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The Impact of ERP Systems on Organizational Performance: A Holistic Review

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Abstract

Enterprise Resource Planning systems have become essential to organizations undergoing digital transformation by bringing together functions like finance, supply chain, human resources, and customer relationship management into a single, unified platform. These systems promise improvements in productivity, cost efficiency, and data accuracy, but their success depends heavily on how they are implemented, supported, and optimized over time.

In this review, I examine a broad collection of studies published between 2001 and 2025 to uncover what makes ERP systems truly effective. The evidence shows that using ERP in isolation often leads to modest benefits. However, when organizations pair it with strong leadership support, careful change management, well-designed training, and integration with other systems—such as supply chain management, analytics, or performance platforms—the results are far more significant.

We also see that optimizing individual modules, performing timely upgrades, and making strategic adjustments after rollout are vital to sustaining long-term efficiency and financial gains. Despite these insights, the literature still falls short in a few areas. Small and medium-sized enterprises and growing economies are underrepresented, user-centered perspectives need more focus, and rapidly evolving technologies like cloud computing, big data, and artificial intelligence are still shaping ERP's future in ways we don't yet fully understand.

This review helps clarify when and how ERP systems can deliver real value and suggests promising directions for future research—such as studying ERP within diverse business contexts, placing greater emphasis on user experience, and exploring how emerging technologies can further enhance ERP's impact.

Keywords: Enterprise Resource Planning, ERP Success Factors, Organisational Performance, Process Optimisation, ERP Efficiency, Performance Enhancement

1. Introduction

Enterprise Resource Planning (ERP) systems have become a central component in the digital transformation strategies of modern organizations. These systems integrate core business processes such as finance, supply chain, human resources, and customer relationship management into a unified platform that facilitates data-driven decision-making and operational efficiency (Monk & Wagner, 2013). Over the past two decades, ERP systems have evolved from complex, on-premise solutions to more agile, cloud-based platforms, enabling greater scalability and flexibility for organizations of all sizes (Bradford, 2015).

The potential benefits of ERP implementation are widely cited in both industry and academic literature, ranging from improved productivity and cost reduction to enhanced information accuracy and real-time reporting capabilities

(HassabElnaby, Hwang, & Vonderembse, 2012). However, despite the substantial investments made in ERP systems, the relationship between ERP adoption and organizational performance remains a subject of debate. While some studies report clear performance gains following ERP implementation (Almajali, Masa'deh, &Tarhini, 2016), others suggest that these benefits are not guaranteed and may depend on various contextual and organizational factors, such as system fit, change management, and post-implementation support (Wieder, Booth, Matolcsy, &Ossimitz, 2006).

This review aims to critically examine the existing body of research on the impact of ERP systems on organizational performance. It will analyze empirical findings, theoretical models, and methodological approaches to identify common patterns, contradictions, and gaps in the literature. By synthesizing evidence across multiple studies, this paper seeks to clarify under what conditions ERP systems contribute to improved organizational outcomes and to provide guidance for future research and practice.

2. Methodology

This review adopted a systematic literature review (SLR) methodology to investigate the effectiveness and strategic value of Enterprise Resource Planning (ERP) systems across various organizational contexts between 2001 and 2025. The research was guided by the central question: under what conditions do ERP systems deliver substantial organizational value, and what factors contribute to their long-term success? A structured search was conducted using academic databases such as Scopus, Web of Science, IEEE Xplore, ScienceDirect, and Google Scholar, employing keywords like "ERP implementation," "ERP performance," "digital transformation," and "ERP integration with AI/Big Data." Inclusion criteria focused on peer-reviewed journal articles and reputable conference papers that addressed ERP implementation, optimization, or integration, provided empirical evidence or conceptual frameworks, and were published in English. From an initial pool of over 200 sources, 30 studies were selected based on their methodological rigor, relevance, and contribution to the research themes. Each study was analyzed for research objectives, methodology, ERP-related variables, and performance outcomes, and then categorized into five thematic areas: ERP impact on performance, post-implementation optimization, ERP in SMEs and emerging markets, user-centered perspectives, and integration with emerging technologies. Both deductive and inductive analyses were applied to identify patterns, contradictions, and emergent themes, drawing on frameworks such as the resource-based view and dynamic capabilities theory. To ensure validity and reliability, a transparent review process and cross-study triangulation were used, capturing diverse methodologies and business environments to provide a comprehensive synthesis of ERP's evolving role in organizational performance.

