

Investigation of ERP application based on technology acceptance model in Vietnam

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Abstract

In the era of Industry 4.0, Enterprise Resource Planning (ERP) is regarded as the most powerful tool, remaining at the top of the automation pyramid because it integrates data from all business areas within the organization. A survey was used in this study to investigate the effects of technology acceptance on end user satisfaction—a case study of an ERP application in Vietnam. A sample of 175 end-users (no discrimination based on nationality) working in many companies in Vietnam that use ERP in daily tasks was chosen for the study using a combination of convenience sampling and snowball sampling. SEM (Structural equation modeling) was used to analyze data from 175 ERP end users. The findings provide empirical evidence for the relationship between selected determinants and end-user satisfaction as measured by perceived ease of use and perceived usefulness. More importantly, this research provided principals and top managers with a better understanding of the importance of professional interaction between end-users and vendors/consultants (service quality), training, and its effects on end-user attitudes, which leads to overall activity improvement.

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1. Background

Tangible resources are regarded as secret weapons that provide a competitive advantage as well as business success. The use of ERP applications is increasing in Vietnam because of the influence of Industry 4.0. This management system is being used by an increasing number of businesses across a wide range of industries, particularly where there is a difficult conflict between domestic and international legal requirements. The trend of ERP application by industry has become more obvious. An ERP system can be useful in a variety of industries, including healthcare. While this improves the flow of exported goods to the United States and the flow of imported goods into Vietnam, it also forces the flow of imported and exported goods to undergo more stringent inspection than ever before. As a result, it is obvious that Vietnam must improve production and management capacity, as well as worker skill levels, to achieve the most effective results. According to the study by Christy Angeline Rajan and Rupashree Baral (2015), there is a positive relationship between some factors such as self-efficacy, organizational support, training, compatibility, and ERP usage that has a significant influence on panoptic empowerment and individual performance, which are considered individual impacts. Aside from that, many researchers wanted to investigate the impact of ERP use on operational performance (Chamari Jayarathna, Tishani Shereen Herath and Kumudumali, 2019). In fact, even though international trade and industries are relatively developed in Vietnam, and small and medium enterprises contribute a large portion of the country's GDP, there is still no research paper demonstrating the relationship between ERP application and its impact on operations. With the same concern questions that many researchers have discussed previously, but with a focus on SME companies, the goal of this research is to clarify these relationships in a typical way and provide some recommendations for top leaders when making decisions.

2. Literature review and hypothesis development

2.1 TAM Model and ERP

The primary goal of this research is to forecast the impact of some suggested factors on customer satisfaction during the ERP implementation process. ERP, as we all know, is a type of software system and technology. The new technology that employees will use daily is adaptable. As a result, in this study, the researchers will employ the Technology Acceptance

Model (TAM) (Davis, 1989), which is widely regarded as the foundation for many studies on technology acceptance. In which ERP systems play a critical role in the administration of many businesses. ERP can be defined as the platform that connects people, processes, and technology in modern businesses. An ERP system includes components such as customer relationship management software, purchasing or procurement, and so on.

2.2 ERP Research and Customer Satisfaction

ERP research is quite popular around the world, but due to the lack of practical applications in Vietnam, there are still not many research articles in this area. As a result, this study will focus on Vietnamese businesses to determine the relationship between some ERP-related factors and satisfaction. First, because of its importance to organizational outcomes, satisfaction has been studied for many years. This is a psychological concept, according to Chi and Qu (2008), because obtaining what people desire and expect from an ideal product or service brings happiness and pleasure. Individual situations involving two opposing feelings (such as happiness or disappointment) are referred to as satisfaction. Because the TAM model is an important tool for predicting and measuring customer satisfaction, it is also used as a background in this study.

2.3 Some factors related to ERP implemented

Based on all previous studies conducted both globally and specifically in Vietnam, the researcher concluded that there are three major factors that influence ERP implementation: employees as well as end-users of ERP systems, organizational, and technological characteristics. In this model, the researcher will incorporate the quality of the vendors/consultants into the third aspect to be tested.

