

IMPROVING ERP ACCEPTANCE AT NIRWANA YUDHA TEKNIK USING THE UTAUT MODEL

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ABSTRACT

In the Industry 4.0 era, digital transformation is crucial for organizations to stay competitive and enhance operational efficiency. Enterprise Resource Planning (ERP) systems, such as Trexa adopted by Nirwana Yudha Teknik, an Indonesian oil and gas company, in 2020, are central to this transformation. Trexa was designed to integrate core business functions like inventory, procurement, and project management, but it faced challenges in user adoption, with employees continuing to rely on manual tools. This research aimed to identify factors influencing the acceptance and use of the Trexa system and to propose strategic solutions for enhancing its implementation. The study employed the Unified Theory of Acceptance and Use of Technology (UTAUT) model, focusing on Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions. A quantitative approach was used, surveying 47 employees, with data analyzed through PLS-SEM. The results showed that Performance Expectancy and Effort Expectancy positively influenced Behavioral Intention to use Trexa, but Social Influence did not significantly affect user motivation. Facilitating Conditions had the strongest effect on actual usage. Based on the ADKAR model, recommendations include improving IT infrastructure, aligning processes, enforcing digital policies, and offering targeted training. This study contributes to the UTAUT framework and ERP adoption strategies.

Keywords: ERP implementation, UTAUT model, user acceptance, use behavior, change management, ADKAR

ABSTRAK

Di era Industri 4.0, transformasi digital menjadi kunci bagi organisasi untuk tetap kompetitif dan meningkatkan efisiensi operasional. Sistem Enterprise Resource Planning (ERP), seperti Trexa yang diadopsi oleh Nirwana Yudha Teknik—perusahaan migas Indonesia—pada tahun 2020, menjadi pusat dari transformasi ini. Trexa dirancang untuk mengintegrasikan fungsi inti bisnis seperti inventaris, pengadaan, dan manajemen proyek, namun menghadapi tantangan adopsi pengguna karena karyawan masih bergantung pada alat manual. Penelitian ini bertujuan mengidentifikasi faktor-faktor yang memengaruhi penerimaan dan penggunaan sistem Trexa serta mengusulkan solusi strategis untuk meningkatkan implementasinya. Penelitian menggunakan model Unified Theory of Acceptance and Use of Technology (UTAUT), dengan fokus pada Performance Expectancy, Effort Expectancy, Social Influence, dan Facilitating Conditions. Pendekatan kuantitatif dilakukan dengan menyurvei 47 karyawan dan dianalisis menggunakan PLS-SEM. Hasil menunjukkan bahwa Performance Expectancy dan Effort Expectancy berpengaruh positif terhadap niat menggunakan Trexa, tetapi Social Influence tidak berpengaruh signifikan. Facilitating Conditions memiliki pengaruh paling kuat terhadap penggunaan aktual. Berdasarkan model ADKAR, rekomendasi mencakup peningkatan infrastruktur TI, penyelarasan proses, penegakan kebijakan digital, dan pelatihan yang ditargetkan. Studi ini berkontribusi pada pengembangan kerangka UTAUT dan strategi adopsi ERP.

Kata Kunci: Implementasi ERP, Model UTAUT, Penerimaan pengguna, Perilaku penggunaan, Manajemen perubahan, ADKAR

INTRODUCTION

In recent years, technology has evolved rapidly, significantly impacting various industries. Specifically, information technology has transformed how businesses operate by increasing efficiency and reducing the time needed to complete business processes (Hall, 2011). The fourth industrial revolution (Industry 4.0) has accelerated digital transformation across sectors, prompting companies to adopt digital systems to remain competitive (Amorim et al., 2020). With this technology, machines and systems can interact, making production processes faster, more flexible,

and efficient, which ultimately lowers production costs (Paksoy et al., 2021).

Industry 4.0 is expected to change the design, production, and maintenance of products, enabling mass customization and reducing operational costs (Rüßmann et al., 2015). One area significantly impacted by digital transformation is logistics and supply chain management (L&SC), where businesses are increasingly relying on digital systems to enhance efficiency and decision-making (Cicshoz et al., 2024). In this context, Enterprise Resource Planning (ERP) systems play a vital role

in effectively integrating various business processes, which in turn can improve company performance (Utami et al., 2016; Monk and Wagner, 2012).

Although ERP systems have great potential to improve operational performance, many companies face challenges during implementation, especially when transitioning from manual systems to digital ones. One major reason is resistance from users who are accustomed to the old methods, as well as issues related to inadequate training and technical support (Gupta, 2000; Wibisono, 2005). These problems lead to low system usage, resulting in inefficiencies and difficulties in making data-driven, real-time decisions.

