



## Strategy for Increasing Adoption of Enterprise Resource Planning (ERP) System at PT XYZ

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**ABSTRACT:** The increasing complexity of business operations and the demand for efficiency have prompted PT XYZ to implement an Enterprise Resource Planning (ERP) system. However, ERP implementation often faces obstacles such as user resistance and difficulty adapting to new technologies. The research method used a direct approach. Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS), followed by strategic prioritization using the Analytical Hierarchy Process (AHP). The results showed that performance expectations, social influence, and enabling conditions significantly influenced ERP usage behavior, while effort expectations did not. Based on these findings, key strategies identified included improving user training, increasing managerial involvement, and developing a more user-friendly ERP interface. The company needs to ensure that ERP delivers tangible benefits to work efficiency, supported by management commitment and adequate infrastructure. Developing a structured implementation plan and engaging top management from the outset are crucial for the system's success.

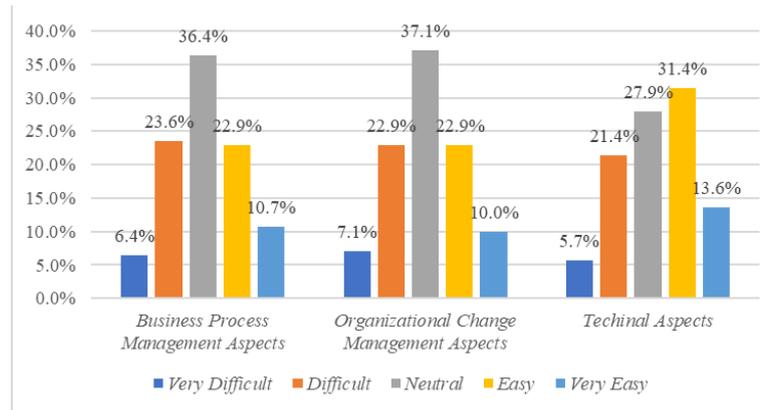
**Keywords:** ERP, Integrated Theory of Technology Acceptance and Use, Analytical Hierarchy Process.



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## INTRODUCTION

The increasingly complex challenges of the logistics industry, such as intense market competition, customer expectations, and high operational efficiency, require companies to seek solutions that simplify their business processes, data management, and overall workflow (Rejeb et al., 2021). One of the main problems faced by companies is the lack of data centralization. This is caused by data ownership in each department being stored separately, which can lead to duplication of information or errors in decision-making (Pamungkas et al., 2025). Therefore, the use of a competent information system is crucial to achieving efficiency in company operations. Many companies continue to increase their investment through the implementation of various systems, one of which is Enterprise Resource Planning (ERP), which is believed to lead to increased company resource efficiency (Murakami & Viswanath-Natraj, 2025).



**Figure 1.** Graph of the difficulty level of UTAUT ERP implementation

This data is supported by a survey conducted by Deloitte, which found that around 82% of ERP projects experienced obstacles due to employee resistance to technological change ([Maharsanti, 2023](#)).

## METHOD

Study This use approach quantitative with explanatory research method (research explanation). Approach This chosen for test hypothesis and analysis connection causal between variables that influence reception ERP system. Furthermore, to formulating priority strategies, research This to be continued with approach qualitative through interview experts analyzed use AHP method. With Thus, the design study This is method mixed methods that combine quantitative (survey) and qualitative (interview) data expert) for get comprehensive understanding (Dan, n.d.).

The theoretical model used in study This is the Unified Theory of Acceptance and Use of Technology (UTAUT) developed by ([Paramita & Ali, 2023](#)). This model chosen Because its comprehensive capabilities in explain intentions and behavior users in adopt something technology with combine elements from eight acceptance models technology previously.

Based on the UTAUT model, it is formulated hypothesis study as following (according to with Figure 2. Research Model):

- H1: Expectation Performance Expectancy has an effect positive to intention employee behavior (Behavioral Intention) in using ERP XYZ.
- H2: Expectations Effort Expectancy has an effect positive to intention behavior (Employee Behavioral Intention) in using ERP XYZ.
- H3: Influence social (Social Influence) influential positive to intention employee behavior (Behavioral Intention) in using ERP XYZ.
- H4: Facilitating conditions have an effect positive to behavior use (Use Behavior) ERP XYZ.
- H5: Intention Behavioral Intention has an influence positive to behavior use (Use Behavior) ERP XYZ.