2.3.1 Employee's aspect

Computer self-efficacy (CSE): "Self-efficacy is a metric that assesses a user's belief in his or her ability to use technology" (Taylor & Todd, 1995). One of the most effective solutions is to motivate employees through self-efficacy. Bandura (1982), a well-known Psychologist, defined self-efficacy as a personal assessment of one's ability to deal with future events. Computer self-efficacy is an important predictor of perceived usefulness

and is defined as an assessment of one's competence to operate a computer in the context of using computers and IT (Compeau, 1995).

It was discovered that computer self efficacy plays an important role in explaining usage intention via perceived usefulness (Agarwal, 2000). Venkatesh and Davis (1996) modeled and tested the factors that influence perceived ease of use, discovering that an individual's computer self-efficacy is a major predictor of perceived ease of use and behavioral intention. Earlier research found that users' self-efficacy has a significant positive impact on perceived ease of use (PEOU) in many cases, including learning management systems, e-learning, and mobile learning systems (Nafsaniath Fathema, 2015; Yuen & Ma, 2008).

End-users experience (EUE): End users are defined in information technology as the person for whom a software program or hardware device is designed. To emphasize the point of this article, an end user is defined as anyone who uses ERP software in a production environment, including employees, middle-level managers, and top-level managers, to complete their daily business tasks. User experience, as defined by the International Organization for Standardization as "a person's perceptions and responses that arise from the anticipated use of a product, system, or service," is now central to our understanding of technology usability. In the context of software products such as ERP, user experience refers to the sum of end-user impressions when they interact with the product and service. However, existing research does not delve deeper into EUE, instead focusing on usability. There is a clear link between experiences and perceived utility, according to Igbaria and Iivari (1995). Kim resumed her research on the factors influencing Mainstream Faculty Acceptance of e-Learning Courses in Higher Education in 2008. Personal experiences, according to the author, have a positive impact on perceived utility and ease of use.

2.3.2 Organizational aspects

Perceived organizational support (POS): Organizational support is essential for opening employees' willingness to try and use anything new. According to the Society for Industrial and Organizational Psychology (SIOP) and the Society for Human Resource Management (SHRM), perceived organizational support (POS) is a useful instrument for achieving this goal because it measures how much employees believe their employer appreciates their contributions and looks after their well-being. In the context of IT implementation, the importance of top management

support in the initiation, implementation, and adoption of various information technologies was emphasized. Several studies have highlighted the importance of senior management and information center organizational support. Fishbein and Ajzen discovered in 1975 that “in organizations that use a technical system, organizational support affects behavioral intention to use the system.” Furthermore, top management support was shown to have a positive effect on perceived usefulness and perceived ease of use (Chen & Hsiao, 2012).

Training and education (TR): Education and training refer to the process of imparting the logic and overarching principles of the ERP system to management and staff (Yusuf, Gunasekaran, & Abthorpe, 2004). In other words, training refers to the extent to which a company instructs its employees on how to use a product (Schillewaert, Ahearne, Frambach, & Moenaert, 2005). Because ERP systems are extremely complex, it is obvious that end users will require extensive training as well as preparation or testing; thus, training and education are important factors influencing organizational performance. According to Somers and Nelson (2001), one of the leading causes of ERP system failure in many businesses is a lack of training. Employee anxiety and tension about using the ERP system will be reduced by training and instruction, and they will have a better understanding of how the system can assist them with their duties (D. Lee, Lee, Olson, & Hwan Chung, 2010). They also mentioned an indirect relationship between ERP system training and perceived ease of use. Employees’ anxiety and apprehension about adopting ERP are alleviated through training and teaching, which also provides motivation and a better understanding of its benefits for their jobs.