This research focuses on Nirwana Yudha Teknik, an Indonesian oil and gas company that implemented an in-house ERP system called Trexa in 2020. Trexa was designed to integrate three core areas: Inventory, Procurement, and Project Management, with the goal of improving operational efficiency and effectiveness. However, despite the system's intended benefits, user adoption has been low, with many employees continuing to rely on manual tools like Excel and WhatsApp, leading to inefficiencies and a lack of real-time visibility across departments.

The company faces a challenge with the low acceptance and usage of the Trexa system, despite its potential benefits. This research aims to understand the factors influencing the acceptance and use of the Trexa system at Nirwana Yudha Teknik and to propose strategies to improve its implementation. The research focuses on identifying key factors such as system design, user behavior, and organizational barriers, as well as the necessary actions to enhance the system's effectiveness.

This study contributes theoretically by applying the Unified Theory of Acceptance and Use of Technology (UTAUT) model to ERP implementation in the oil and gas sector, offering new insights to the literature on adoption technology. Additionally, the study provides practical contributions by offering strategic recommendations to address ERP adoption barriers at Nirwana Yudha Teknik, which can be implemented by similar companies facing the same challenges. The findings aim to guide organizations in designing more effective and efficient technology adoption strategies.

LITERATURE REVIEW

Digitalization improves business efficiency by reducing costs and expanding market reach (Loebbecke & Picot, 2015; Barnir et al., 2003). It involves significant changes to organizational structures, processes, and culture to leverage digital technology for value creation (Frenzel et al., 2021). Digitalization impacts three key areas: converting physical products into digital forms, enhancing business models, and restructuring organizations

(Atasoy & Morewedge, 2018). While offering benefits like real-time data visibility and operational efficiency, digitalization can also disrupt existing business models (Muro et al., 2017).

ERP systems integrate core business processes into a unified platform, providing real-time data across departments (Monk & Wagner, 2012). They streamline functions such as inventory, procurement, and finance, reducing redundant tasks and improving productivity (Paksoy et al., 2021). The primary goal of ERP is to reduce operational costs and enhance decision-making by centralizing data (Vayyavur, 2015). Successful ERP implementation requires effective management of technology, organizational culture, and user adoption (Witjaksono & Idawicaksakti, 2018).

The UTAUT model explains technology adoption behavior by incorporating four key constructs: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions (Venkatesh et al., 2003). It integrates elements from eight prominent theories, offering a comprehensive framework to predict user behavior (Venkatesh et al., 2003). This model has been widely applied in technology acceptance studies, making it ideal for understanding ERP adoption (Dwivedi et al., 2017). The UTAUT model will guide this research in analyzing the factors influencing Trexa system adoption.

Change management is crucial for overcoming resistance and ensuring successful ERP adoption (AlShamlan & Al-Mudimigh, 2011). The ADKAR model, which includes Awareness, Desire, Knowledge, Ability, and Reinforcement, helps manage organizational change during ERP implementation (Hiatt, 2006). ERP adoption often faces challenges due to employee resistance and inadequate training (Kemp & Low, 2008). Addressing these challenges is key to ensuring long-term success in implementing the Trexa system at Nirwana Yudha Teknik.

RESEARCH METHODS

This study follows a quantitative research design to investigate the adoption of the Trexa ERP application at Nirwana Yudha Teknik. The research aims to understand user behavior regarding technology adoption using the Unified Theory of Acceptance and Use of Technology (UTAUT) framework. A quantitative approach was chosen to simplify the analysis of data obtained through structured questionnaires, which will provide measurable insights into factors influencing ERP system usage. The design involves distributing questionnaires with pre-set response choices, which facilitates statistical analysis.

The data collection process for this research involves both primary and secondary data sources. Primary data was gathered through online questionnaires distributed via Google Forms,

targeting employees who use the Trexa application. Secondary data includes published materials, company reports, and scientific literature on the UTAUT model and ERP systems. The combination of these data types allows for a comprehensive analysis of the factors affecting ERP adoption at Nirwana Yudha Teknik.

The study employs a Likert scale to measure respondents' perceptions and attitudes toward the Trexa system. The questionnaire includes both exogenous (independent) variables—Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions—and endogenous (dependent) variables—Behavioral Intention and Use Behavior. The Likert scale ranges from "Strongly Agree" to "Strongly Disagree," with a 4-point scale to avoid neutral responses, ensuring more decisive feedback (Arikunto, 2006). These variables were operationalized through specific statements in the questionnaire, which were developed based on the UTAUT framework (Venkatesh, 2003).