Variables moderation like age, type gender, and existing experiences in the original UTAUT model No entered in study This Because No is focus study.

Variables operational in study This refers to the construct in the UTAUT model. Definition operational for every variables is as following:

1. Expectation (X1): Confidence level individual that use XYZ ERP system can help him increase performance.
  - *Indicators:* Convenience settlement tasks, improvements productivity, and improvement effectiveness Work.
2. Expectancy (X2): Perceived level of ease users in interact with XYZ ERP system.
  - *Indicators:* Convenience learn system, clarity and convenience interaction, and convenience become skilled.
3. Social Influence (X3): Perception level individual that the people who matter for him (superior, colleague) work) believe that He must use XYZ ERP system.
  - *Indicators:* Influence superiors, influence colleague work, and the influence of divisions/ organizations.
4. Facilitating Conditions (X4): Level of confidence individual that there is infrastructure organizational and technical support use XYZ ERP system.
  - *Indicators:* Availability source power (hardware, software), availability help technical, and suitability system with the work process.
5. Intention Behavior (Y1): Strength desires and plans individual for use XYZ ERP system.
  - *Indicators:* Desire For using, plan for use, and recommendations for use.
6. Behavior Usage (Y2): Actual action individual in use XYZ ERP system.
  - *Indicators:* Frequency usage, intensity use, and dependence on the system.

### Population, Sample, and Sampling Techniques

- Population in study This is all over PT XYZ employees who are users active Transportation Management System (TMS) module in the XYZ ERP system, which is spread across departments Finance, Procurement, Logistics, and Rating and Billing.
- Taking technique samples used is purposive sampling, where sample chosen in a way on purpose based on criteria certain, namely: (1) PT XYZ employees; (2) Users active TMS module on ERP XYZ.
- Size sample determined based on rules in Partial Least Squares (PLS) method, which is a minimum of 10 times amount paths that lead to the most complex constructs in the structural model (Harta Nugraha Nur, 2019) or at least 10 times the amount indicator for construct with indicator the most (Barclay & Thompson, n.d.). With considering the model used, the number

minimum sample size is 60 respondents.

Data collected through:

1. Questionnaire: Instrument main in the form of questionnaire closed with Likert scale 1-5 (Strongly Disagree to Strongly Agree) for measure perception respondents to all variables research. Questionnaire distributed online to samples that have been determined.
2. Interview: Used For need Analytical Hierarchy Process (AHP) method. Interview deep done with experts or key decision makers at PT XYZ (for example: IT Manager, Head of Logistics, ERP Project Manager) to get evaluation comparison pairwise comparison between strategy criteria that will be formulated.

Data analysis was performed in two stages in accordance with methods used:

Quantitative Data Analysis with SEM-PLS

Data from questionnaire analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0 software assistance. Analysis done in three stage:

1. Evaluation of Measurement Model (Outer Model): For ensure that valid and reliable indicators in measure latent variables. Stage This includes testing:
  - o Validity Convergent (Loading factor  $> 0.7$ , Average Variance Extracted/AVE  $> 0.5$ ).
  - o Reliability (Composite Reliability/CR  $> 0.7$ , Cronbach's Alpha  $> 0.7$ ).
  - o Discriminant Validity (Root Value) the square of AVE of a construct more big from correlation with other constructs).
2. Structural Model Evaluation (Inner Model): For evaluate strength connection between latent variables. Stage This includes testing:
  - o Coefficient Determination ( $R^2$ ): For see magnitude influence variables independent to variables dependent.
  - o Predictive Relevance ( $Q^2$ ): For evaluate ability model prediction.
  - o Significance Relationship (T-test and p-value): Done with bootstrapping for test hypothesis. Hypothesis accepted If T-statistic value  $> 1.96$  and p-value  $< 0.05$ .