2.3.3 ERP systems

Because of its superior features and integrations, ERP is now being designed and developed by many commercial companies. However, due to the high cost of implementation, most of the foreign ERP software is used by Vietnamese businesses. In terms of technology characteristics, three variables are added to this research based on many previous studies: Quality of ERP system, information quality, perceived quality of vendors/consultants.

ERP system quality (SQ): System quality is defined as “desirable characteristics of an information system, such as flexibility, dependability, and learning simplicity, as well as system aspects such as intuitiveness, complexity, and response times” (Petter & McLean, 2009). If the user

encounters any problems while using the system, the sense of ease of use and customer satisfaction may suffer (D. Lee et. al., 2010; Tung, Chang, & Chou, 2008). Similarly, Park et. al. (2013) discovered that the perceived utility of a system was heavily influenced by its quality. Furthermore, the need for developing an e-learning system that protects e-learners' privacy and security was demonstrated (Ong et. al., 2004).

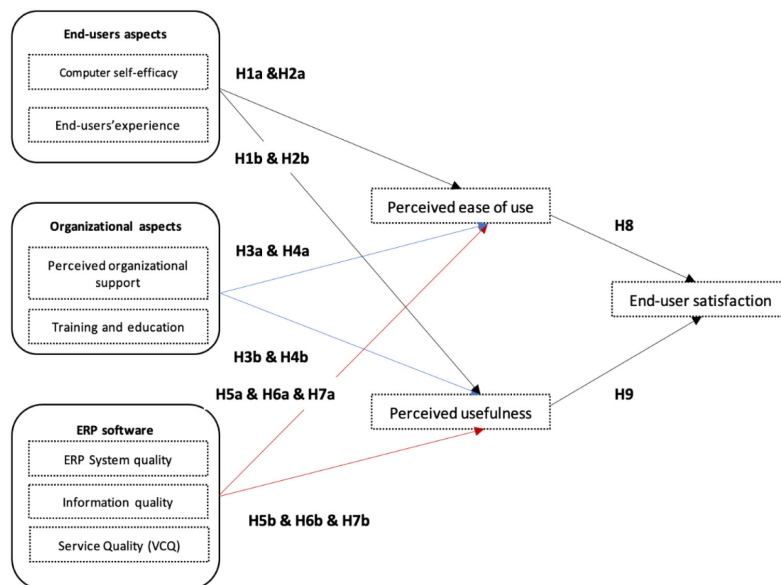
Information system quality (IQ): The output of the information system in the form of data is referred to as information quality (Arun Rai, 2002). According to Yaser (2014), Petter et. al. (2008) defined information system quality as the ideal qualities of the system outputs. Nera Marinda Machdar (2012) investigated how information quality affects perceived ease of use and usefulness. The study discovered that information quality has a positive impact on perceived usefulness, perceived ease of use has a positive impact on perceived usefulness, and perceived usefulness has a positive impact on perceived ease of use. Hwang and colleagues predicted in 2008 that as information quality improves, so will perceived usefulness. According to Park et. al. (2011), the perceived usefulness of information is positively influenced by information quality.

Perceived vendors/ consultants' quality (PVCQ): According to Park et. al. (2011), the perceived usefulness of information is positively influenced by information quality. Service quality is defined as the level of assistance provided to system users by the information system department and information technology support personnel. According to Abdesamad Zouine, CRCGM, and Pierre Fenies, CEROS (2014), one of the ERP system's critical success factors is the quality of vendor/consultant service. PVCQ is demonstrated by vendor/consumer relationships (Somers, 2001); consultant knowledge and capabilities (Sternad & Bobek, 2012); and client, consultant, and vendor communication and collaboration (Finney & Corbett, 2007). Furthermore, communication concludes the manner in which the vendor transfers knowledge, documents, services, and support to their clients. According to Cheng, the perceived utility of a service is influenced by its quality (2012). According to Hwang et. al. (2008), improvements in service quality will lead to an increase in perceived usefulness. According to several studies, service quality has an impact on consumer satisfaction. Petter and Fruhling (2011) discovered, for example, that service quality has a positive impact on consumer satisfaction. Lin and Lee (2006) agreed that service quality had a positive impact on customer satisfaction.

