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ADVANTAGES OF TECHNOLOGICAL ADVANCES IN SUPPLY CHAIN MANAGEMENT IN THE PUBLIC SECTOR: A CASE OF ERP SYSTEMS AS ADOPTED BY SELECTED PARASTATAL SECTORS

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ABSTRACT

The Enterprise Resource Planning (ERP) software is an effective tool used to transfer and enable share data among different business partners. Although ERP software can seem complex and comprehensive, the software enable organizations to manage and integrate all their business functions and processes in a detailed and innovative manner. Technological advancement has fundamentally transformed operational efficiencies, leading to faster and more effective service delivery. This study explored the advantages of adopting ERP systems within selected prarastatal organizations, emphasizing the public sectors transition towards a more responsive supply chain processes. The primary objective was to investigate the advantages of technological advancements adopted by selected public sector organizations. Specific objectives included identifying the advantages of ERP systems in supply chain management and to examining the challenges encountered during ERP adoption. The research was guided by public service logic theory and stakeholder theory. A descriptive research design was employed, utilizing purposive and stratified sampling methods to survey managers and procurement officers in Kenya. The target population comprised managers from various organizations. The findings revealed that ERP system adoption and usage enhances organizational performance in service delivery. The study recommended increased training for personnel to maximize the effectiveness of ERP systems in improving service delivery.

Key Words: *Implementation of ERP, Benefits of ERP, Challenges of ERP, Quality Public Service Delivery*

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INTRODUCTION

Supply chain management (SCM) enables enterprises to enhance their operations by managing the flow of materials, information, and financial records across a network of producers, distributors, suppliers, and clients. SCM plays a vital role in organizational efficiency especially in the public sector, by ensuring that goods and services are delivered promptly at reasonable prices, while facilitating information flow from suppliers to end users for economic benefits (Muheesi, 2022).

SCM plays a pivotal role in enhancing performance by sourcing for the right materials of the right price at the right time, involving responsibility for predicting and satisfying end customers' demand. Organizations prefer systems that facilitate information resource gathering and data management. A breakdown of efficient resource management and streamlined production processes allow organizations to enter foreign markets more easily and operate efficiently with the help of enterprise systems. Technology advancements in supply chain operations can enhance operational efficiency, leading to process optimization, improved data accuracy, and better decision-making for sustainable performance (Khan, Chaabane & Dweiri, 2019).

ERP systems have the potential to enhance operational efficiency by integrating various business processes leading to substantial cost savings efficiently improving process and reducing errors. ERP systems are crucial for organizations engaged in the global service, as they facilitate the integration, and automation of business processes providing for production of quality products geared at retaining a bigger market share (Omondi, 2011).

ERP systems facilitate data sharing and communication across various departments and business units. ERP systems consolidate information across different departments into a single unified system; providing real-time data and reporting capabilities, allowing for timely and informed decision making, aiding businesses in carrying out their tasks for higher sustainable performance (Gulce, 2010).

Statement of the Problem

Supply chain management (SCM) has become an increasingly vital tool for firms to optimize their operations. However, research on supply chain operations is relatively limited (Weerakera & Goonetane, 2023), especially regarding the impact of technology. Numerous institutions have been implicated in financial scandals, including fund mismanagement and large scale corruptions (Hassid & Brass, 2014). The degree to which best practices in SCM are implemented in public service delivery processes remains uncertain. The study therefore tries to clarify the benefits of ERP systems in enhancing supply chain operations in the public sector.

Research Objectives

The study was guided by the following objectives:

- To identify the advantages of ERP systems in public sector supply chain management
- To examine challenges encountered by public sector organizations in adopting ERP Systems.

LITERATURE REVIEW

Public Service Logic Theory

The public service logic theory founded by Mark Moore in 1995, posits that value is co-created through the interactions among traders involved in public service delivery, who collaboratively share resources for the benefit of the target group. This approach, while focusing on the efficiency and effectiveness of public service delivery, emphasizes value of a service provider is a critical metric for evaluating public services. The theory suggests that the value of a service provider is derived from the interactions between service users, public sector organizations, and other entities involved in delivering services to the public.