Qualitative Data Analysis with AHP

Data from interview expert analyzed use Analytical Hierarchy Process (AHP) method for formulate strategic priorities. The steps is:

1. Defining Problems and Building Hierarchies: Creating structure hierarchy consisting of from objectives, criteria, and alternative strategies.
2. Making Matrix Pairwise Comparisons: The experts give evaluation with compare level interest relatively every element use Saaty scale 1-9 (Table 1).
3. Count Priority Weight: Calculating eigenvectors of matrix comparison For get weight priority

every elements.

4. Consistency Test: Ensure evaluation expert consistent with Calculate the Consistency Ratio (CR). Matrix stated consistent and able accepted if  $CR < 0.1$  (10%).

## RESULTS AND DISCUSSION

A total of 67 questionnaires were distributed to assess the level of acceptance and use of ERP among users from various departments at PT XYZ. However, 62 questionnaires were returned by respondents, and the remaining five respondents did not respond after the researcher administered the questionnaires. Based on data obtained from the 62 respondents at PT XYZ, this indicates that ERP is mostly used by young workers and the middle class. The majority of respondents (39%) have only been using ERP for less than 2 years, indicating that they are still in the adjustment phase, so training and guidance are needed to improve the effectiveness of use (Rifan, 2022).

**Table 2.** Respondents of XYZ ERP Users

Characteristics	Category	Amount	Percentage
Gender	Man	31	50%
	Woman	31	50%
Age	20-29 years old	26	44%
	30-39 years	27	46%
	40-49 years	5	8%
	50-59 years	1	2%
User Experience	<2 years	24	39%
	2-3 years	23	37%
	>3 years	15	24%

The evaluation of individual interest in using ERP XYZ with the UTAUT Model was analyzed using the Partial Least Squares (PLS) approach in Structural Equation Modeling (SEM) analysis. SEM is used to measure the relationship between latent variables used in this study. SEM analysis was conducted using previously collected data from 62 respondents (Paramita & Ali, 2023). The SEM analysis process consists of two stages of analysis: the first stage is the evaluation of the measurement model (outer model), and the second stage is the structural model (inner model). The results of the outer model evaluation can be seen in the table below:

**Table 3** Results of External Model Evaluation

Variables	Indicator	Loading Factor	Cross-loading	Composite Reliability
<i>Performance Expectations</i>	A1	0.824	<b>0.858</b>	0.876
	A2	0.845	<b>0.913</b>	
	A3 size	0.842	<b>0.872</b>	
<i>Hope Efforts</i>	B1	0.868	<b>0.868</b>	0.888
	B2	0.813	<b>0.813</b>	
	B3	0.787	<b>0.787</b>	
	B4	0.791	<b>0.791</b>	
<i>Social Influence</i>	C1	0.859	<b>0.859</b>	

Variables	Indicator	Loading Factor	Cross-loading	Composite Reliability
<i>Facilitating Conditions</i>	C2	0.889	<b>0.889</b>	0.915
	C4	0.905	<b>0.905</b>	
	D1	0.872	<b>0.872</b>	
	D2	0.756	<b>0.756</b>	
<i>Behavioral Intentions</i>	D3	0.858	<b>0.858</b>	0.869
	E1	0.858	<b>0.858</b>	
	E2	0.913	<b>0.913</b>	
<i>Use Behavior</i>	E3	0.872	<b>0.872</b>	0.912
	F1	0.907	<b>0.907</b>	
	F2	0.814	<b>0.814</b>	
	F3	0.721	<b>0.721</b>	0.857

The structural model testing began with a multicollinearity analysis using VIF values, all of which were below 5, indicating a relatively small standard error (Andwika et al., 2020). The R Square value for the Behavioral Intention variable of 0.434 indicates that 43.4% of the variance is explained by performance expectations, effort expectations, and social influence, while the remainder is influenced by other factors outside the model. Meanwhile, Usage Behavior has an R Square value of 0.573, meaning 57.3% is influenced by Behavioral Intention, which is classified as having moderate to strong predictive power (Nurhalizah et al., 2024). Figure 4 is the final path diagram of the UTAUT model processed using the SEM-PLS method.

