Determinant of Resistance for ERP system in Private Companies in Yemen

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Abstract:

In fact, ERP system has become required for many organizations particularly those organizations that have foundations in different countries. Recently, some organizations in Yemen have adopted ERP system but the usage of this system failed as it faced user resistance. Hence, the prime concern of this study is to investigate the resistance factors of Enterprise Resource planning from user perspective not organization or technical perspective to specify the basic reasons for user resistance to successfully adopting ERP system. Four factors are examined their association with adopting ERP. These factors are user training, resistance to change, user expectation, and system usage. A questionnaire was distributed to 200 of ERP end users. Linear regression analysis program was used to analyze the data and examine the relationship between user's resistance factors and ERP adoption. The result shows that each of user's training, resistance to change and system usage has a significant relationship with ERP adoption, However results show no relationship between user expectation and ERP adoption. This paper benefits management in organizations by providing the factors that contribute to adopt ERP system.

Keywords: ERP adoption, User resistance, User's training, Resistance to change, System usage.

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1. Introduction

Enterprise Resource Planning (ERP) is integrated sets of software developed to share data throughout the organization for decreasing surplus business processes however; Organizations face continuous challenges in obtaining competitive and sustainable benefits when follow new information technologies including Enterprise Resource Planning (ERP) system. End-users' resistance or unwillingness to adopt or use the ERP system is considered as the common reason for ERP failures [1,2]. Most of previous studies conducted in developed countries and few studies conducted in developing and undeveloped countries. This study will contribute in this area by drawing on empirical findings and established theories in ERP to study factors of users resistance which affecting the ERP systems in private organizations in Yemen. It is important to have such study because it considers different culture for undeveloped countries. ERP implementation has historically proven to have high failure rate. Users' resistance to use ERP system is one of the important factors causing this failure. According to [3], the main challenges that the organization faces is related to people , 62 % of which are before and after post-implementation stages [4] states that ERP implementation is not a technical issue rather it is an issue related to the people. User resistance is one of the main issues that led to problems in implementing ERP system and threats to its functions. As a result, user resistance poses a threat in functioning of the system. This study will empirically examine the relationship between four factors which namely are user training, resistance to change, user expectation, and system usage and adopting ERP system. The next part will critically report the previous studies and develop the study's hypotheses.

2. Literature review and hypotheses development

ERP system can be considered as an enterprise-wide information system that incorporates all aspects of a business and integrated sets of software developed to share data within the organization in order to reduce surplus business processes. The concept of ERP system has established since the 1980s when big organizations implemented enterprise systems to integrate their internal functions. researches related to ERP systems study different aspects such as choosing the best software package, technical implementation issues and post-implementation [5,6] argue that the above issues for ERP adoption existed in developing countries where seemingly there is a poor record in infrastructure [7]. shortage of skills and scarcity of telecommunication

infrastructure negatively affected ERP adoption. Infrastructure is supposed to be coordinated with other factors, such as governmental policy encouraging foreign investment and fair competition. In other words, the implementation of ERP system imposes organizations to take necessary changes required for business processes that lead organizations to sieze the opportunity in order to get their shares in the markets and maintain their positions as market leaders . Moreover, it enables organizations to develop their knowledge and abilities. [8]. In short, Enterprise Resource Planning system enables businesses to respond quickly to new revenue opportunities reacts against competition threats. On the other side, the users likely resist an ERP for different reasons and there is a need to understand the underlying reasons for why users resist an ERP implementation. All of following articles investigate the users' resistance and different reasons behind their resistance as these reasons are based on different contexts within different systems. According to [9] there are causes leading to user resistance; among which are conservatism, future uncertainty, non-involvement in the change, resources redistribution, lack of felt needs, organizational invalidity, abscence of management support, poor technical quality, the designer's personal qualities, and education cognitive style of user

Based on [10] argue that the users have work habits, dilemmas and values, that usually carries over and challenge the new system Similarly, the other reasons behind the resistance occurrence are working patterns, altering relationships, lacking homogeneity and lack of familiarity, threatening perceived status, communication channels, authority and. power. [11] states that "Whilst there is research focusing on the reasons of resistance, the resistor's pathological fear of change the predominant reason". In addition [12] argues that the reason of resistance to ERP alignment with organization's goal is misalignment of the ERP with the organization, and an inappropriate level of fit, however [13] suggests many factors that cause user's resistance to change including personal interest (resistance due to loss of valuable thing), misunderstanding, lack of confidence (misapprehension of implication and ignoring the benefits) ,conflicting evaluation of benefits(employees think that its costs are higher than benefits while management has different opinion that it will gain benefits more than costs), lack of willingness for the change (employees are not willing to change as it requires development of skills and abilities) and change requires exerting more efforts.