The primary distinction between this model of public governance and the previous one lies in the roles of public service users and public sector organizations. The public service logic theory (PSLT) advocates those users actively participate in the co-creation of public services through reciprocal interactions with providers during use, consumption, or experience. By sharing their knowledge, ideas, and time, users' help produce both private value for individuals and public value for society as a whole.

Public service value theory utilizes supply chain concepts to analyze information and knowledge flows, transform, and monitor service provision methods. Citizens can simultaneously serve as users, volunteers, entrepreneurs, and employees of public service organizations, while private sector organizations can also provide and use public services.

Stakeholders Theory

The theory, founded by Edward Freeman in 1984, suggests that for a firm to succeed, it must effectively manage relationships with different stakeholders and create value for all of them. It emphasizes that businesses should be accountable to their stakeholders and strives to satisfy them to achieve higher financial performance. The theory underscores the importance of identifying stakeholders involved in supply chin operations and optimizing ERP system applications to enhance supply chain effectiveness. While Stakeholder Theory is valuable for analyzing both internal and external supply chain dynamics, it has limitations in explaining certain aspects of an organization's supply chain (Christopher, 2016).

The theory's emphasis is on managing relationships with wide range of stakeholders' offers in providing quick services to customers at the right times, which guarantees sustainable and ethical practices. By focusing on creating value for all stakeholders, the theory aligns supply chain practices with broader business goals, potentially leading to improved financial performance. This approach can foster long term partnerships and build trust within the supply chain, which is crucial for innovation.

Technology Acceptance Model

The technology acceptance model (TAM), proposed by Davis in 1989 posits that the ease of use and usefulness are primarily influencing technology adoption. It addresses the implementation of ERP systems in helping the effective and efficient operations of products at affordable prices that the local citizens can afford to buy and pay with ease. The system equally helps in faster public service delivery and bringing customer satisfaction. Organizations that have embraced and adopted ERP systems in the supply chain management have excelled and survived in the market. TAM is used to understand how and why parastatal organizations adopt ERP systems for immediate service delivery to end users. Where ERP systems are perceived as useful in improving efficiency and reducing costs, and if they are easy to use, then the likelihood of successful adoption and implementation increases. Analyzing these perceptions can shed light on the benefits these systems bring to supply chain management. The acceptance of technology is predicted by the user's behaviors, which is determined by the perception of technology usefulness in performing the task and perceived ease of its use and explains the acceptance of information systems by people (Marikyan & Papagiannidis, 2023).

Dynamic Capabilities Theory

Dynamic capabilities (DC) theory advanced by Teece, Pisano and Shuen in 1997, emphases an organization's ability to adapt, integrate, and reconfigure internal and external competencies to respond to rapidly changing environments. Dynamic capabilities enable organizations to effectively combine, mobilize, and reconfigure their resources and capabilities to adapt to these evolving conditions. The theory plays a crucial role in driving processes that allow an organization to reshape its strategy and resources, ultimately helping to achieve high performance and satisfying its customers.

The theory can be used to explore how ERP systems enable parastatal organizations to develop and utilize dynamic capabilities. ERP systems enhances an organizations ability to respond to changes in supply chain

dynamics, adapt to new regulatory requirements, and integrate various supply chain activities seamlessly. By leveraging ERP systems, parastatal organizations can improve their agility and responsiveness in the face of changing demands and challenges.