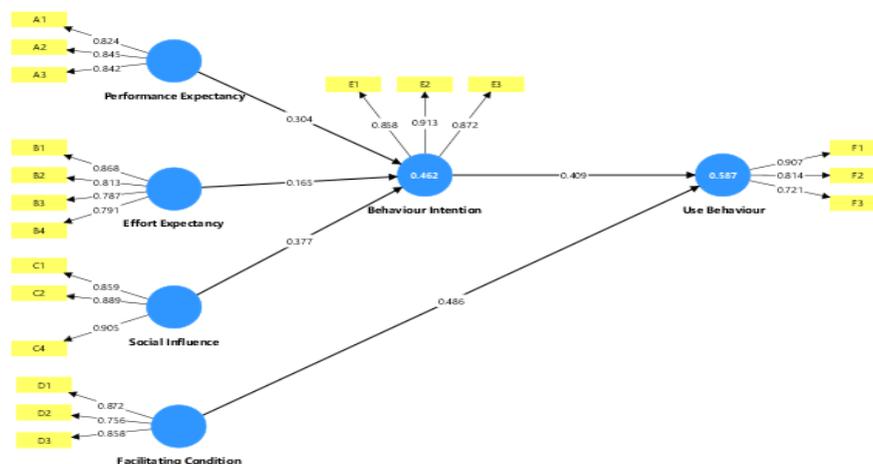


Figure 3. Final path diagram

Further evaluation of the internal model is performed using bootstrapping, which involves examining the p-value and initial values as a reference for testing hypotheses on each path from the exogenous to the endogenous variables (Jatmiko & Laksito, 2012). A T-test can be performed by examining the T-statistic or p-value. This value indicates the significance or insignificance of a variable. A variable is considered to have a significant effect if the t-statistic value is greater than the t-table value or the  $q$  value is  $\geq 0.05$  (Ivanova et al., 2019).

**Table 4.** Hypothesis Test Results

	T Statistics ( O/STDEV )	P value	Hypothesis
business expectations -> behavioral intentions	1,196	0.116	Reject
performance expectancy -> behavioral intention	1.93	0.027	Accept
social influence -> behavioral intention	3,442	0	Accept
behavioral intention -> usage behavior	4,423	0	Accept
facilitating conditions -> usage behavior	5.86	0	Accept

The following is an explanation of the results of the hypothesis testing:

- a. H1: Performance expectations significantly influence employees' behavioral intentions in using ERP XYZ. This result is supported by a T-value of 1.93 and a p-value of 0.027. This result aligns with research conducted by (Setyo Nugroho et al., 2023), which shows that the influence of performance expectations factors influences behavioral intentions. This means that the expectation that the system will improve user performance positively contributes to their intention to use it (Hussain et al., 2015).
- b. H2: Effort expectancy does not significantly influence employee behavioral intention in using ERP XYZ. This result is proven by the T value = 1.196 and p-value = 0.116. This result differs from the results obtained by Warih Puspitasari et al., 2024 in their research, which showed that effort expectancy significantly influences behavioral intention. These two different results may be caused by the different work cultures in the two companies (Jiang, 2023). In the more conservative PT XYZ company, factors such as policy compliance, social influence, and office facilities tend to influence behavioral intention more. In contrast, the startup company that was the object of (Arunraju Chinnaraju, 2025) study has a more flexible and dynamic work culture, allowing employees to freely determine their personal preferences for an easy-to-use system (Moosavi et al., 2021).
- c. H3: Social influence significantly influences employee behavioral intention in using ERP XYZ. This result is proven by the T value = 3.442 and p value = 0. This result differs from the results of the study by Muslim (2024) which showed that social influence did not affect behavioral intention. This means that in the research location, system understanding was not channeled from individuals who were expected to have better mastery of the system or higher-level parts to employees (Buku-Ajar-ERP-ERP-Soft-Copy (1), n.d.).
- d. H4: Facilitating conditions significantly influence XYZ ERP usage behavior. This result is proven by the T value = 4.423 and p value = 0. The results of this hypothesis are in line with Wibowo's (2023) research which states that the facilitating condition variable has a significant effect on the behavioral intention variable. In this study, facilitating conditions refer to the availability of resources needed to use technology, such as internet access, hardware, software, and technical support (Barclay & Thompson, n.d.).
- e. H5: Behavioral intention significantly influences the behavior of using ERP XYZ. This result is proven by the T value = 5.86 and p value = 0. The results of this test are in line with research by (Maitah & Hodrab, 2015) which shows that the intention to use significantly influences usage behavior.