2.4 Perceived usefulness (PU) and perceived ease of use (PEOU)

According to TAM (Davis, 1989), PEOU and PU are two important variables that influence user adoption of technology. He also defines PEOU as “the degree to which a person believes that using a particular technology would be effort-free” and PU as “a person’s belief that using a particular approach would increase his or her work” (Davis, 1989). According to many previous studies, PEOU and PU have a significant impact on user attitudes, which has a relative impact on user adoption and satisfaction (Davis, 1989; Martin, 2008; Martins, Oliveira, & Popovi, 2014; Morosan, 2010). A group of authors discovered a strong relationship between PEOU, PU, and consumer satisfaction, including online purchases (Rezaei, 2013). According to Park et. al., satisfaction is a critical factor in determining users’ PEOU and PU when using car navigation systems (Park, Kim, & del Pobil, 2013).

3. Research framework



From all of the previous findings in literature review, 9 hypotheses were tested as follows:

H1a: There is positive correlation between computer self-efficacy and perceived ease of use

H1b: There is positive correlation between computer self-efficacy and perceived usefulness.

H2a: There is positive correlation between end-user experience and perceived ease of use

H2b: There is positive correlation between end-user experience and perceived usefulness.

H3a: There is a positive correlation between POS and perceived ease of use

H3b: There is a positive correlation between POS and perceived usefulness.

H4a: There is a positive correlation between TR and perceived ease of use

H4b: There is a positive correlation between TR and perceived usefulness.

H5a: There is a positive correlation between SQ and perceived ease of use

H5b: There is a positive correlation between SQ and perceived usefulness.

H6a: There is positive correlation between IQ and perceived ease of use

H6b: There is positive correlation between IQ and perceived usefulness.

H7a: There is positive correlation between PVCQ and perceived ease of use

H7b: There is positive correlation between PVCQ and perceived usefulness.

H8: There is a positive correlation between PEOU and end- user satisfaction.

H9: There is a positive correlation between PU and end- user satisfaction.

4. Methodology

4.1 Data collection

A field survey was carried out to collect the data required to test the hypotheses. The participants in this study were ERP users in Vietnam. By conducting an online survey, ERP users were distributed across several departments in all fields in Vietnam. This study used a combination of convenience sampling and snowball sampling (non-probability sampling) to achieve the expected sample size.

4.2 *Measurement*

The study's draft questionnaire was created using existing instruments in the technology acceptance model and service quality ((Compeau, 1995), Omar Badran and Shafiq Al-Haddad (2018), Igbaria (1990), and Thompson et. al. (1991), Amoako-gyampah, K., and Salam, A. F. (2004), Jingjun (David) Xu, Izak Benbasat, and Ronald T. Cenfetelli (2013), Parasuraman et. al., (1988), Jingjun (David) Xu, Izak Benbasat, and Ronald T. Cenfetelli (2013), Wang and Liao, 2007, Davis (1989), Davis et. al. (1989), Zhou (2011). A pilot study was conducted in this study by discussing pilot questionnaires with a panel of lecturers, one from Taiwan and one from Vietnam. The instrument was also translated into Vietnamese and refined and verified for accuracy using back translation to increase the instrument's validity and reliability.

The questionnaire is divided into four sections. The first section includes a cover letter that elaborates on the purpose of the questionnaire. The second section is for general questions about the ERP system, ERP implementation status, and ERP vendor. The third section will address all questions concerning the tested variables based on previous research findings from various researchers. Each item is based on a 7-point Likert scale, with 1 being "Not at all confident" and 7 being "Totally confident," "Strongly disagree" to "Strongly agree," and "Dissatisfied" to "Very satisfied." The fourth section includes some questions designed to elicit demographic information from the respondent.