Enterprise Resource Planning System in SCM

To stay competitive in the rapidly evolving landscape of corporate governance, SCM must embrace and adapt to technological advancement (Pandey et al, 2023). While implementing an ERP system can present challenges, such as complexity and initial costs, it ultimately offers numerous benefits, including enhanced efficiency in product, service delivery and cost savings by eliminating the need for multiple systems. ERP systems foster collaboration between different departments within an organization, improving communication pathways that help identify and address issues before they escalate (AlMuhayafith & Shaiti, 2020). ERP systems are applied effectively in the departments of production and management, sales and marketing, financial management and also in customer relationship management(CRM), and more. By providing a centralized, easily accessible database, ERP systems simplify business operations, enabling better control and management. An ERP system is a powerful tool aiding companies in managing their daily operations efficiently. It encompasses various functions - manufacturing, finance, SCM, accounting, procurement, project management, customer relationship management(CRM), and more. By providing a centralized, easily accessible database, ERP systems simplify business operations, enabling better control and management. The centralized data source offered by ERP system reduces errors and enhances communication across departments. With quick access to real-time information, businesses can make more informed decisions in resource allocation, forecasting, and performance evaluation. ERP system provide SCM, financial reporting, and analytics tools for tracking orders, accurate tax accounting, and insights into customer behavior trends. the implementation of an ERP system leads to increased efficiency in delivering products and services and cost savings through system consolidation, make it a valuable investment.

Challenges of ERP System Adoption and SCM Management

Implementing ERP systems in supply chain management poses several challenges, which hinder effective adoption and utilization. The literature highlights the primary challenges: high costs, lack of skills sets, adequate knowledge, and expertise required for the use and implementation of the ERP systems (Nazatulsyida & Salin, 2016). The implementation of ERP system aims to improve service deliveries where organizations gain a competitive advantage and survive in the market. Government agencies implement software systems to faster service delivery to her service users. ERP systems are the key enablers of the digital transformation in the dynamic business environment for sustainable development. Through this system, the firm is able to gather and scan the environment for future organizational plans. This pushes an organization forward in inventing faster production methods for faster service delivery and customer service.

Organizational culture significantly influences the success of change initiatives and the ability to adapt to technological advancements in supply chain operations. A resistant organizational culture can act as a barrier to implementing new technologies like ERP systems. Employees and management may be hesitant to embrace change due to deeply ingrained habits, fear of the unknown or skepticism about the benefits of new systems. This resistance delays the adoption of essential technological upgrades, hampering an organizations ability to respond to the market demands swiftly. ERP systems in supply chain operations are applied to reduce long queues and ease service delivery. Customization is very expensive and this may lead to delays in the system implementation causing a lot of delays and customer frustrations. Many customer complaints arise leading to migration to other suppliers hence loss in sales revenues by the same organization.

Conceptual Framework

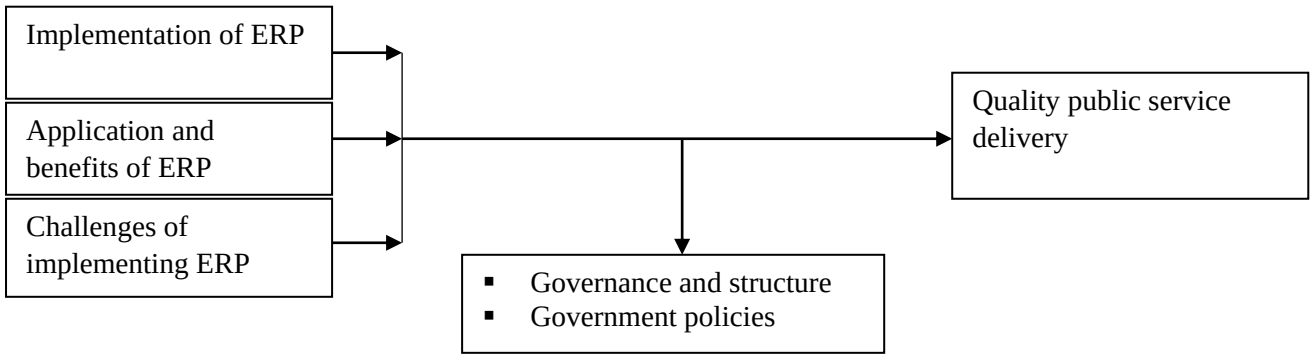

Figure 1: Conceptual Framework

METHODOLOGY

The study utilized a descriptive research design, which serves as the structure for the investigating and answering research questions while managing variance. The target population for this study consisted of all parastatal organizations within the public sector that have implemented ERP systems in their supply chain management processes. The managers, officers of technical unit, financial unit and procurement unit were targeted. This group of people works directly with management finances and gets involved with issues of supply chain management processes.