Next, priority weighting is carried out based on each criterion arranged in a hierarchy to determine the implementation strategy (Wibowo, 2023). Alternative strategies formulated to improve XYZ ERP implementation include developing a structured implementation plan, establishing a user training program, providing infrastructure and technical support, and strengthening top management involvement (Monica Hidayat et al., 2022). The choice of these strategies is based on factors influencing the acceptance and use of the ERP system in the UTAUT model (Faridah, 2025). The first strategy, developing a structured implementation plan, is a strategy that directly contributes to increased performance expectations, which are formed when users believe that the implemented system will simplify work processes, accelerate information access and processing, and improve accuracy and efficiency in decision-making (Kiran & Reddy, 2019). However, this perception does not emerge spontaneously; rather, it depends on how directed and transparent the implementation process is from the start (Jiang, 2023).

Therefore, developing a structured implementation plan is crucial, as it provides clarity regarding timelines, division of responsibilities between work units, module integration within the system, and measurable success indicators. The second strategy is a user training program (Hussain et al., 2015).

Although effort expectancy did not have a statistically significant effect, this strategy was still formulated to increase perceived ease of use, which practically determines the success of initial adoption by users. The third strategy is the provision of infrastructure and technical support (Bernroider et al., 2014). This strategy was derived from the finding of a significant relationship between facilitating conditions and usage behavior, which emphasizes the importance of resource availability and system support that support the smooth use of ERP (Maitah & Hodrab, 2015). The formulation of the fourth strategy, involving top management engagement, is a direct response to the significant influence of social influences on behavioral intention, where management support and the social environment are the main drivers of the intention to use the system (Puspitasari et al., n.d.). To improve the effectiveness of ERP implementation at PT XYZ, one of the main strategic focuses that has been determined is increasing productivity. Based on the results of the AHP analysis by experts, several alternative strategies are given weightage that are considered capable of supporting the achievement of this goal (Froehlich et al., 2025).

Strategic priorities are determined by adding the weighted values of the initial and final criteria in the hierarchy. Initially, each comparison weight for the previously obtained Actor criteria is multiplied by the Factor priority weight (Nurhalizah et al., 2024). The calculation results in a priority value for each actor criterion. Based on the final analysis, the strategic alternative of Developing a Structured Implementation Plan is the top priority for increasing the success of ERP implementation, with a weighting value of 0.360 (Abd Elmonem et al., 2016). This strategy is followed by the second priority, namely Provision of infrastructure and technical support, with a weighting value of 0.270. The third priority strategy, with a weighting value of 0.214, is Strengthening top management involvement. The final priority strategy is Establishing a user training program, with a weighting value of 0.156 (Rejeb et al., 2021).