The population for this study consists of all employees of Nirwana Yudha Teknik who use the Trexa application, specifically from the Logistics, Procurement, and Operations divisions. Given the small size of the population (47 employees), a census approach was adopted, meaning all employees in these divisions were included in the sample. Purposive sampling was used to ensure that only employees who actively engage with the Trexa application were selected for the study. This approach guarantees a comprehensive understanding of the factors influencing Trexa adoption and use within the company.

RESULTS AND DISCUSSIONS

Result

The analysis of the data collected from Nirwana Yudha Teknik employees revealed important relationships between the variables in the UTAUT model. Using SmartPLS 4.0 for the analysis, the constructs of Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Behavioral Intention, and Use Behavior were evaluated. The first step was to ensure the validity and reliability of the data through various tests.

Table 1. Validity Test Average Variance Extracted (AVE)

Variable	AVE	Result
Performance Expectancy	0.638	Valid
Effort Expectancy	0.704	Valid
Social Influence	0.680	Valid
Facilitating Conditions	0.670	Valid
Behavioral Intention	0.711	Valid
Use Behavior	0.714	Valid

Source: Authors, 2025

The findings indicated that all constructs were valid and reliable, with an Average Variance Extracted (AVE) for each variable above the 0.5 threshold, confirming that the data were suitable for hypothesis testing. The validity of the data was confirmed using the AVE method, with all variables meeting the required threshold of 0.5, as shown in Table 1.

Table 2. Reliability Test *Cronbach alpha*

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Performance Expectancy	0.811	0.812	0.876
Effort Expectancy	0.860	0.864	0.905
Social Influence	0.843	0.844	0.895
Facilitating Conditions	0.836	0.837	0.890
Behavioral Intention	0.797	0.797	0.881
Use Behavior	0.800	0.803	0.882

Source: Authors, 2025

Similarly, reliability was assessed using Cronbach's Alpha and Composite Reliability metrics. All variables exhibited Cronbach's Alpha and Composite Reliability values exceeding 0.7, which indicates high consistency and dependability in the data (Table 2). These results confirmed that the survey instrument was reliable, allowing for valid hypothesis testing through PLS SEM.

Table 3. *R-Square*

Construct	R-square	R-square adjusted
Behavioral Intention	0.742	0.725
Use Behavior	0.715	0.702

Source: Authors, 2025

The R-Square values for Behavioral Intention (0.742) and Use Behavior (0.715) demonstrated that the UTAUT model explained a

significant portion of the variance in both dependent variables. This suggests that the model effectively predicts employees' intention to use the Trexa system and their actual usage behavior (Table 3).

Table 4. *Path Coefficient*

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Behavioral Intention → Use Behavior	0.219	0.209	0.142	1.544	0.123
Effort Expectancy → Behavioral Intention	0.321	0.313	0.152	2.109	0.035
Facilitating Conditions → Use Behavior	0.652	0.632	0.168	3.891	0.000
Performance Expectancy → Behavioral Intention	0.302	0.296	0.153	1.977	0.048
Social Influence → Behavioral Intention	0.281	0.274	0.169	1.659	0.097

Source: Authors, 2025

Path coefficient analysis revealed significant findings: Performance Expectancy and Effort Expectancy both had a statistically significant positive impact on Behavioral Intention, with path coefficients of 0.302 and 0.321, respectively (Table 4). However, Social Influence showed no significant effect on Behavioral Intention, and the relationship between Behavioral Intention and Use Behavior was not statistically significant.

The study's key findings highlight that Facilitating Conditions, including technical resources and infrastructure, had the strongest impact on Use Behavior, with a path coefficient of

0.652 and a p-value of 0.000. In contrast, Behavioral Intention did not significantly influence actual use behavior (p=0.123). This suggests a gap between employees' intentions to use the Trexa system and their actual usage, which is primarily influenced by the availability of supporting infrastructure and resources. Based on these findings, recommendations include enhancing technical support, providing comprehensive training, and improving communication regarding the benefits of the system. Addressing these factors will help bridge the intention-behavior gap and facilitate better adoption of Trexa

Table 5. *Key Findings*

Focus Area	Key Finding
Facilitating Conditions (FC) & User Enablement	FC is the strongest (path coefficient 0.652, p=0.000) and only statistically significant predictor of Use Behavior (UB). BI to UB is not significant (p=0.123).
Training & Skill Development	Effort Expectancy (EE) significantly influences Behavioral Intention (BI) (p=0.035). FC also includes adequate training.
Communication & Value Proposition	Performance Expectancy (PE) significantly influences Behavioral Intention (BI) (p=0.048).
Continuous Improvement & Monitoring	Lower Cronbach's Alpha for UB (0.562) suggests potential measurement inconsistency. User feedback is crucial for ongoing optimization.
Cultural Buy-in & Leadership	Social Influence (SI) is less statistically significant on BI (p=0.097), but plays a role in overall change management.

