companies. This research is also expected to provide practical guidance for companies intending to implement ERP, especially in the public and private sectors, in managing complex changes.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Operational Management

Operational management plays an important role in ensuring the company's business processes run efficiently and effectively. In the context of ERP system implementation, operational management becomes a crucial element in integrating various organizational functions, such as accounting, finance and human resources, into one connected platform. As explained by Heizer et al. (2017), operational management focuses on planning and controlling processes that produce products or services, so ERP systems are expected to simplify and optimize this process. However, challenges arise when organizations have to adapt existing business processes to the capabilities of the adopted ERP system. Top management involvement and user training are important factors in the success of the transition (Dubois, 2024).

Contingency Theory

Contingency theory, according to Fiedler (1967), emphasizes the importance of compatibility between leadership style and the situation that exists in the organization. In the context of ERP implementation, this theory shows that there is no uniform approach in implementing the system. The success of ERP implementation depends greatly on the organization's readiness to adapt the system to existing conditions and specific needs. Organizations that are able to adapt their strategy to the needs of the ERP system will tend to gain greater benefits (Siswanti, 2015). Therefore, implementing ERP in large companies spread across various regions, such as PT. XYZ, requires a flexible and adaptive approach.

Green Management

Green management is a concept that integrates business goals with social and environmental responsibility. In ERP implementation, green management aims to reduce the negative impact of operational activities on the environment, such as reducing paper use and saving energy. An integrated ERP system can facilitate digitalization processes that reduce dependence on physical documents, while supporting company sustainability goals. Green management also contributes to achieving Sustainable Development Goals (SDGs), especially in managing responsible consumption and production (Setyoko & Imaroh, 2022). In this case, ERP can be an effective tool to support a company's environmentally friendly initiatives.

Enterprise Resource Planning (ERP)

An ERP system is software that integrates various business functions in an organization, from accounting, human resources, to supply chains. According to Khadrouf et al. (2020), ERP is designed to unify previously separate data and processes, thereby increasing efficiency and transparency in operations. This system allows companies to manage and access data in real-time, supporting better decision making. However, ERP implementation often encounters obstacles, especially in managerial and technical aspects, which require organizational readiness to face major changes (Saputra & Fadlila, 2023). ERP implementation at PT. XYZ represents a greater challenge due to the company's broad scale and the diversity of employee competencies across various projects.

Change Management

Change management focuses on how an organization manages the transition from its current state to its desired state, especially in terms of structure, processes, and technology. ERP implementation, as a major change in an organization, requires a careful managerial approach, including careful planning, adequate training, and effective communication. As explained by Muhardi et al. (2023), resistance to change is often a major obstacle in the adoption of new technology, so support from top management and employee involvement are essential. Therefore, PT. XYZ needs to develop a more adaptive change management strategy so that ERP implementation can run smoothly.

Resistance to Change

Resistance to change is a natural reaction when employees are faced with a new system that can change their work routine. In the ERP context, this resistance often arises due to uncertainty about the new roles and tasks faced by employees (Rosianti et al., 2021). To overcome resistance, an open and participative communication approach is needed so that employees feel involved in the change process. Intensive training and support from management can also reduce the fear and anxiety that arise due to rapid change (Pathak, 2023).

Workload

High workload is one of the main factors hindering the success of ERP implementation. Employees at PT. XYZ, especially those working on large projects, often face excessive work demands, considering they have to complete routine tasks while adapting to new systems (Adriansyah et al., 2022). According to Pathak (2023), more efficient workload management, such as adjusting task priorities and better time management, is necessary to support a successful transition to a new ERP system.

Competence

Employee technical competence in operating the ERP system is a crucial element in successful implementation. Employees who do not have sufficient understanding of ERP often have difficulty adapting to the new system (Nusraningrum et al., 2024). Therefore, companies must provide adequate training to improve employee competency, so that they can use the ERP system optimally and increase organizational productivity.

Understanding

A uniform understanding of the ERP system among employees is very important for smooth implementation. Employees who have different understandings of how to use the ERP system can cause errors in data input, which leads to delays and inaccuracies in financial reporting (Satyawati & Lyna, 2017). Clear communication and intensive training will ensure that all employees understand the purpose and how to use ERP correctly.

Efficiency

Operational efficiency is one of the main benefits expected from ERP implementation. This system is designed to reduce redundancy in business processes and speed up workflow, thereby

increasing productivity and reducing operational costs (Khadrouf et al., 2020). However, to achieve the desired efficiency, companies must ensure that all employees can operate the system well and that the change process is carried out smoothly

Effectiveness

The effectiveness of ERP implementation is measured by the extent to which this system is able to meet the stated goals, such as increasing reporting accuracy and better financial management. According to Adriansyah et al. (2022), the success of ERP in increasing effectiveness is highly dependent on the organization's readiness to adapt to new systems and appropriate change management. PT. XYZ needs to ensure that all elements of the organization work together to achieve maximum effectiveness from the ERP system.