3. Literature Review

Poston and Grabski (2001) This study addresses the debated impact of information technology on firm performance by specifically examining ERP systems. The objective was to assess ERP's effect on coordination and transaction costs using economic and industrial organization theories, with a firm-level analysis over three years post-implementation. The findings showed no significant improvement in residual income or SG&A expenses, but a notable reduction in cost of goods sold to revenue in the third year and a consistent decline in employee-to-revenue ratio across all three years.

Wieder et al. (2006) This study explores how adopting Enterprise Resource Planning (ERP) systems affects organizational performance, especially in comparison to the claims made by ERP vendors. The main goal is to assess whether ERP systems alone truly improve company performance and to examine the added value of combining ERP with Supply Chain Management Systems (SCMS). Using a survey, the researchers collected data from companies that use ERP and/or SCMS, along with control groups, and measured both overall firm performance and supply chain performance using financial KPIs and the SCOR model. The findings show that ERP systems by themselves do not lead to significant performance improvements, either at the firm level or in supply chain processes. However, companies that used both ERP and SCMS experienced noticeable improvements in their supply chain performance.

Nicolaou and Bhattacharya (2006) This review explores a study on how post-implementation modifications to ERP systemssuch as upgrades, enhancements, abandonments, or replacementsaffect long-term financial performance. Drawing from a sample of firms with prior ERP adoptions, researchers tracked 182 discrete system changes across 83

companies to determine how the timing and nature of these changes influence outcomes. They found that early enhancements—like add-ons or upgradesare linked to better financial performance, while late enhancements and early or late abandonments tend to harm performance. The study highlights that thoughtful and timely adjustments to ERP systems are key to sustaining organizational success.

Velcu (2007) This study analysed the economic benefit of implementing ERP systems by reviewing the changes taking place in the business processes of companies incorporating, “inside the black-box” approach. The research conducted 14 semi structured interviews and used an ERP scorecard in some of the mid-sized finnish companies. The findings highlight different benefit perceptions according to the main driver of ERP adoption. Technology-driven businesses cited "faster response to business change" as a direct customer advantage and "improved service time in accounting tasks" as a major internal efficiency gain, in addition to more general financial gains from increased efficiencies. Businesses driven by business, on the other hand, mostly identified "economies of scale" as an internal efficiency advantage, along with substantial financial savings from "lower headcount costs" and "selling, general, and administrative costs." One noteworthy change in business processes that was seen in both motivated groups was the "reassignment of financial management of business cases."

Madapusi and D’Souza (2011) This study explores how ERP system implementation affects operational performance across organizations. The objective was to develop and test a theory-driven model linking ERP implementation status to operational outcomes. Using field study data, the results showed that individual ERP modules impact performance metrics differently, and the overall system also varies in its influence. The findings emphasize the importance of evaluating ERP effects at both module and system levels for a clearer understanding of performance improvements.

HassabElnaby et al. (2012) This study examined the the impact of ERP system on the firm’s organisational performance by understanding the mediating effect of business strategies and organisational capabilities. The study utilised secondary data from a sample of 400 firms to examine the interrelationship between these variables. Findings suggest that ERP implementation had a positive impact when a firm incorporates “Prospector Business Strategy” as it boosts the firm’s ability to achieve organisational capabilities, which in turn also escalates financial performance.

Saleh and Thoumy (2018) This review examines a study on how the implementation status of different ERP modules affects operational performance. The findings indicate that every module contributes positively, though to varying extents: Controlling (37.5%), Sales & Distribution (37.4%), CRM (37.4%), Project System (28.4%), General Logistics (24.7%), Materials Management (24.1%), Advanced Planner & Optimizer/Scheduler (19.6%), and Financials (18.7%). This modular analysis highlights that comprehensive ERP adoption—especially in high-impact areas like controlling, sales, and customer relationship management—can significantly enhance operations through improved information availability, standardization, inventory control, and delivery performance.