5. Results

Following that, the survey instrument was distributed to all ERP users. The survey lasted approximately three months and had a total of 175 participants. The demographics of respondents working in manufacturing were around 28.6%, while only 14.9% worked in the production and distribution of electricity, gas, steam water, and air conditioning. Construction, wholesale, and retail; motorcycle, automobile, and engine repair services, health care, and social assistance all accounted for around 11% of the total. Other occupations have an impact, but it is a negligible one.

5.1 *Reliability and Validity*

Cronbach's α was used to estimate the reliability of all variables' measures. Except for the CSE variable, all of these values have excellent

internal consistency. CSE7 and CSE10 had a “Corrected Item-Total Correlation” of 0.3, so these items were removed. We then run without CSE7 and CSE10. EFA was performed on a total of six groups after non-conforming variables were removed based on Cronbach’s Alpha results. To summarize, some findings are shown in Table 1.

Each item had a significant and positive factor loading. This meant that the individual items were discriminately valid across 24 constructs. Table 2 also includes the loadings for each item.

Table 1
Reliability and Validity Analysis

Variable	Cronbach’s	Measure item	KMO	Sig. (Bartlett’s Test)	Factor Loading	Cummulative variance explained
CSE Computer Self-efficacy	0.961	CSE1 CSE2 CSE3 CSE4 CSE5 CSE6 CSE8 CSE9	0.928	0.000	0.805 0.938 0.83 0.845 0.891 0.868 0.892 0.853	66.921 (removed CSE7 and CSE10)
USA Usability	0.888	USA1 USA2 USA3 USA4 USA5			0.749 0.723 0.787 0.812 0.747	
AST Asthetics	0.827	AST1 AST2 AST3 AST4			0.743 0.615 0.837 0.58	
IDE Identification	0.838	IDE1 IDE2 IDE3			0.848 0.764 0.731	

Contd...

VAL Value	0.841	VAL1 VAL2 VAL3			0.714 0.824 0.843	
TES Technical support	0.768	TES1 TES2 TES3	0.888	0.000	0.705 0.655 0.77	57.722
TMS Top management support	0.834	TMS1 TMS2 TMS3 TMS4			0.736 0.844 0.733 0.562	
TR Training and education	0.884	TR1 TR2 TR3 TR4 TR5			0.812 0.713 0.799 0.809 0.727	
REL Reliability	0.855	REL1 REL2 REL3	0.71	0.000	0.833 0.812 0.806	68.016
ACC Accessibility	0.828	ACC1 ACC2 ACC3			0.716 0.783 0.849	
FLE Flexibility	0.827	FLE1 FLE2 FLE3			0.856 0.781 0.705	
TIM Timeliness	0.915	TIM1 TIM2			0.901 0.939	
EMP Empathy	0.829	EMP1 EMP2 EMP3 EMP4	0.791	0.000	0.793 0.802 0.533 0.806	67.259
SRE Service reliability	0.888	SRE1 SRE2 SRE3			0.885 0.806 0.869	
TAN Tangible	0.922	TAN1 TAN2 TAN3 TAN4			0.859 0.947 0.941 0.707	

Contd...

ASU	0.718	ASU1			0.844	
Assurance		ASU2			0.662	
RES	0.861	RES1			0.81	
Responsiveness		RES2			0.78	
		RES3			0.877	
CUR	0.87	CUR1	0.777	0.000	0.809	73.394
Currency		CUR2			0.859	
		CUR3			0.829	
COM	0.869	COM1			0.794	
Completeness		COM2			0.844	
		COM3			0.844	
FOR	0.846	FOR1			0.739	
Format		FOR2			0.809	
		FOR3			0.868	
ACY	0.953	ACY1			0.881	
Accuracy		ACY2			0.962	
		ACY3			0.941	
PU	0.84	PU1	0.893	0.000	0.721	66.289
Perceived usefulness		PU2			0.835	
		PU3			0.778	
PEOU	0.867	PEOU1			0.787	
Perceived ease of use		PEOU2			0.858	
		PEOU3			0.802	
EUS	0.881	EUS1			0.804	
End-user satisfaction		EUS2			0.779	
		EUS3			0.783	
		EUS4			0.804	

5.2 Measurement model assessment

In addition, due to the model's complexity, measurement model assessment was used to test Reliability and Validity. Smart-PLS was used to run quality control tests on all variables.