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[14] sees that there are many variables that cause user's resistance such as a threat to status, relations and powers, change in decision-making procedures, uncertainty, job insecurity, unfamiliarity and false perceptions and information.

[15] explained that change is considered as main factor that lead to user resistance as the user may tend to create problems in case of he is not involved in the implementation process. In recent articles, [16] found the reasons related to ERP post implementation are user training, inadequate, education, user's expectations, usability and use of technology.

[43] presented that the resistance of user after Enterprise Resource planning application usually happens by training of the user, beliefs, operator ages, conflict to variation, and operator beliefs, operator.

In addition [17] argue that the results of resistance are due to change in job content. The reasons behind this resistance are user expectations, increased efforts, lack of education and user training, usability issues and resistance to technology, lack of user engagement in the development process, and lack of communication between high managements.

Other articles such as [12,10] mentioned the reasons of users' resistance but in fact did not actually identify the reasons themselves and this issue about why user resists to ERP implementation is relatively difficult to tackle as there are different perspective and issues related to resistance. Generally, the above studies conducted in developed and developing countries but not undeveloped countries, and this type of reaction is related to ERP end-users which is affected by different culture, economic and other aspects, it is so important to identify reasons of resistance and making new strategies in undeveloped countries like Yemen in order to overcome this kind of resistance and avoid ERP implementation failures. This study will empirically examine the association of each of user training, resistance to change, user expectation, and system usage on the ERP adopting in private organizations in Yemen.

2.1 User's training

Previous research has shown that the training and level of education of a user determines whether that user is ready to accept or reject a new IT system [18]. The conviction is that people with good training have a greater ability to learn and get used to to a new technology system [19]. However,

people with lower training, education and knowledge about the capabilities and limitations of Information technology may have fears about how to use Enterprise Resource Planning system which leads to user resistance and they become reluctant to use Enterprise Resource Planning system.

In recent articles, [44] indicated that the incompatibility of end-user learning styles and the current ERP training approach affect the ERP outcome.

[20] states that End user's acceptance to the new ERP system is not possible unless they get complete training about the whole system capabilities. Similarly, the conviction is that lack of user training and failure in completely understanding how Enterprise Resource Planning system. change business processes, frequently appear to be accountable for difficulties coupled with the ERP implementation [21]. Furthermore, [5] also find that proper training could contribute to ERP system success; instead lack of training could lead to resistance to new system. However, training programs could reduce the lack of trust in use of the system by users. [6] pointed out that user's training is a key requirement for ERP implementation process. Moreover, [22] states that lack of training about the new enterprise processes adopted by organization after Enterprise Resource Planning implementation could lead to failures. Therefore, based on the above discussion, the first hypothesis can be stated as follows:

H1: There is a significant positive relationship between user's training and adopting ERP system.

2.2 Resistance to change

Resistance to change is the most common fear that we feel against any changes in our normal life as well as our businesses.

[23] argued that management of change is an essential issue that has impact on ERP implementation and induces resistance from users. It has been said that "Implementing an Enterprise Resources planning will bring in changes to the way people work within the organization, processes will change and there may be job cuts and rationalization of responsibilities within the departments. All this will definitely stir up resistance from the employees and this has to be managed effectively before, during and after the implementation of the ERP package" [30].

[24,25] indicates that resistance is a normal phenomenon and that ignoring resistance can lead to a lot of future problems; alternatively, recognizing

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resistance and dealing with it in the right way can terminate enduring problems. In addition[26] concluded that resistance and change go hand in hand; thus, change suggests resistance and resistance implies change. Many times, the biggest roadblock to implementation was the unwillingness to change. [27] states that "Organizations that do not engage thoughtfully could end up diminishing the value from enterprise solutions". This study examine the association between resistance to change with ERP adopting in private organization in Yemen, therefore, based on the above discussion, the second hypothesis can be stated as follows:

H2: There is a significant a negative relationship between Resistance to change and adopting ERP system.