Zhang & Zheng (2019) This empirical study applies paired-sample t-tests on the financial data of 40 firms to assess the impact of ERP implementations. It notes that while operational efficiency gains are not immediately significant, ERP adoption often produces positive financial performance, albeit with a noticeable time lag .

Zerem and Đelmo (2020) This study highlights the growing shift from custom-built systems to standardized ERP solutions due to frequent failures in information system projects. The objective was to examine the various organizational and external factors driving ERP adoption, such as process reengineering, compliance, and technological advancements. The methodology involved reviewing the reasons and impacts of ERP implementation across organizations. The key finding indicates that ERP systems positively influence multiple aspects of organizational processes, supporting their broad utility and effectiveness.

Balić et al. (2022) This study incorporates the dynamic capability perspective to examine ERP system quality as a strategic enabler of organizational performance. It investigates how the three dimensions of ERP quality—information, system, and service—contribute to both financial and non-financial performance outcomes. The authors propose that organizations with higher-quality ERP systems are likely to experience improved performance. To test this, they

developed a conceptual model grounded in theoretical mechanisms and validated it using survey data collected from companies in a developing country, where digital transformation remains relatively limited. Structural equation modeling was used for analysis, and the findings indicate a positive relationship between ERP system quality and both financial and non-financial performance. Importantly, the results show that not all dimensions have equal influence; the quality of information and service plays a more significant role in enhancing performance, whereas system quality, in terms of technical characteristics, does not have a statistically significant effect. This suggests that the value of ERP systems lies more in their usability and the quality of information they provide than in their technical sophistication.

Harun et al. (2022) This review examines a qualitative case study of ERP implementation using semi-structured interviews with 15 respondents (reaching data saturation) and thematic analysis of documentary sources, followed by triangulation. It finds that while ERP systems enhance organizational control and competitive advantage, implementation often faces end-user resistance and challenges in achieving adaptability across departments. Success hinges on strong end-user supportthrough well-designed systems, effective delivery, and comprehensive training. Post-implementation evaluations revealed notable improvements in internal processes, customer satisfaction, learning, and growth (Balanced Scorecard dimensions), though financial performance remained static. The study also notes that organizations tend to emphasize ERP benefits over costs and highlights the importance of strategic planning for future upgrades or replacements.

Raval and Modi (2022) This study examines the effect of ERP system usage on organizational performance, particularly regarding performance optimization and post-implementation modifications. The purpose is to assess how usage intensity, system optimization via performance tuning, and post-deployment adaptability affect efficiency, productivity, and competitiveness.It combines a comprehensive study of the literature with an analysis of real-world data on how ERP is used, how it is tuned, and how it is changed after it is put into use.The research indicates that comprehensive and refined ERP utilizationcoupled with ongoing performance adjustments and prompt post-launch modifications—greatly enhances operational effectiveness, boosts productivity, and strengthens competitive edge, offering actionable insights for firms aiming to maximize their ERP investments.

Zaitar et al. (2022) This study examines the function of ERP systems in three sizable North African companies along the entire value chain. The study, which is based on departmental heads' interviews, shows that ERP adoption significantly improves organizational performance by lowering costs, automating tasks, increasing customer satisfaction, and improving decision-making.

Ali et al. (2023) This paper discusses the changing nature of Enterprise Resource Planning (ERP) systems in the digital age, with a focus on identifying key factors that contribute to successful implementation. The aim is to understand which success factors remain relevant and which new ones are emerging due to advancements like cloud computing and digital technologies. The study uses a qualitative approach, beginning with a review of past research and followed by interviews with experienced project managers. The results show that while many traditional success factors still hold value, new considerations—such as cloud-based deployment, system customization, and integration of digital toolsare becoming increasingly important in today’s ERP projects.