Source: Authors, 2025

Based on the statistical analysis of the data collected from Nirwana Yudha Teknik employees, several key empirical findings regarding the Trexa application were observed. Performance Expectancy (PE) was found to have a statistically significant positive influence on Behavioral Intention (BI), indicating that employees' belief in Trexa enhancing their job performance significantly drives their intention to use it. Similarly, Effort Expectancy (EE)

also positively influenced Behavioral Intention (BI), with the perceived ease of using the ERP system significantly encouraging employees' intention to adopt it. On the other hand, Social Influence (SI) did not significantly affect Behavioral Intention, although it approached significance at the 0.10 level. Facilitating Conditions (FC) showed a very strong positive influence on Use Behavior (UB), highlighting that technical resources, support, and

infrastructure are crucial for actual system usage. However, Behavioral Intention (BI) did not significantly impact Use Behavior (UB), indicating a gap between employees' intention to use Trexa and their actual usage.

Discussion

The results strongly indicate that Facilitating Conditions (FC) are the most significant predictor of Use Behavior (UB) in the context of Trexa adoption. This finding aligns with previous studies emphasizing the importance of technical infrastructure and support for technology adoption (Venkatesh et al., 2003). The significant influence of Performance Expectancy (PE) and Effort Expectancy (EE) on Behavioral Intention (BI) also supports the idea that employees are more likely to adopt a system if they believe it will enhance their performance and is easy to use (Venkatesh et al., 2003; El-Masri & Tarhini, 2017). However, Social Influence (SI) did not significantly affect Behavioral Intention, suggesting that peer or managerial pressure is less influential than the perceived usefulness or ease of use of the system, which contrasts with other studies that highlight the role of social influence in technology adoption (Venkatesh et al., 2003).

The unexpected finding was the lack of significant influence of Behavioral Intention (BI) on

Use Behavior (UB). Despite employees having positive intentions to use the system, these intentions did not translate into actual usage. This observation highlights the critical role of Facilitating Conditions—such as infrastructure, training, and support—in ensuring the system is used effectively. The results imply that intention alone is insufficient to guarantee adoption, and addressing practical barriers to usage is crucial for successful technology implementation. This supports previous findings that while intentions are important, tangible enabling factors are necessary to drive actual system usage (Venkatesh et al., 2003; Salsabila et al., 2024).

Given these findings, several practical solutions are recommended to enhance the adoption and usage of the Trexa application at Nirwana Yudha Teknik. The primary focus should be on improving Facilitating Conditions, particularly by investing in IT infrastructure, offering robust support systems, and providing comprehensive training. To address Effort Expectancy and Performance Expectancy, targeted training programs that demonstrate the system's practical benefits should be developed, alongside clear communication of the system's impact on performance and efficiency. The Social Influence factor, though less significant, can still be leveraged by engaging leadership to champion the system and empower influential users within departments.

Table 6. Proposed Solution

Focus Area	Proposed Solution	PIC	Specific Action
Facilitating Conditions (FC) & User Enablement	Prioritize Strategic Investment in IT Infrastructure & Support	IT Department	1) Conduct immediate audit of IT infrastructure (hardware, network, internet) and upgrade as needed.
			2) Establish a dedicated, highly responsive Trexa helpdesk/support channel.
			3) Ensure seamless software integrations with existing systems.
Training & Skill Development	Enhance and Sustain Comprehensive Training Programs	HR & Training Division, IT Department	1) Develop role-specific, hands-on training sessions demonstrating practical benefits.
			2) Utilize blended learning approaches (in-person, e-learning, video tutorials, guides).
			3) Implement post-implementation refresher courses and advanced workshops.
Communication & Value Proposition	Implement Targeted Communication on Performance Benefits	HR & Training Division, IT Department	1) Launch campaigns highlighting quantifiable Trexa benefits (e.g., time saved, accuracy improved).
			2) Share internal success stories and testimonials from early adopters.
			3) Conduct interactive demo sessions showcasing specific features and their direct impact.
Continuous Improvement & Monitoring	Establish a Continuous User Feedback Loop & Iterative Improvement	HR Division, IT Department, Internal Audit	1) Implement regular user surveys and establish clear feedback channels (e.g., suggestion boxes, user group meetings).

