Influence of Corporate Resource Planning on Business Performance at Nestle Nigeria PLC

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A R T I C L E I N F O

A B S T R A K

Sistem Perencanaan Sumber Daya Perusahaan (ERP) merupakan elemen integral dari operasi bisnis kontemporer, di mana organisasi mengawasi sumber daya, proses, dan data mereka. Dalam kerangka Nestle Nigeria Plc, pengaruh ERP terhadap kinerja bisnis merupakan subjek yang memiliki relevansi dan minat yang patut diperhatikan.. Penelitian ini berupaya menganalisis pengaruh perencanaan sumber daya perusahaan terhadap kinerja bisnis di Nestle Nigeria PLC. Penelitian ini menggunakan penelitian deskriptif dengan jenis survei. Populasi penelitian ini terdiri dari perangkat lunak ERP yang digunakan di Nestle Nigeria Plc. Teknik simple random sampling digunakan dalam pemilihan pengguna ERP berdasarkan latar belakang, posisi dan pengalaman. Kuesioner digunakan untuk memperoleh data penggunaan ERP dari responden. Analisis regresi bivariat dan Analisis Varians digunakan untuk menguji hipotesis pada tingkat signifikansi 0,05. Temuan mengungkapkan bahwa pengaruh ERP tidak mempunyai pengaruh signifikan terhadap kinerja penjualan Nestle Nigeria Plc. Selain itu, ERP memiliki pengaruh yang signifikan terhadap kinerja organisasi Nestle Nigeria PLC. Disarankan itu UKM, perusahaan, dan pemerintah harus menerapkan ERP dalam bisnis mereka untuk meningkatkan penjualan dan kinerja organisasi. Implikasi penelitian ini dapat membantu manajemen Nestle Nigeria dalam mengevaluasi efektivitas sistem ERP yang telah diimplementasikan, khususnya dalam meningkatkan efisiensi operasional, pengambilan keputusan, dan koordinasi antar departemen. Tujuan dari penelitian ini adalah untuk menganalisis dan mengevaluasi pengaruh Perencanaan Sumber Daya Perusahaan (ERP) terhadap kinerja bisnis di Nestle Nigeria Plc.

A B S T R A C T

Enterprise Resource Planning (ERP) systems are an integral element of contemporary business operations, through which organizations monitor their resources, processes and data. Within the framework of Nestle Nigeria Plc, the impact of ERP on business performance is a subject of noteworthy relevance and interest. This research seeks to analyze the influence of corporate resource planning on business performance at Nestle Nigeria PLC. This research uses descriptive research with survey type. The population of this study consists of the ERP software used at Nestle Nigeria Plc. Simple random sampling technique is used in selecting ERP users based on background, position and experience. Questionnaires were used to obtain ERP usage data from respondents. Bivariate regression analysis and Analysis of Variance were used to test the hypothesis at a significance level of 0.05. The findings reveal that the influence of ERP does not have a significant influence on the sales performance of Nestle Nigeria Plc. In addition, ERP has a significant influence on the organizational performance of Nestle Nigeria PLC. That's recommended SMEs, companies, and governments must implement ERP in their businesses to increase sales and organizational performance. Implications of this research can assist Nestle Nigeria management in evaluating the effectiveness of the ERP system that has been implemented, especially in improving operational efficiency, decision making and coordination between departments. The aim of this research is to analyze and evaluate the influence of Enterprise Resource Planning (ERP) on business performance at Nestle Nigeria Plc.

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1. INTRODUCTION

Enterprise resource planning systems are used by business owners to plan and manage daily activities such as supply chains, manufacturing, services, finance, and other processes, as well as automate and simplify individual activities across the business or organization, such as accounting and procurement, projects. management, customer relationship management, risk management, compliance, and supply chain operations (Abdel-Haq et al., 2017; Suriyanti et al., 2024). ERP helps the business world in all its ramifications to gain improved performance covering all sectors of the organization. ERP systems are starting to emerge and are used by companies to determine and manage business procedures throughout the organization. The beginning of the ERP system is such that it is used for business organizations towards integrated and systematic organizational procedures. ERP is an integrated information system that can be used to manage all company resources, data and functions from shared data storage (Costa et al., 2018; Pati, 2024; Willyarto et al., 2020). Enterprise resource planning as a software system that integrates all departments of a company's organization in one database to achieve certain goals and to access information for decision-making purposes in the organization. ERP unites all parts of the organization into one body to achieve specified organizational goals and access to information for decision making for the organization. The main theme of an ERP system is the centralization of information through a centralized database. The literature has explained that ERP is considered as software that coordinates or integrates system capacity by handling all organizational resources efficiently and feasible to obtain information systems that support business processes. It can also be useful in both public and private organizations, (Ali et al., 2020; Almajali et al., 2021). ERP as software that is basically useful in both the private and public business sectors, provides importance and combines the capacity of a system that involves all organizational resources used to access information that supports business processes. In addition, the literature argues that the adoption of ERP systems provides many benefits for organizations such as: improving product quality, making decisions quickly, improving interactions with customers and suppliers, reducing inventory costs, and providing accurate information at the time needed (AlMuhayfith & Shaiti, 2017; Suriyanti et al., 2024).