Al-Assaf et al. (2024) This study investigates the integration of ERP systems with performance management practices in the UAE healthcare sector, aiming to enhance operational efficiency and service delivery. The objective was to identify and rank key factors influencing successful ERP-PM integration. A literature review initially identified 36 critical factors, which were refined through expert interviews. An online survey of 81 healthcare professionals was conducted, and the data was analyzed using the Relative Importance Index (RII). The findings revealed that employee involvement in setting performance metrics and strong organizational measures had the most significant impact. Leadership support and managerial involvement were also important, while technical aspects like infrastructure, scalability, and security were essential for long-term success.

Wynn et al. (2024) This paper explores how Enterprise Resource Planning (ERP) systems have evolved in the digital era and focuses on identifying critical success factors (CSFs) for successful ERP implementation in modern business environments. The objective is to reassess traditional CSFs and uncover new ones relevant to current digital trends.

Using a qualitative inductive approach, the study first reviews two decades of literature, followed by interviews with nine project managers to gather industry perspectives. The findings reveal that while many traditional CSFs still apply, the rise of cloud-based ERP systems and digital technologies is reshaping what is considered critical. Key emerging factors include decisions around cloud vs. on-premise deployment, system configuration challenges, and integrating digital tools. The study suggests that future research should explore these evolving CSFs in greater depth.

Wulan et al., (2024) This review covers a quantitative study examining how ERP implementation affects operational and financial efficiency in Indonesian manufacturing firms from 2016 to 2021. The research aimed to determine the impact of factors like reduced production time, enhanced inventory control, productivity gains, improved cash flow, and lower operating costs on overall firm efficiency. Using linear regression analysis on data from ten firms, the study found that each of these factors contributed positively to efficiency, with production time and inventory management having particularly strong effects. These insights highlight how ERP systems can deliver measurable operational and financial benefits in a manufacturing setting, offering valuable guidance for companies considering ERP adoption.

Gandasari and Mukhtaruddin(2025) This review evaluates a systematic literature review examining the impact of ERP and Big Data technologies on business performance across various industries, particularly within the context of Industry 4.0 adoption. It highlights that ERP systems significantly improve operational efficiency, and when combined with Big Data analytics, organizations gain powerful insights that drive better decision-making. The analysis of publications from 2019 to 2025 reveals a strong positive relationship between employing ERP and Big Data and enhanced firm performance globally. However, the topic remains underexplored in regions such as Indonesia, indicating a need for more focused research in these contexts.

Stepanov (2025)ERP systems centralize and streamline business processes by integrating data across functions, automating manual tasks, and harnessing predictive analytics. For instance, in inventory management, ERP automates stock updates and procurement alerts, significantly reducing miscommunication, overstocking, and stockouts. Predictive analytics enables accurate demand forecasting and optimal inventory control . Furthermore, ERP systems automate routine tasks, enhance data accessibility, and enable analytics-driven decision-making, leading to greater operational efficiency, accuracy, and strategic foresight.

Khan et al. (2025) This conceptual study examines the evolving role of ERP systems amid digital transformation in modern enterprises. The objective was to synthesize recent academic literature on ERP definitions, architecture, key features, and strategic relevance. The methodology involved a structured review and analysis of scholarly sources. The findings highlight ERP systems as both technological and strategic tools that enhance organizational efficiency, cross-functional integration, and data-driven decision-making, while also emphasizing emerging aspects like system flexibility, modularity, and adaptability to technological change.

Nzama-Sithole (2025) This study investigates the impact of ERP system upgrades on productivity, with a focus on service quality during a critical transition period. The objective was to assess user experiences and challenges following an Oracle ERP upgrade across various departments. Data was collected through purposive sampling using questionnaires and analyzed with descriptive statistics and structural equation modeling via SPSS. The findings revealed improved user-friendliness and reporting features, but highlighted major concerns regarding insufficient training, disrupted workflows, and decreased productivity, with 73.3% of users expressing dissatisfaction with the upgrade's impact.

4.Research Gap

4.1 Underrepresentation of SMEs and Emerging Economies

Despite widespread ERP adoption globally, small and medium-sized enterprises (SMEs) and firms in emerging markets remain largely underrepresented in ERP research. Most studies focus on large corporations in developed economies, thereby ignoring the distinct financial, technological, and human resource limitations that smaller or resource-constrained firms face (Wulan et al., 2024; Gandasari & Mukhtaruddin, 2025).