The outer loading factor should be greater than or equal to 0.708 observed quality variables, according to Hair et. al. (2016). All observed variables are significant in the model. The scales' Cronbach's Alpha values are all greater than 0.7, indicating that the scales are reliable (DeVillis, 2012). According to Bagozzi and Yi (1988), Composite Reliability is greater

than 0.7 for all scales, and Average Variance Extracted is greater than 0.5, indicating that the scales are all convergent.

The square root of AVE, according to Fornell and Larcker (1981), is greater than the correlations between the latent variables, ensuring discriminability. All HTMT values are less than 0.85, for the Fornell and Larcker criterion, ensuring discriminability (Hesler et. al., 2015).

5.3 SEM analysis

If the P value for all hypotheses is less than 0.05, it can be concluded that all hypotheses are supported. However, the relationship between EUE, TR, and PCVQ and PEOU/PU is quite strong (P-value=0.000). This means that these variables have the greatest influence in this model. This study can then go on to learn more about these relationships and consider how to control these factors in practice.

In this case, however, the variance inflation factor (VIF) is used to assess the collinearity of the formative indicators. Because all VIF values are less than 1.5, there is no multicollinearity (Hair and colleagues, 2011). Following the completion of all testing, the impact was assessed using the Bootstrap 1000 samples tool to determine statistical significance. Because the t-test p-values are all less than 0.05, the effects are significant shown in Table 2.

Table 2
Hypothesis testing results

Hypothesis	Relationship	P-value	Result
H1a	CSE -> PEOU	0.010	Not rejected
H1b	CSE -> PU	0.006	Not rejected
H2a	EUE -> PEOU	0.000	Not rejected
H2b	EUE -> PU	0.000	Not rejected
H3a	POS -> PEOU	0.027	Not rejected
H3b	POS -> PU	0.030	Not rejected
H4a	TR -> PEOU	0.026	Not rejected
H4b	TR -> PU	0.000	Not rejected
H5a	SQ -> PEOU	0.036	Not rejected
H5b	SQ -> PU	0.001	Not rejected
H6a	IQ -> PEOU	0.001	Not rejected
H6b	IQ -> PU	0.009	Not rejected
H7a	PVCQ -> PEOU	0.000	Not rejected
H7b	PVCQ -> PU	0.000	Not rejected
H8	PEOU -> EUE	0.000	Not rejected
H9	PU -> EUE	0.000	Not rejected

The R^2 determines the predictive capacity of the model, with a value ranging from 0% to 1% indicating a higher level of prediction accuracy (Joseph F. Hair et. al., 2017). The R^2 value indicates how much variance in dependent variables is explained by independent variables.

The dependent variable PEOU has a R Square Adjusted value of 0.509. As a result, the independent variables account for 50.9% of the variation in the PEOU variable, which is considered moderate. The dependent variable PU has a R Square Adjusted value of 0.577. As a result, the independent variables account for 57.7% of the variation in the PU variable, which is also considered moderate.

The EUS dependent variable has a R Square Adjusted value of 0.389. As a result, the independent variables account for 38.9% of the variation in the EUS variable, which is also considered weak.

The final step in determining the effect size between variables is to consider the level of impacts on effect size.

As a rule of thumb, values greater than 0.02, 0.15, and 0.35 represent small, medium, and large f^2 effect sizes, respectively (Cohen, 1988). The results revealed that $f^2 = 0.123$ and $f^2 = 0.109$, which are close to 0.15, indicate a medium effect between PCVQ and PU/PEOU.