Cultural Buy-in & Leadership	Foster Leadership Advocacy & Internal Champions	HR, Senior Management, Department Head	2)	Utilize feedback and system usage analytics to prioritize Trexa updates and training needs.
			3)	Conduct pilot programs for new Trexa features before company-wide rollout.
			1)	Engage senior leadership to visibly champion Trexa use and communicate its importance.
			2)	Identify and empower "Trex Super Users" or "Departmental Champions" to act as peer mentors.

Source: Authors, 2025

The ADKAR Change Management framework is integrated into the proposed solutions to ensure the success of Trexa's adoption at Nirwana Yudha Teknik. The framework emphasizes five key elements: Awareness, Desire, Knowledge, Ability, and Reinforcement, which are essential in overcoming barriers to adoption and ensuring that Trexa becomes an integral part of the company's operations. By systematically addressing these elements, the company can facilitate the transition to the new system, motivate employees to embrace the change, equip them with the necessary skills, remove obstacles to using the system, and reinforce the ongoing use of Trexa. The following tables summarize the action plan for each phase of the ADKAR framework, detailing the actions, timelines, and success metrics for each stage.

Phase 1: Awareness focuses on building understanding of the need for change. Key actions include launching company-wide campaigns highlighting Trexa's benefits, conducting interactive demo sessions to showcase key features, and having senior leadership communicate the strategic importance of the system. The goal is to ensure that 80% of employees are reached by the awareness campaign and that more than 75% of employees attend the demo sessions, with a satisfaction score of over 80%.

Phase 2: Desire focuses on encouraging willingness to embrace Trexa. Actions for this phase involve sharing internal success stories via newsletters and meetings, identifying and empowering "Trex Super Users" to promote the system, and launching peer-led motivation sessions. The success of this phase will be measured by the number of success stories shared, the identification of champions across departments, and the engagement rates of the motivation sessions.

Phase 3: Knowledge involves equipping employees with the necessary skills to use Trexa. The plan includes delivering role-specific, hands-on training sessions, creating digital learning content, and conducting demo sessions focusing on workflows. Success will be measured by achieving a 90% training completion rate and over 85% training satisfaction, as well as tracking the availability and access of learning materials.

Phase 4: Ability focuses on ensuring that employees can effectively apply Trexa in their daily work. Actions include auditing and upgrading IT infrastructure, setting up dedicated helpdesk support channels, and ensuring smooth integration with existing systems. The success of this phase will be measured by the readiness of all departments, the resolution time for support requests, and the lack of major integration issues.

Phase 5: Reinforcement involves sustaining and optimizing the use of Trexa. This phase includes establishing feedback channels, monitoring usage analytics to assess adoption levels, conducting refresher training, and piloting new features. The goal is to ensure that 70% of users provide feedback, adoption rates exceed 80%, and successful feature rollouts occur based on user feedback.

By implementing these solutions through the ADKAR framework, Nirwana Yudha Teknik can bridge the gap between employees' intentions to use Trexa and their actual usage, ultimately ensuring the system's successful adoption and integration into the company's daily operations.

CONCLUSION AND SUGGESTION

This study explored the factors influencing the acceptance and usage of the Trexa application at Nirwana Yudha Teknik using the Unified Theory of Acceptance and Use of Technology (UTAUT) framework. The findings reveal that Performance Expectancy and Effort Expectancy significantly influence Behavioral Intention to use the system, suggesting that employees are more likely to adopt Trexa when they believe it will enhance their job performance and is easy to use. Facilitating Conditions emerged as the most influential factor on Use Behavior, highlighting the importance of infrastructure, technical support, and system compatibility. However, Social Influence had no significant effect on Behavioral Intention, indicating that peer or managerial pressure alone is insufficient to drive system adoption. A critical finding was that despite positive Behavioral Intention, it did not significantly impact Use Behavior, suggesting a gap between intention and actual usage due to technical or organizational barriers.

To improve the adoption of Trexa, it is recommended that Nirwana Yudha Teknik focus on enhancing Facilitating Conditions, particularly through investments in IT infrastructure and responsive technical support. Additionally, comprehensive training and process alignment should be prioritized to bridge the gap between Behavioral Intention and Use Behavior. Future research could explore moderating variables like age, experience, and voluntariness, and examine how usability factors such as system design and mobile accessibility influence adoption. Qualitative studies, longitudinal research, and comparative studies in other sectors could further enrich our understanding of ERP adoption and offer insights for improving Trexa's implementation across different organizational contexts.

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