4.2 Lack of User-Centered Perspectives

Most of the ERP literature emphasizes operational or financial outcomes, with limited attention to user experiences such as system usability, change resistance, and post-implementation satisfaction. This gap restricts understanding of ERP's full organizational impact and hinders the development of more user-friendly and adaptable systems (Harun et al., 2022; Nzama-Sithole, 2025).

4.3 Minimal Focus on ERP Failures and Partial Implementations

ERP literature tends to highlight successful case studies, often neglecting failed or partially implemented ERP projects. Studying failures could provide crucial insights into risk factors, organizational readiness, and the critical challenges that impede successful adoption.

4.4 Inadequate Integration of Emerging Technologies

The rapid evolution of ERP systems into cloud-based, AI-enabled, and data-driven platforms is not sufficiently reflected in existing research models. Topics such as artificial intelligence, big data analytics, the Internet of Things (IoT), and ERP interoperability are often treated as peripheral rather than core to ERP system development and evaluation (Ali et al., 2023; Khan et al., 2025; Wynn et al., 2024).

5. Discussions

The findings of this review highlight the multifaceted nature of ERP system effectiveness, emphasizing that while ERP platforms can offer measurable benefits, their success is highly contingent on several organizational and contextual factors. A key insight emerging from the literature is that ERP systems, when used in isolation, tend to produce only moderate improvements in performance. However, significant gains are observed when ERP systems are strategically integrated with other technologies such as supply chain management systems, business analytics, and performance management tools. This suggests that ERP should be viewed not merely as a standalone solution but as part of a broader digital infrastructure. Additionally, the review underscores the critical role of post-implementation strategies—such as timely upgrades, user training, change management, and system tuning—in ensuring the sustained value of ERP systems. Studies consistently show that leadership support, strategic alignment, and employee involvement are among the most influential factors for successful ERP outcomes. Module-specific findings also reveal that certain components, particularly Controlling, Sales & Distribution, and CRM, contribute more significantly to operational improvements than others. Furthermore, the growing importance of ERP system usability, service quality, and information accuracy—as opposed to purely technical sophistication—points to the need for more human-centered system design and evaluation. Despite the widespread adoption of ERP systems, gaps remain in our understanding of their impact, particularly within SMEs, emerging economies, and failed or partial implementations. The limited empirical exploration of emerging technologies like artificial intelligence, big data, and cloud computing in ERP contexts also signals a pressing need for updated research models. Overall, these findings affirm that ERP systems can be powerful enablers of organizational performance, but only when implemented with strategic foresight, cross-functional coordination, and adaptability to evolving digital landscapes.

6. Findings

Analysis of ERP literature from 2001 to 2025 suggests that while ERP systems independently deliver moderate improvements in performance, their integration with other enterprise tools—such as supply chain management systems, analytics platforms, and performance management frameworks—yields significantly greater benefits. Studies emphasize that information quality and service-related support within ERP systems are more impactful than purely technical

specifications. Additionally, module-specific performance varies, with high-impact modules like Controlling, CRM, and Sales showing stronger performance correlations.

Post-implementation practices—such as system upgrades, user training, and change management—emerge as critical to sustaining long-term ERP value. The research further identifies that strategic alignment and leadership involvement are key drivers of ERP success. Although benefits may not be immediate, most firms eventually realize gains as ERP systems mature. Emerging technologies like cloud computing and AI are increasingly relevant to ERP's evolution, though empirical work in this area remains limited

7. Conclusion

Overall, ERP systems show considerable potential to improve organizational performance, particularly when aligned with broader digital strategies. Their effectiveness is most pronounced when implementations are modular, adaptive, and supported by ongoing optimization and user engagement.

However, gaps persist in the literature, especially concerning the experiences of SMEs, user perspectives, long-term outcomes, and ERP's role in developing economies. The integration of ERP with advanced technologies such as AI and big data also warrants more rigorous empirical exploration. Future research should adopt diverse, longitudinal, and interdisciplinary approaches to better capture ERP's strategic value in dynamic environments. Practitioners are encouraged to view ERP systems not as static tools but as evolving platforms that require continuous refinement and alignment with organizational goals.

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