2.3 System usage

Existing studies of ERP adoption in the Information System curricula are focused primarily on the pedagogical aspects; however, studies focus on the use of ERP systems in industry report the poor of usability and difficulties in using. [28,29] stated that "Traditionally Enterprise Resources Planning systems are highly complex and suffer from several usability issues". Mentions that the user interface and process changes are major causes behind users' resistance [30]. Similar findings are reported that "poor usability makes it difficult for users to interact with the ERP system and to complete required tasks, which further impacts the time taken to learn the system where found that complexity of the system usage is mainly due to large amounts of data that is resulted by ERP implementation" [31].

Customizability is a measure of the extent which the system can be adapted, either by the user or by the system [32]. [33] identified that minimal or lower customization when implementing Enterprise Resource Planning systems may detach users from their influence and involvement levels consequently lowering system use which lead to user's resistances. [34] identified navigation problems is one of the main barriers that prevent ERP systems from delivering their potential benefits to organizations Navigation can cause problems to the users for example while users don't provide much help in reaching out the exact transaction screen to perform specific transactions that may caused the resistance for the users. This study examine the association between the ease of system usage with ERP adopting in private organization in Yemen, therefore, based on the above discussion, the third hypothesis can be stated as follows:

H3: There is a significant relationship between the ease of system usage and adopting ERP system.

2.4 User Expectations

Generally, an ERP system requires huge data input [35]. For a large number of organizations, this can increase transaction-processing time and require employees to interact with additional people to obtain the data the system requires. When users come to know the size of data entry required, they often resist [36]. In other words, [37] argue that when users are not involved in selecting of the ERP system, this causes wrong assumptions about some key functionality of the system. Furthermore, [38] states that after implementing ERP system, users experience difficulties due to complexities in data, new interface, lack of standard reports and the assumption that the system would decrease the workload and the responsibilities would be reduced also due to the integrated nature of the Enterprise Resource Planning system as stated by the management to the users. This indicates that although users were aware of the system and its benefits, the actual system did not have the features expected by users [39, 40], there are four primary reasons that ERP implementations fail, these reasons are namely; unrealistic expectations, inadequate education/training and poor leadership by top management. Similarly, [30] supports the above argument and states that ERP system becomes a very complex one to perceive and use for a large portion of the users. This study empirically examine the relationship between user expectations and ERP adopting in private organization in Yemen, therefore, based on the above discussion, the forth hypothesis can proposed as follows.

H4: There is a significant relationship between user expectation and adopting ERP system.

3. Research methodology

The research method is a quantitative study in natural as it examines the resistances factors that may affect the ERP adopting. A set of questionnaire was distributed to 200 end-users (the sample of this study). The population for the study is all end-users in each of Yemeni Typical Police Hospital, SabaFon Company and MTN Company that has completed ERP system implementation in the past five years. The number of respondents is 156 of ERP end users which represents 78% of the total sample. The questionnaire consists of three sections: Section A contains information regarding the

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respondent demographic profile, Section B consists of questions to measures the extent of the success of the ERP in the organizations which is the dependent variable Section C seeks answer to find out the resistance factors which affecting ERP system (the independent variable). A questionnaire of twenty three statements provided quantitative data and required a participant to choose from a given set of responses. The items used in the questionnaire were adopted from relevant prior research [17, 38]. This study used various statistical test such as, Correlation Matrix, Descriptive Analysis and Statistical Package for the Social Sciences (SPSS) Version 13.0 to analyze the data and interpret the result of quantitative data.

3.1 Demographic Characteristics

200 questionnaires were distributed by the researcher but the valid number of these questionnaires were 156.

SPSS program (Version 13.0) was used to statistically analyze the demographic data. These demographic variables are shown and described in the following table.

Table (1): Demographic Characteristics

Characteristics	*Respondent*	*Percentage*
Age	20 – 29	31.0%
	30-39	53.5%
	40-49	12.3%
	50 – 60	3.2%
Level of education	High School	5.9%
	Associate	17.5%
	Bachelors	54.5%
	Masters	22.1%
Year in Current Position	1- 6 Months	8.0%
	6- 12 Months	13.9%
	1-2 Years	25.8%
	2 - 4Years	52.3%
Level of English	Not applicable	20.0%
	Average	21.2%34
	Good	25.2%
	Fluent	34.4%

Table 1 shows the recipiants' answers regarding personal information in section one of the survey. Data concluded that the majority of reciepiants are between 30 – 39 years age, which is about (53.5%) of the total number of 156 respondents. (31.0%) were below 20 -29 years of age, (12.3%) were between ages 40 – 49 years old, and (3.2%) were over the age of 50 to 60 as shown in Figure1:

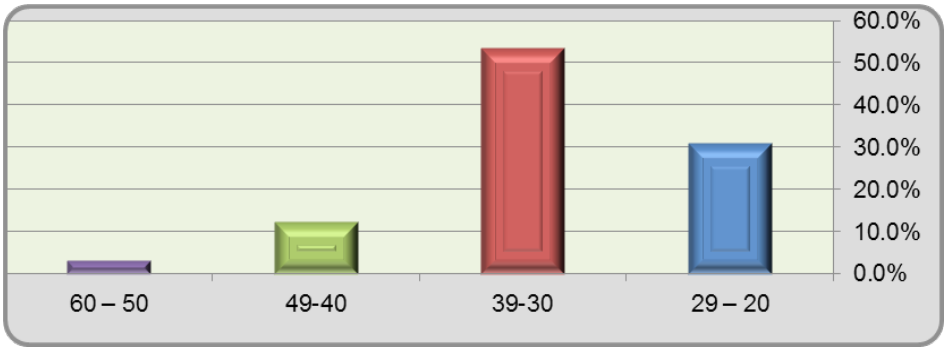

Figure (1): Frequency distribution – Age of respondent

With respect to the educational level of the participants, the results show that most of them are bachelor degree holders, (54.5%). (22.1%) of the total respondents hold Master's degrees, (00000%) had a high school degree, (17.5%) had high diploma. These data are presented in Table 1 and Figure 2.

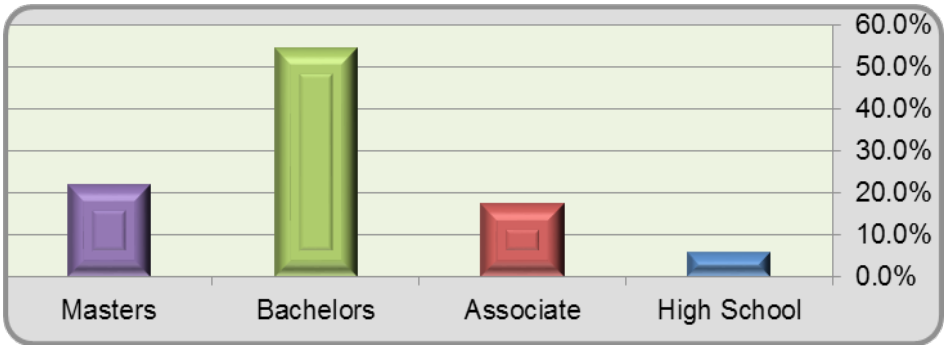

Figure (2): Frequency distribution – level of Education of respondent

User experience or length of working distribution in the Table above suggest greatest number of the respondent are between 2 – 4 years, which is about (52.3%). There are 39 of respondents or (25.8%) who has been working in these organizations between 1 – 2 years. (13.9%) were below 6 -12 months of experience. Lastly there are 12 respondents or (8.%) who has been working between 1 – 6 months in the organizations. These data are presented in Table 1 and Figure 3.

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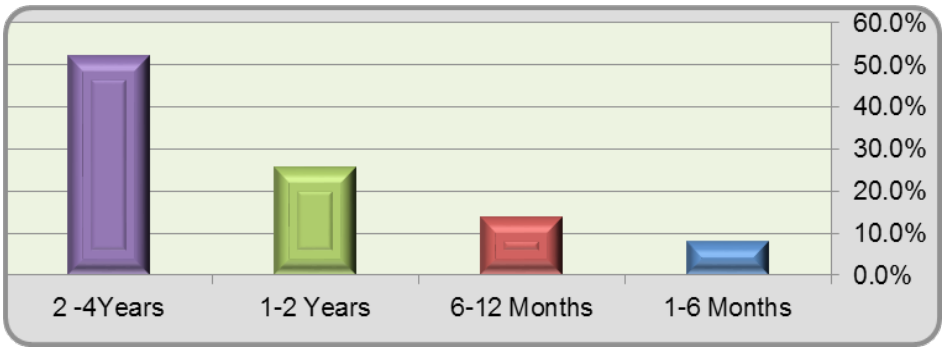

Figure (3): Frequency distribution – Experience of respondent

As shown in Table 1 and Figure 4 about the English proficiency distribution (34.4%) were fluent in language, (25.2%) were good, (21.1%) were in average and only (20.0%) did not know English at all as shown in Figure 4 follow:

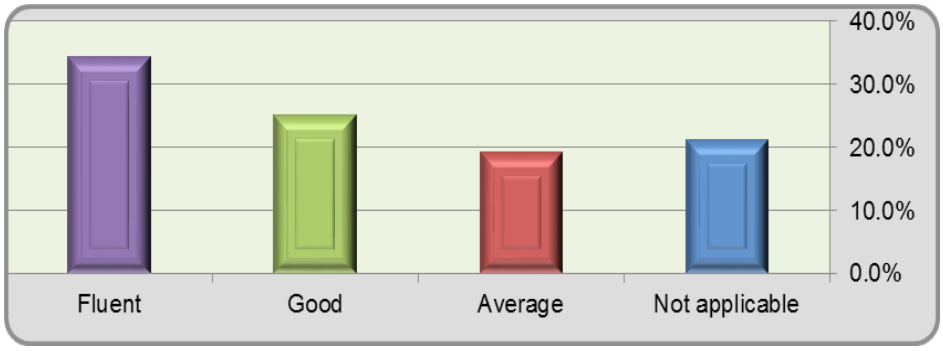

Figure (4): Frequency distribution – Level of English of respondents

4. Findings and discussion

4.1 Reliability Test

The results obtained from performing the reliability analysis can be shown in Table 2.

Table (2): Reliability Analysis for Variables

Description of variables	*½Alpha Test and Reliability*	*Alpha*	*Number of Items*
ERP adoption	97.7%	95.7%	6
User's training	96.1%	92.3%	3
resistance to change	83.9%	70.4%	5
system usage	90.2%	81.4%	3
user exception	87.5%	76.6%	3

The above table shows that the values of the Cronbach's alpha coefficient (α) for the dependent variable (ERP adoption) is (97.7%) or (almost equals to ≈ 0.6) which reflects an acceptable value for this variable. Values for Cronbach's alpha coefficient (α) which are related to independent variables are considered highly acceptable and good. The values for the independent variable known as user's training, shown in Table 2 is (96.1%) which is considered as a good ratio for measuring the items including this variable.

Other values for other independent variables are resistance to change with α= 83.9%, User Expectation with α= 87.5%, and a value of α= 90.2% for System usage which considered a good values for measuring the consistency of the items comprising this variable. In the present study, all the alphas for variables are considered very good.

4.2 Descriptive Analysis

4.2.1 Mean and Std. Deviation: Descriptive analysis which includes the mean and standard deviation for the first independent and dependent variables are attained and exhibited in Table 3.

Table (3): Descriptive Statics of the Dependable and Independent

Variables	*Mean*	*Std. Deviation*
ERP system	2.99	1.18664
User training	2.70	1.19050
Resistance to change	3.1765	1.07677
System usage	3.4145	98036
User exception	1.07677	.93386

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All the variables are evaluated based on a5-point scale. The result shows the mean on ERP adoption (2.99), six items used to measure the ERP system and the average of responders are unsatisfied with the success and adoption of ERP. The items used to measure the user's training (2.70) three items used to measure the user's training, resistance to change (3.1765) the items used to measure the resistance to change are five, user's exception(1.07677). with three items, system usage (3.4145) it also measured with three items The means are generally toward four. The standard deviation measures the dispersion for interval ratio scale data and offers an index of spread of distribution or variability in the data. Majority of the data spread to the right. The standard deviation for ERP system being (1.18664). It was followed by standard deviation for the first independent variable User's training which (1.19050) is, then the second independents variable which is resistance to change is (1.07677). Where's the third independents, variable shows the value of standard deviation for user's exception is (.93386) finally, System usage which is (.98036).

4.2.2 Correlation Matrix and Hypothesis Testing:

Correlation test was conducted to determine the relationship between ERP adoption and the in dependant variables to examine the factors that may affect the ERP adoption. Table 4 illustrates the correlation matrix between theses independent variables, which are users' training, resistance to change, users' exception and system usage and GUI. using the findings gathered from this analysis, the hypotheses developed for this research are compared.

Table (4): Inter Correlation of the Major Variables

Independent Variables	*ERP adoption*
User's Training	.764**
Resistance to Change	.572**
System Usage	.327**
User's expectation	0.133

** Correlation is significant at the 0.01 level (2-tailed)

From the correlation table, it can be noticed that each of user's training, resistance to change have a positive and significant correlation with the ERP adopting (dependent variable), and system usage factor is negative and significant correlation with ERP adopting however, user's expectation has a positive correlation with ERP adopting but not significant.