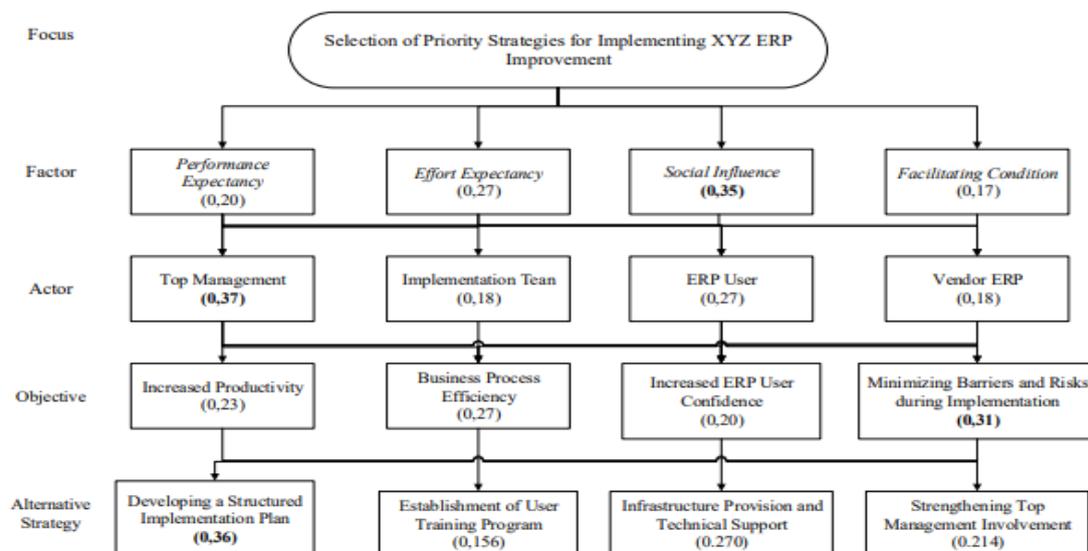


Figure 4. Final AHP Hierarchy

Based on the research results from the results of the UTAUT model hypothesis test with processing using the PLS-SEM method and the formulation of XYZ ERP implementation strategy priorities, four points of managerial implications for the company were formulated, namely (Adawiyah et al., 2019):

a. Strengthening social support as the main pillar driving the intention to use ERP

The UTAUT test results show that social influence significantly influences behavioral intention, reinforced by the AHP analysis, which places this factor with the highest weight (0.35) and top management as the most influential actor (0.63) (Setyo Nugroho et al., 2023). Active support from leaders through communication, training, and strategic direction is crucial in driving ERP adoption. The strongest indicator comes from the perception that the company generally supports ERP use. Therefore, leaders must serve as role models and ensure ERP becomes part of the work culture through a planned implementation strategy (Rifan, 2022).

b. Optimize XYZ ERP performance to support the benefits of system functions.

PLS-SEM results show that performance expectations significantly influence behavioral intentions, especially because, based on indicator A2 in the study, which has the highest loading factor value, users expect ERP to improve performance, for example, speeding up work completion (Jiang, 2023). In AHP, ERP vendors are the most influential actors with a weight of 0.32, so they need to be strategically involved in the design, training, and periodic evaluation of the system, not just as system providers (Bernroider et al., 2014)

c. Ensuring infrastructure and technical assistance as drivers of ERP usage

The facilitating conditions factor proved highly significant in influencing usage behavior, with the highest indicator being the availability of adequate facilities with the highest loading factor of 0.872. These results emphasize the importance of technical support, such as reliable computers, networks, and software (Dudin et al., 2015). The AHP results also indicated that the provision of infrastructure and technical support was a top priority, with a weighting of

0.51. Therefore, management needs to ensure that ERP runs stably, is easily accessible, and is supported by a responsive IT team through investment planning and ongoing system maintenance ([Paramita & Ali, 2023](#)).

#### d. Preparation of a Structured and Consistent Implementation Plan as a top priority

The AHP results indicate that systematic implementation planning needs to be a primary management focus. A clear roadmap is required, including stages, schedules, standard operating procedures (SOPs), division of responsibilities, and evaluation mechanisms. This structured plan will reduce the risk of failure, improve coordination between departments, and minimize user resistance to XYZ ERP ([Muslim, 2024](#)).

## CONCLUSION

This study shows that the factors that significantly influence the acceptance and use of XYZ ERP at PT XYZ are performance expectancy, social influence, behavioral intention, and facilitating conditions. In contrast, effort expectancy has no significant influence, indicating that ease of use is not a major factor, especially among operational users. The dominant factor influencing intention to use is social influence, highlighting the importance of management and organizational support. In addition, behavioral intention and organizational readiness are proven to determine actual usage behavior. The AHP results confirm that social influence and the role of top management are the main priorities in the implementation improvement strategy. The main strategy formulated is to prepare a structured ERP implementation plan, including stages, schedules, division of responsibilities, and evaluation mechanisms to minimize the risk of failure and improve cross-departmental coordination.

Based on limitations and findings from study this, some matter following can considered For future research that is study This user - focused Transportation Management System (TMS) module in one company logistics. For generalization more results area, research furthermore can expand coverage sample with involving users from all over ERP modules (such as Finance, Human Capital Management, Supply Chain) and from a number of company logistics others. This is will give a clearer picture comprehensive about ERP adoption across the board industry Indonesian logistics

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