Risk Management

Risk management in the context of ERP implementation is concerned with identifying and managing potential risks that could hinder project success. This risk can take the form of resistance to change, delays in reporting, and system errors that can disrupt company operations (Susrama et al., 2022). Therefore, good risk management is very important to ensure that ERP implementation runs smoothly and meets the expected goals. PT. XYZ needs to prepare a risk mitigation strategy that can overcome this problem.

RESEARCH METHOD

This research adopts a qualitative paradigm that focuses on an in-depth understanding of the phenomena that occur during the implementation of the Enterprise Resource Planning (ERP) system in the Accounting and Finance division of PT. XYZ. With a case study approach, this research aims to explore the challenges faced by companies in managing major changes, especially in terms of change management and its impact on employees. The research method used was semi-structured interviews conducted with informants selected using purposive sampling, namely employees who have key roles in ERP implementation at various levels of the organization. Information collected through in-depth interviews and direct observation will provide an overview of resistance to change, workload, competence, and understanding regarding the ERP system adopted by the company.

To ensure data quality, the research instrument used was a semi-structured interview guide designed to explore informants' perceptions and experiences related to various aspects of ERP implementation. Before the main use, this instrument was tested on several respondents outside the main sample to ensure that the questions asked were relevant and could elicit the required information. Data validity is maintained through triangulation, which is carried out by comparing interview results from various informant sources and data obtained through direct observation, to ensure accuracy and consistency of information. This triangulation process is also supported by the use of NVivo software, which is used to analyze qualitative data systematically. NVivo allows researchers to organize and code interview data, as well as identify emerging patterns, thereby increasing the reliability and validity of findings. All data collected is then analyzed using the thematic analysis method, where interview data is grouped into relevant themes.

RESULTS AND DISCUSSION

Results

The following are the results of the informants' answers based on each question:

1. Based on the keywords and profile of the informants' answers regarding resistance to change, resistance to change affects the implementation of the ERP system, seen from

all the informants' answers, all of whom experienced difficulties in adapting to this ERP system and there were several influencing factors.

2. Based on the keywords and profile of the informant's answers, high workload affects the implementation of the ERP system, seen from 3 informants' answers, where the answer is that high workload affects the ability to complete daily closings on time.
3. Based on keywords and profiles of informants' answers regarding competency and training influencing the implementation of the ERP system, it can be seen from 4 informants' answers where training can help improve their competence in completing tasks related to ERP. Apart from that, there are several factors that can support increasing employee competency.
4. Based on the keywords and profile of the informants' answers regarding understanding and use of the ERP system, it can influence the implementation of the ERP system, seen from all the informants' answers, where 4 people answered that they understand quite well and 1 person answered that they understand the main features of the ERP system and all informants agreed that the ERP system can help them complete all tasks more efficiently, both in terms of time and cost. There are several ways that management can take to increase employee understanding of the use of this ERP system through training, mentoring, coaching, supervision and also providing clear guidance.
5. Based on keywords and informant answer profiles regarding the daily closing process using ERP can speed up the daily closing process, all informants agree that using this ERP system can speed up.
6. Based on the keywords and profiles of informants' answers regarding change management strategies, management has an influence on the implementation of the ERP system, seen from the existence of good communication and open information from all informants. Apart from that, there are several roles and strategies that can be implemented by management to support the implementation of the ERP system.
7. Based on keywords and profiles of informants' answers regarding the impact of change management, several informants stated that change management creates efficiency, both time efficiency and cost efficiency.
8. Based on keywords and profiles of informants' answers regarding the impact of using the ERP system on change management, several informants stated that ERP creates efficiency and effectiveness.
9. Based on the keywords and profiles of informants' answers related to risk management, it can be seen that all informants stated that there was a routine risk evaluation system implemented during the ERP system implementation process. Apart from that, the informants also mentioned several risks arising from the implementation of the ERP system, steps to reduce risks and how to follow up on the results of risk evaluations that have been found.

The next step taken by the researcher after reading, comparing and categorizing all the informants' answers was to enter all the information into NVivo. Next, researchers used NVivo to help analyze the data collection so that they could answer the problem formulation that was the aim of this research. All data sources obtained were imported into NVivo 12 software for data analysis purposes. Researchers carry out data reduction by looking at the most frequently discussed topics from all the data that has been imported into NVivo. Based on search results with NVivo 12's Word Frequency Query feature from various data sources that have been imported.