5.4 Oneway Anova, T Test

Following the completion of the Oneway Anova, T-test for Gender, Age, Nationality, Company Type, Area, and Software, it is possible to conclude that there is no difference in satisfaction among respondents of different gender, nationality, company type, or area. However, the Sig F-test is 0.001, 0.05, indicating that there is a difference in satisfaction among respondents of different ages. The average statistics see Table 3 revealed that satisfaction increased with age.

Table 3
The result of T- test in Age

f_EUS

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 to 30	53	4.3349	.89998	.12362	4.0868	4.5830	2.50	6.75
31 to 40	71	4.7923	1.10355	.13097	4.5310	5.0535	2.25	7.00
41 to 50	34	4.9853	1.05518	.18096	4.6171	5.3535	2.50	7.00
More than 50	17	5.3529	.96444	.23391	4.8571	5.8488	4.00	7.00
Total	175	4.7457	1.06217	.08029	4.5872	4.9042	2.25	7.00

Table 4
The result of T- test in SQ

f_SQ

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
SAP	64	4.8778	.63175	.07897	4.7200	5.0356	3.18	6.36
Oracle	30	4.3091	.83953	.15328	3.9956	4.6226	2.73	6.27
Odoo	47	4.7814	.87293	.12733	4.5251	5.0377	2.64	6.27
Vietnamese firms	34	4.3529	.96722	.16588	4.0155	4.6904	2.36	5.82
Total	175	4.6525	.83779	.06333	4.5275	4.7775	2.36	6.36

The Sig test F for the SQ variable is equal to 0.002, 0.05, indicating that there is a difference in SQ between respondents who work at companies that use different software. According to the average statistics Table 4, the SQ is higher in the company that uses SAP and Odoo.

6. Conclusion and Recommendation

6.1 Conclusion

The study's findings suggested that they are consistent with previous research on technology acceptance in other fields (Nafsaniath Fathema, 2015; Yuen & Ma, 2008, Ong et. al., 2004; so on). Based on the overall results, top managers should pay attention to these factors, which can help them meet their goals while also benefiting the organization:

- End user experience: Many facts show that an increasing number of companies are designing recruitment programs in such a way that their employees are more likely to use this system for the first time, or that they will look for those who can use this system from basic to competently.
- Training: It is true that training and instruction reduce employees' fear and anxiety about using ERP, as well as providing motivation and a better understanding of its benefits for their duties. It also reduces uncertainty and assists employees in learning new skills for future use. Quality of consultants/vendors as perceived: This is an additional factor in this study that may be considered in the future, particularly during this period when people are battling disease and focusing on work from home. The question has the lowest level of end-user satisfaction. The ERP vendors/consultants provided their services on time as promised while working on my task(s),

and managers should consider this factor as a prerequisite when choosing and selecting partners in consulting and implementing ERP systems. Vendors should consider not only updating or improving their service quality, but also creating the fastest bridge to connect users and technical supporters on time.

- In relation to some statistics, the quality of the ERP system was also important. However, most respondents rated very poorly when using software from Vietnamese companies, whereas this number is relatively high for some international companies, such as SAP and Oddo. As a result, many Vietnamese executives prefer large ERP solution providers over Vietnamese firms. Companies providing ERP solutions from Vietnam may consider improving the quality of software, information, and service in terms of finance and global competition.

6.2 Recommendation

Due to time and geographical constraints in gathering sample size, the result cannot represent a broader range of ERP users working in Vietnam. As a result, future research should consider data collected from different regions over a longer period of time in order to increase the generalizability of findings. Furthermore, it is possible to expand not only to Vietnamese ERP users, but also to more foreigners working in Vietnam, in order to compare and examine the differences. However, because the subjects come from all of the listed fields, the findings and implications of this study cannot be easily generalized to specific or group (fields, industries, or even specific types/sizes of ERP). This study can be used as a starting point for future research.

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