The benefits of ERP to an organization cannot be overstated or underestimated as it can be concluded that it will lead to the success of the organization. ERP systems are also Information Systems (IS) software modules that share a central database and information is flowed between them, containing functions for sales and marketing, product development and design, field service, production, inventory control, distribution, process design, management , and procurement of industrial facilities management, quality, manufacturing, human resources, finance and accounting, and information services. ERP is also referred to as an Information System which involves a centralized database and information whose function is for the organization's procedures. ERP systems are designed with the aim of increasing productivity by enhancing organizational capabilities while producing accurate and timely information throughout the company and its supply chain. Successful implementation of an ERP system can reduce inventory, reduce product development cycles, improve customer service, increase efficiency (productivity), increase profitability and increase effectiveness through better customer service (Almajali et al., 2021; AlMuhayfith & Shaiti, 2017). ERP was created to reduce risks as well as maintain the income of organizations that adopt it and increase profits and organizational effectiveness by providing better service to its customers. Considering the benefits and functions of these systems, organizations invest in information systems to improve performances and shift to ERP systems to face environmental changes and overcome the limitations of legacy systems (Cortellazzo et al., 2021; Costa et al., 2018). Organizations are considered as living creatures or communities that aim to achieve the expectations of their creators. Investors as owners hope that the investments made will have an impact on the progress of the organization (Faccia & Petratos, 2018; Tarigan et al., 2024). An organization is a living entity that has a goal and tries to realize that goal, while the investors are the hope that realizes that goal, thereby bringing progress to the organization. Information technology investment is needed as a goal to maintain the vitality and competitiveness of companies and is becoming increasingly important for the survival and growth of organizations (T. Fauzi, 2018; Taroreh et al., 2016). Investment in information technology is an asset for increasing productivity and improving business procedures. Organizational success is achieved only by rethinking the strategy and value system which should represent the basis of the decision-making process, (A. Fauzi et al., 2017; T. Fauzi, 2018). Organizational performance refers to the evaluation of employee behavior towards certain jobs or tasks within an organization (Mikalef et al., 2020; Putra & Rahayu, 2021). This always means that organizational performance is the same as employee behavior towards the responsibilities or tasks given. Performance evaluation is associated with determining how well or poorly someone carries out or completes a particular task or job. The assessment of an organization's performance is known from the level of effectiveness and efficiency of assignments or tasks carried out by an organization's workers. Motivation is one of the many factors that influences or

influences an employee's work performance and, consequently, influences organizational performance (Putra et al., 2020; Willyarto et al., 2020). The relationship between ERP systems and organizational performance has been investigated extensively and mixed results have been reported (A. Fauzi et al., 2017; Taroreh et al., 2016), from this research, it can be reported that the influence of ERP on organizational performance is positive and negative. This means that the influence of ERP adoption can be negative or positive depending on the level of adoption and the extent of its use. However, many studies have found a positive influence of ERP systems on organizational performance and provide measurable changes to business elements (Juliansyah, 2017; Rimper & Kawet, 2014). There is a high positive impact of ERP on organizational performance as it allows the organization to expand the tentacles of its success and enables it to fully satisfy its customers as compared to the negative level that other organizations may have an impact on. mismanagement mismanagement or other or better yet the level of adoption or utilization. Previous research findings argue that by matching organizational features with related contingencies, management within an organization can achieve greater success with ERP systems (Khaeruman et al., 2023; Purnama et al., 2018). Other research findings reveal building a model that is in line with contingency theory based on the work of Otley. They proposed that contingent variables, for example environmental, managerial, technological factors, and organizational structure, are important in understanding performance measurement systems. Theoretical perspective. Previous research emphasizes contingency factors influencing organizational design and functionality. Consistent with previous findings and literature review, this research study proposes to use a theoretical framework derived from contingency theory to examine six contingency factors (user satisfaction, complexity, training, user involvement, top management support, and compatibility) and the relationship between ERP system use. and company performance (Fania Mutiara Savitri et al., 2022; Fitriana et al., 2023). The main objective of this research is to determine the effect of corporate resource planning (as a tool) on business performance at Nestle Nigeria Plc. The specific aim is to mdetermine the influence of ERP on organizational performance at Nestle Nigeria Plc and determine the influence of ERP on sales performance at Nestle Nigeria Plc