Table 5 explains the results of the multiple regression analysis, which suggests that the predictors (i.e. User's training, resistance to change, user's expectation and system usage) are significantly related to the criterion known as the ERP System or the dependent variable.

Table (5): Results of the Multiple Regression Analysis

Coefficient					
Model	*B Beta*	*F*	*R*	*R Square*	*T*
User's Training	0.764	- 211.856	.764a	.584	3.126 **
Resistance to Change	0.572	72.854	.572	.327	2.027*
System Usage	0.327	18.190	.327	.107	5.281 **
User's expectation	0.133	-2.707	.133	.018	-.401
*P <0.05, **p <0.01					

The results shows that the factors (user's training, resistance to change, user's expectation and system usage) are significantly and positively related to ERP adoption. the factors having the highest significant positive influence on the ERP system were user's training, with a value of (Beta=0.764, p<0.05). It is evidential that the user's training, shows the highest significant result compare to other factors, followed by resistance to change with a value of (Beta=0.572, p<0.001), then system usage (Beta=0.327, p<0.05) finally, user's expectation with a value of (Beta=0.133) shows the lowest significant result comparing to other three factors. This means that the variance in ERP adoption has been significantly explained by only three factors that affected the adoption of ERP system. Thus the result in this study supports the three hypotheses except one hypothesis which stat that there is a relationship between users' expectation and ERP adopting.

Hypothesis 1: There is a strong positive correlation and significant relationship between users' training and ERP adopting. This explained that if the training applied in the organizations is high, the adopting of ERP system in this entity will be positively enhanced and improved the ability of the users that facilities the implementation of ERP system. If the users do not practice or have training, they would be more resistance the system because when they became more comfortable with it, they would have the tendency to use it more. Lack of comprehensive training is a major factor in the adoption of Enterprise Resource Planning and leads to users' resistance and makes them reluctant in using the system. This result supports the previous studies' results such as [22,20], which indicates that the end users acceptance to the new

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ERP system is not possible unless they get complete training about the whole system capabilities. Adequate training for ERP system's users should not be limited only to specific functionalities of the system; however it must include a complete package of the comprehensive training program to maximize the knowledge gap between the implementation team and potential users of the ERP system. The answers of the users showed that the users were not provided with adequate training regarding the change and use of ERP system as shown above in Figure 5. According to [5] proper training could contribute to ERP system success; instead lack of training could lead to resistance to new system. Although training of the user is perhaps the most cited critical factor in Enterprise Resource Planning system success [41]. User's training would definitely reduce resistance and improve acceptance and adoption ERP system and would help users to believe that the ERP system was not that difficult to use. User training is critical to the success of Enterprise Resource Planning, but like Enterprise Resource Planning system implementations, tends to lack an user focus. This is also in parallel with the results obtained from this research when most of the respondents agree that the organizations provide inadequate training of ERP system for its users. From the obtained results, the user's training is the most factor affect ERP adoption among other factors. Traditionally, Enterprise Resource Planning training efforts have taken an Information Technology (IT)-based approach which provides the users with step-by-step guidance on discrete system tasks. The training often neglects content which is important to the users.

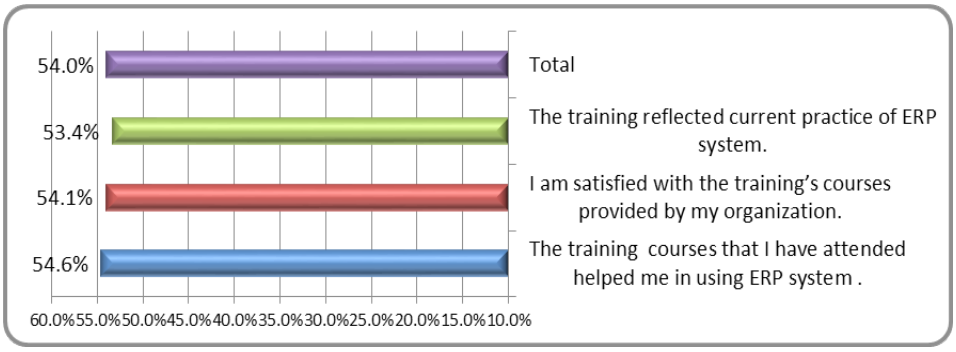

Figure (5): Frequency distribution – User's training

Hypothesis 2: The value of Beta= (0.572**, p-value ≤ 0.01) shows that resistance to change has a positive significant correlation with ERP adopting. That means ERP system offers new technology which is difficult to adopt by the users. This causes unsatisfied with the changes by users so that leads to