Discussion

Analysis of Factors Contributing to Late Closing Daily

Implementation of ERP system at PT. XYZ brings significant changes in operational efficiency, especially in the daily closing process. Although the main goal of this system is to increase speed and accuracy, several factors still influence delays in the process. Based on the results of interviews and analysis of the data obtained, it was found that resistance to change, high workload, and gaps in competence and understanding were the main factors in daily closing delays during the implementation of the Enterprise Resource Planning (ERP) system in the Accounting and Finance Department of PT. XYZ.

1. Resistance to Change

Resistance to change is a common factor and often becomes an obstacle to the smooth implementation of new technology, including ERP system. Most employees face challenges in adapting to the new system, especially those who were previously used to using FoxPro-based systems. The change from a simpler offline system to a more complex ERP created difficulties, especially for employees over 40 years old. They find ERP more difficult to use because workflow changes are more structural and require deeper technical understanding. This is in line with research by Pathak (2023) which shows that resistance to change can disrupt the process of adopting ERP systems in organizations and also research by Rosianti et al (2021) where uncertainty about the impact of change on their work and fear of losing control or position are some of the main reasons for this resistance.

In addition, less effective communication from management regarding the goals and benefits of this change exacerbates the resistance that occurs. For example, when management does not provide enough explanation about how the ERP system will make their jobs easier, employees tend to feel anxious and less motivated to adapt. Therefore, to reduce resistance, management needs to strengthen communication regarding the change, as suggested by Rosianti et al. (2021), which emphasizes the importance of open and transparent communication.

2. High workload

The increasing workload is a significant obstacle in daily closing. Based on interviews, many employees handle more than one responsibility, such as finance, permits, and land. This causes limited time to input data into the ERP system, thereby slowing down the daily closing process. In addition, large transaction volumes in some projects also lengthen data input and validation times. Without adequate training support, this workload causes employees to feel overwhelmed, which has an impact on reducing the speed of work completion and delays in closing.

This is in line with research conducted by Adriansyah et al. (2022) which shows that workload that is not managed well can have a negative impact on productivity and work quality. Therefore, it is important for management to provide support through adequate training and adjusting task priorities so that employees can manage their workload better, without sacrificing the quality of work.

3. Competency and Understanding Gaps

Employees' understanding and ability to use ERP still varies. The ERP system implemented at PT. XYZ requires high technical skills to run it optimally. However, not

all employees have the same level of understanding in operating this system, which often results in data input errors and delays in completing tasks. Some have a good understanding, while others have difficulty operating the available features. Lack of ongoing training is also an obstacle to achieving uniform understanding. This gap has an impact on effectiveness and efficiency in carrying out accounting and financial tasks, including daily closing. This is in line with research conducted by Shaik et al. (2024) show that low competence in using new technology can slow down the adaptation process, leading to delays in reporting.

At PT. XYZ, a mismatch in understanding how to use the ERP system effectively causes some employees to have difficulty adapting. Along with that, research by Nusraningrum et al. (2024) emphasize the importance of ongoing training to align employee competencies and ensure they have the same understanding of the ERP system. Adequate training and support from management is very important to ensure that the ERP system can be used optimally, in order to increase operational efficiency.

Change Management Strategies to Increase ERP Implementation Success

Implementation of the ERP system at PT. XYZ faces a number of challenges, which require implementing appropriate change management strategies to increase its success. Several strategies that need to be considered to support a smooth ERP implementation are improving communication and outreach, providing ongoing training and mentoring, managing workload more effectively, and developing clear Standard Operating Procedures (SOP). The following is a further explanation of these strategies that can help overcome obstacles in ERP implementation.

1. Improved Communication and Socialization

Clear and effective communication is critical in the change management process, especially when an organization adopts a new system such as ERP. Research conducted by Shaik et al. (2024) show that good communication can help reduce resistance to change and speed up the process of employee adaptation to new systems. Therefore, PT. XYZ needs to improve communication regarding the goals and benefits of the ERP system so that employees are better prepared to accept changes.

Setyoko and Imaroh (2022) also highlight the importance of socialization that involves all employees in the ERP implementation process. Through intensive socialization and a clear understanding of the importance of the ERP system, PT. XYZ can accelerate adoption of this new technology and reduce employee anxiety that may arise due to uncertainty. Thus, strong communication and socialization can be a determining factor in the success of ERP implementation.

2. Continuous Training and Mentoring

Adequate training is one of the most important strategies in supporting the success of ERP implementation. Adriansyah et al. (2022) emphasize that ongoing training is essential to ensure employees continue to improve their technical skills in order to use ERP systems effectively. PT. XYZ needs to ensure that training is not only carried out during initial implementation, but is also carried out on an ongoing basis to deal with system changes and updates.