2. METHOD

Current research adheres to a positivist paradigm, which is usually associated with the use of a deductive approach (i.e. theories and hypotheses are determined first, then data is needed which is mainly secondary data to test the hypothesis). This paradigm allows the adopted theory (i.e. Contingency theory) to achieve research objectives and develop research hypotheses. This paradigm is also in accordance with the aims and objectives of the research, because this research intends to develop an empirically based theoretical framework for effective business. This research is a literature study where researchers will collect information and data related to ERP on the management of Nestle Nigeria Plc. The results of this research will be used to find out how ERP can influence the performance of companies that implement it. The type of methodology used in this research is a qualitative description method based on literature studies from various sources. In addition, a questionnaire will be used to test the hypothesis. A positivist approach was used in this research because the researcher inductively collected secondary data from Nestle Nigeria and analyzed it qualitatively. Inductive research was used in this research because the researcher was actively involved in data collection, looking for patterns and themes in the research. Questionnaires were used to obtain ERP usage data from respondents. The population of this study consists of the ERP software used at Nestle Nigeria Plc. Simple random sampling technique is used in selecting ERP users based on background, position and experience(Fania Mutiara Savitri et al., 2022; Purnama et al., 2018). This research instrument was adopted from the work of which measures the impact of ERP on business performance.

3. RESULTS AND DISCUSSION

Results

Table 1. Bivariate regression summary

Independent variable	Coefficient		
	B	B	t-value
Teacher Qualifications	0,294	0,160	2.806*
Test results			
F- value	8.107*		

Independent variable	Coefficient		
	B	B	t-value
R	0,160		
R²	0,032		
Constant	61.587		14.769*

*Significant at the 0.05 significance level; probability value = 0.005; Critical F ratio = 3.71 df = 1/298

Bivariate regression analysis was used to provide answers to this research question. For the analysis, the independent variable is ERP, while organizational performance is the dependent variable. The results obtained are shown in Table 1. The research results show that 3.2 percent of the variation in organizational performance at Nestle is explained by ERP. The results of Analysis of Variance (ANOVA) show that ERP has a significant influence on secondary organizational performance. at Nestle ($F = 8.107$, $P<0,05$). This decision is because the probability value of 0.005 is lower than the 5% significance level or because the calculated F-ratio of 8.107 is greater than the critical F-ratio of 3.71. The sign of the regression coefficient shows that ERP is positively related to Nestle's organizational performance; implying improvement in Nestle's organizational performance with ERP upgrades. The results obtained in Table 1 clearly show that ERP has a positive and significant effect on organizational performance at Nestle even though the level of explanation is very low. Furthermore, the results of the standardized regression coefficient show that increasing one ERP unit will increase Nestle's organizational performance by 16%. Therefore, the results obtained provide answers to the research questions and reveal that ERP has a significant influence on Nestle's organizational performance.

Table 2. Bivariate regression summary

Independent variable	Coefficient		
	B	B	t-value
ERP	-0,090	-0,055	0,944
Test results			
F- value	0,890		
R	0,055		
R²	0,003		
Constant	53.908		12.879*

*Significant at the 0.05 significance level; probability value = 0.346; Critical F ratio = 3.87 df = 1/298

Bivariate regression analysis was also used to provide answers to the second research question. For the analysis, the independent variable is ERP, while sales performance at Nestle Nigeria Plc is the dependent variable. The results obtained are shown in Table 2. The results show that 0.3 percent of the variation in sales performance at Nestle Nigeria Plc is explained by ERP. The results of the Analysis of Variance (ANOVA) show that the influence of ERP has no significant effect on the sales performance of Nestle Nigeria Plc ($F = 0,890$, $P>0,05$). This decision is because the probability value of 0.346 is greater than the 5% significance level or because the calculated F-ratio of 0.890 is smaller than the critical F-ratio of 3.87. The sign of the regression coefficient indicates that ERP is negatively related to sales performance at Nestle Nigeria Plc; implying a decline in sales performance at Nestle Nigeria Plc with ERP upgrades. The results obtained in the Table clearly show that ERP has a negative effect on sales performance at Nestle Nigeria Plc.