increase the resistance toward the ERP system and slow down the adoption process in the organization. This turns to negatively influence the adopting of ERP system. Based on the results that the respondents revealed through their responses, the majority of the users disagree about the change after ERP implementation. According to [23], most employees do not recognize the reason behind the change as it is not well managed and has an impact on employees.User answers showed that they were unsatisfied with the organization overall business process and changes to the new way of working with the Enterprise Resource Planning system because it changes their job structure, social structure and power as shown in Figure 6. In addition, workload is increased by the implementation, in addition to spending more time on working with the system. According to [42] due to ERP adopting, organizations should make sweeping changes to match the requirements of the software. These changes significantly affect users who are expected to get used to the new processes. In this case, training programs should be conducted to address these changes and how they affect users. While the curriculum must include some task-based instruction, the more important part of the training is to understand the new flow of information and processes in the business itself. These findings are in parallel with the previous research [24] who concludes that adopting ERP system leads to some changes to the way people work within the organization", definitely the respondents showed that there are definite changes in the users' work tasks and become more stressed due to changes. This individual resistance to change has to be overcome by change agents during organizational change projects. The responses of the users showed that they were not satisfied with business process changes which finally resulted in their resistance. This is also in parallel with the results obtained from this research when most of the respondents agreed that the most users did not understand the need for bringing about a change to business processes. They also showed that the process of change was not managed in a formal manner and there are definite changes in their work tasks which In fact resistance is natural phenomenon which can not be denied; in contrast recognition of resistance and dealing with it properly can resolve a lot of issues and facilitate the implementation of ERP. It is important for management to identify resistance to change, identify causes of resistance to change to set proper strategies in place to decrease the user resistance. If there is no adequate strategies, it will be difficult for the management manage the issue of resistance.

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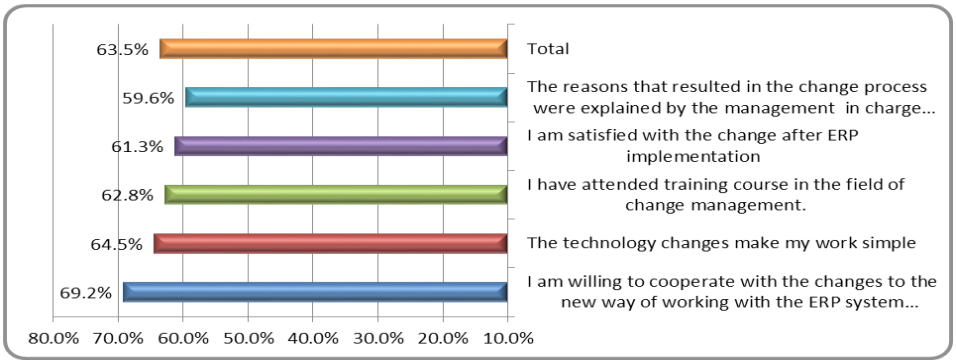

Figure (6): Frequency distribution – Resistance to change

Hypothesis 3: The result on Beta values (0.327, p-value ≤ 0.01) shows that system usage has a positive significant relationship with ERP adopting. In other words, the users agreed with having difficulty in using ERP system and all its functions are not flexible in using. So, difficulty in using the system negatively affects the ERP adopting system. This explained that the majority of the users facing difficulty with the use of ERP system. This will affect the implementation of ERP by causing user's resistance to ERP system. Based on the results that the respondents revealed through their responses, most of users found difficulties in using the system, such as difficulty with interface, navigation of ERP system problems with reports and data migration and data gathering problem. These findings are in parallel with the research conducted by [30] which indicates that the users found that finding specific functionalities quickly within the system sometimes require six successive efforts. Navigation problems seemed to be typical. More difficulties in performing the routine tasks due to problems with navigation and overloaded user's interface cause resistance toward the adopting of Enterprise Resource Planning implementation system. Problem faced in data migration and data collection is another cause of problems to the users. Certain users who were responsible for providing the data migration to ERP consultants felt that this is a tough process which takes lot of efforts and time. Problems associated with system usage and a consequence of technology that is adopted with Enterprise Resource Planning implementation by organization also causes user's resistance. According to O'Leary (2000) based on reports, more general reports are not fulfilling the needs of the users. Users express their dissatisfaction with the reports and they were in pressure by the management for reporting the data. Most of users linked technical support staff with reporting problems as they provided the request for more reports, but on the other hand, the consultants are