Assistance from a team of ERP experts or internal trainers is also very important to support employees who have difficulty adapting to the new system. Pathak (2023) states that with assistance, employees can feel more confident and helped in overcoming

difficulties faced when using the ERP system. Therefore, PT. XYZ needs to provide sufficient support for employees through ongoing training and mentoring to ensure smooth acceptance of the ERP system.

3. **More Effective Workload Management and Task Delegation**

High workload in the Accounting and Finance section of PT. XYZ is one of the factors inhibiting successful ERP implementation. Adriansyah et al. (2022) emphasize that it is important for management to manage workload effectively so that employees do not feel burdened with excessive tasks. Considering the large workload during the transition process to the ERP system, PT. XYZ needs to ensure that work can be delegated in a more equitable manner and according to each individual's capacity.

Research conducted by Shaik et al. (2024) also suggest the importance of clear task delegation. By delegating tasks appropriately to employees who have the appropriate skills, companies can increase efficiency and reduce the risk of delays in completing financial reports. Therefore, PT. XYZ must design an effective task delegation system to maximize employee capacity in dealing with ERP system changes.

4. **Preparation of clear Standard Operating Procedures (SOP).**

Clear and structured SOPs are an important step in ensuring a successful ERP implementation. Dubois (2024) explains that with standard SOPs, all employees can follow the same procedures in using the ERP system, so that errors can be minimized and operational efficiency can be increased. PT. XYZ needs to ensure that every step and procedure related to the ERP system is explained in detail in SOPs that apply throughout the organization.

Imaroh (2023) also added that good SOPs can strengthen coordination between departments and business units, and ensure that each employee has a uniform understanding of the work procedures that must be followed. By preparing clear SOPs, PT. XYZ will be able to ensure that the ERP system is implemented in a consistent and reliable manner throughout the company.

Impact of Change Management and Risk Management in ERP Implementation

Implementing appropriate change management strategies has a positive impact on work efficiency in the Accounting and Finance Department of PT. XYZ. However, there are several risks that need to be managed so that ERP implementation runs optimally. With the right strategy, several positive impacts that can be felt from change management include:

1. **Increased Efficiency:** ERP enables better data integration, speeding up the daily closing process.
2. **Error Reduction:** Financial recording errors can be minimized thanks to the automatic validation feature in the system.
3. **Increased Transparency:** Data is recorded in real-time, enabling faster and more accurate decision making.

Some risks that need to be mitigated during ERP implementation include:

1. **Risk of Employee Rejection**
One of the main risks is resistance from employees who are comfortable with the old system. To overcome this, companies need to involve employees in the transition process and provide incentives for those who successfully master the new system.
2. **Risk of Operational Disruption**

In the initial stages, difficulties in operating ERP can cause a decrease in productivity. Therefore, companies need to provide adequate technical support and ensure there is a backup system for smooth operations.

3. Risk of Data Error

Errors in migrating data from old systems to ERP can cause discrepancies in financial reports. Therefore, a rigorous validation process is required before data is migrated to the ERP system.

CONCLUSION

From the results of interviews with several informants, it was possible It was concluded that this research revealed the effectiveness of system implementation Enterprise Resource Planning (ERP) in the Accounting and Finance Section of PT. XYZ influenced by change management strategies. The main inhibiting factor implementation of this system includes resistance to change, high workload, as well as differences in levels of competence and understanding among employees. Factors This has an impact on delays in the daily closing process and reduces work efficiency. Resistance to change occurs due to the transition from the old system to the ERP more complex, requiring employees to adapt to new workflows.

The high workload further aggravates the situation, as many employees have to handle multiple responsibilities at once, which impacts effectiveness ERP implementation. Apart from that, there are differences in competence and understanding between employees causes an imbalance in the use of the system, which affects operational effectiveness of accounting and finance. Several strategies have been implemented to overcome these challenges, such as training sustainable, more intensive communication, and a more systematic division of tasks. These steps have had a positive impact in improving understanding and acceptance of the ERP system. Full support from management, including reinforcement. Technological infrastructure is also a supporting factor for successful implementation.

In an effort to increase efficiency, the company shifted resources human resources (HR) to the head office to optimize financial management. This centralization aims to increase control over financial flows and ensure financial reports are more accurate and well coordinated. With a more centralized organizational structure, the complexity of project management varies area can be reduced. Although ERP implementation has brought benefits, such as improvements work efficiency, reduction of financial recording errors, and data transparency better, some challenges still need to be overcome. Therefore, a strategy is needed sustainable so that the ERP system can function optimally and provide benefits long term for the organization.

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