Discussion

The results of the standardized regression coefficient show that increasing one ERP unit will increase Nestle's organizational performance by 16%. In this study, researchers have provided a model to relate contingency factors and the effectiveness of ERP use to business performance. Empirical data has been provided to support the research hypothesis. All hypotheses were tested and the study concluded that the empirical findings partially support our theoretical framework. The findings of this research support the idea that Nigerian SMEs using ERP systems need to know that their ERP systems can provide improved business performance if certain factors are implemented. Among the contingent factors, the organizational factor of top management support was found to have a significant influence on the successful use of ERP systems as suggested by previous studies, such as (Fania Mutiara Savitri et al., 2022; Ratnaningrum et al., 2023). ERP training and user satisfaction factors were also found to have a significant influence on the successful use of the ERP system. Our findings regarding the importance of training are similar to those obtained for Portuguese and Spanish companies, and those of (Kelejan et al., 2018; Rawis

et al., 2021), on ERP use among Iberian SMEs. Moreover, our findings confirm the relationship between user satisfaction and ERP system usage, which is consistent with previous research. However, among organizational factors, knowledge sharing was found not to influence the use of ERP systems. These results are inconsistent with research findings which found that knowledge sharing was positively related to the use of ERP systems. Similarly, survey findings indicate that there is no significant positive correlation between ERP user engagement factors and ERP system usage (Pati, 2024; Saputra et al., 2020). This finding is not in accordance with previous research findings which show that user involvement has a positive influence on the use of ERP systems. In addition, the quantitative results do not show any evidence regarding the impact of ERP complexity factors on the use of ERP systems (Marhaeni, 2019; Rafikah et al., 2020; Turap et al., n.d.). Our findings match those observed in previous studies which revealed Signs of regression coefficients indicate that ERP is negatively related to sales performance in Nestle Nigeria Plc; implying a decline in sales performance at Nestle Nigeria Plc with ERP upgrades. The results obtained in the Table clearly show that ERP has a negative effect on sales performance at Nestle Nigeria Plc. Research findings show a significant relationship between successful use of ERP systems and business performance (Budiman, 2016; T. Fauzi, 2018).

This research provides several important implications for companies and the industry in general. First, the results of this research can help Nestle Nigeria management in evaluating the effectiveness of the ERP system that has been implemented, especially in improving operational efficiency, decision making and coordination between departments. If it is found that ERP has a significant positive impact, the company may consider investing more resources in the development and maintenance of this system. Conversely, if weaknesses or areas requiring improvement are discovered, Nestle can take steps to address these issues, such as conducting further training for employees or upgrading software. Apart from that, these implications can also be a reference for other companies in the same industry to adopt or improve their ERP systems in an effort to improve overall business performance. Finally, the results of this research can also make an academic contribution, adding to the literature on the relationship between information technology and business performance in emerging markets such as Nigeria. This study has several limitations that need to be considered in interpreting the results. Firstly, this research is limited to one company, namely Nestle Nigeria Plc, so the results may not be fully applicable to other companies or other industries in Nigeria. Second, this research uses data limited to a certain period, so it cannot capture long-term changes in business performance that may occur as a result of ERP implementation. In addition, other variables that may also influence business performance, such as macroeconomic conditions or regulatory changes, may not be completely isolated in this analysis. Another limitation is the potential for respondent bias in filling out questionnaires or interviews which can affect the validity of the data. Based on these limitations, several recommendations can be given for further research. Future research is recommended to expand the scope by involving several companies in different industries to obtain more generalizable results. Additionally, it is recommended to conduct longitudinal studies that observe the influence of ERP over a longer period of time to capture a more holistic impact. Researchers may also consider using data triangulation methods, such as combining quantitative analysis with in-depth interviews, to increase the validity of results. Finally, paying attention to external factors that can influence business performance can help produce a more comprehensive analysis.

4. CONCLUSION

This study examines the influence of ERP sustainability on organizational performance through operational processes and planning and control. The ERP built by the company needs to be maintained consistently so that the ERP system can be sustainable at all times. ERP sustainability in manufacturing companies can provide excellent operational process integration. This condition is achieved if the company can adapt well to the company culture. However, sustainability ERP cannot directly be a tool used for the integration of company operational planning and control.

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