slow in report development. All the users expressed problems with reports after ERP implementation. This is also addressed by [28] where he indicates that the user interface and process changes are major causes behind user's resistance. The issue with interface identified by empirical data is the length of forms. There are multiple tabs, and lots of fields, some of them are not used in data entry. From the obtained results, the users have problem in usability issue in data gathering, performing transactions, interface, data input, reports export, data migration and navigation as shown in Figures 7 and 8. This will increase the efforts and time inevitably due to data entry load, migration of reports, approved hierarchies, and finding the proper way to execute the transaction. These factors cause troubles in work, delays, pressure, and unsatisfaction resulting in growing resistance to adopt ERP system.

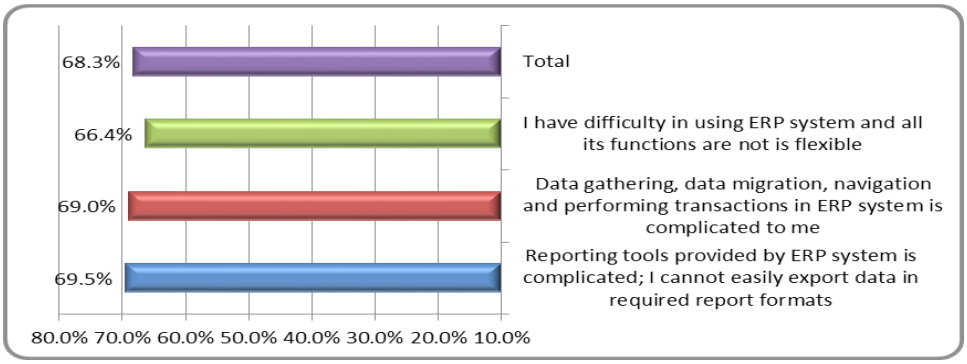

Figure (7): Frequency distribution – System usage

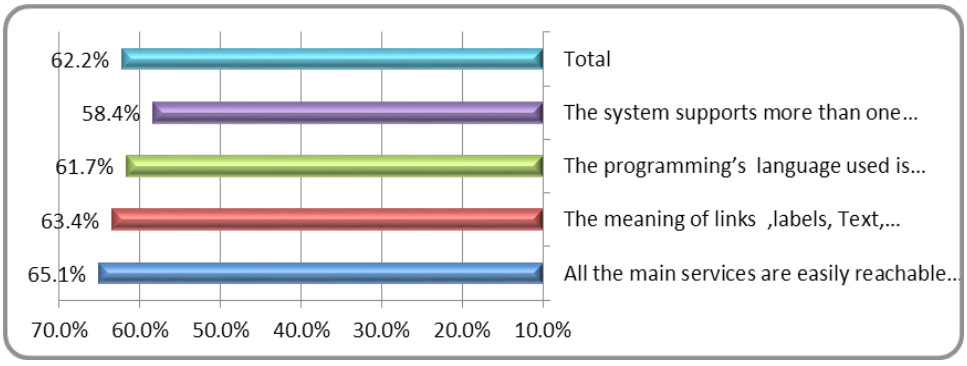

Figure (8): Frequency distribution – System usage _ GUI

Hypothesis 4: According to the value of Beta = (r = 0.133), it indicates that there is a poor positive relationship between users' exception with ERP implementation. The value shows this is the lowest significant result

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comparing to other three factors.Therefore, the exception of the user will not affect the adopting of the system.

5. Conclusion

This paper empirically examine the resistance factors of ERP from user perspective not organization or technical perspective to determine the underlying reasons for user resistance to successfully adopting ERP system. These factors are namely user training, resistance to change, user expectation, and System usage. The results of the analysis show each of user's training, resistance to change and system usage has a significant relationship with ERP adopting, however user expectation does not show any significant relationship with adopting ERP at some Yemen's organizations. The one of the most important reasons of weak ERP implementation are the lack of training, resistance to change and system usage. It also recommended that younger users are more likely to accept ERP system. In conclusion, users' resistance of ERP remains a complex and important phenomenon. Future research is needed to investigate other factors that may cause the resistance to ERP system (e.g., Lack of user involvement in the development process, fear of loss, increased efforts, Lack of communication between top-management and end users). In fact, several researchers have studied the literature factors that may caused user resistances of ERP systems and user resistance factors in Post ERP implementation, and to study the importance and consequences of end-user acceptance in the ERP context.

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