Purposive sampling was employed and focused on the managers, financial and procurement officers of the sectors while stratified sampling was used to sample the employees within the sectors. Each of the sectors had six managers, six financial and six procurement officers sampled. Each of sectors sampled 70 employees for study. This is a total of 218 respondents.

Any empirical study aimed at drawing conclusions about a population from a sample must account for the sample size. The model for selecting a sample from a population of less than ten thousand like in this case is derived as so: n = N 1 + N (α) 2 Where; n = is the sample size N = Population α = Margin of error Using a confidence level of 95% and a population of more than 10,000 employees of the selected parastatals, the sample size is calculated as offered below.

As such the sample for this study can be derived as follows; n = 10,000/ 1 + 10,000 (0.05) 2 = 378 The target population for study is 1280 since the population is under 10,000, the sample size of 378 can be adjusted using the following formula (Mugenda and Mugenda, 2003): Nf = n / (1 + n / N) = 378 / (1"+ 378/797) = 218

The study utilized questionnaires and structured interviews to help respondents express their opinions on ERP systems in supply chain management. To assess reliability, Cronbach's alpha is employed to measure internal consistency. In this study, constructs were tested for internal consistency; with values above 0.7 indicating strong internal consistency of the measurement. The research concentrated on content validity, which assesses the accuracy with which an instrument measures the relevant factors. Both graphical presentations and the Statistical Package for Social Sciences (SPSS) were utilized for coding and analyzing the data, resulting in a quantitative report.

RESULTS AND FINDINGS

Response Rate

One hundred and forty eight (148) were filled and returned. Garth & Hallam (2008) recommend a response rate of 60% and above.

Table 1: Response Rate

Response	Frequency	Percentage (%)
Return	148	69.8%
Not returned	64	30.2%
Total	212	100.0%

Source: Researcher (2024)

Benefits of ERP systems in public enterprises

Table 2: Benefits of ERP systems

Benefits	Frequency	Percentages (%)
ERP had offered technological advantage to the organization	99	66.9%
ERP had not offered technological advantage to the organization	49	33.1%
Total	148	100.0%

Source: Researcher, 2024

66.9% indicated that ERP had offered technological advantage to the organization while 33.1% objected showing that it has not had any effect. The respondents who objected explained that ERP is sophisticated software in streamlining organization operational processes. This is a good reason for use of ERP systems in many organizations.

Table 3: The benefits of ERP in the organization

Extent of agreement	SD	D	N	A	SA
With the implementation of the ERP system, operations are effective	0	25%	0	61%	14%
ERP technology has helped improve financial transaction and management	0	17%	0	10%	73%
ERP enhances monitoring and regulatory measures	0	67%	0	18%	15%
ERP adoption has improved communication and network distribution system.	0	12%	0	12%	76%
Implementation of the ERP system enables decision making.	0	21%	0	68%	11%
Customer service has improved due to adoption of the ERP system.					

Source: Researcher, 2024

The study revealed that 61% agreed that ERP system implementation has improved the organizations operations. 73% strongly agreed that ERP technology has helped improve financial transaction and management. 67% confirmed that ERP Technological trends have made monitoring and regulatory measures in the organization easier. 76% agreed that ERP adoption has improved communication and network distribution system of organizations. 78% agreed strongly that through adoption of the ERP system, the organizations had enhanced their level of customer service. The finding aligns with Kitsenko and Yablonsky (2020), that ERP has helped companies improve their provision of services by offering a comprehensive view of customer interactions across various channels.

Challenges of ERP Adoption in the Parastatal Organizations

The respondents were asked to find out the challenges encountered in the adoption of ERP to organizations.

Table 4: Challenges of ERP adoption in organizations

Extent of agreement	SD	D	N	A	SA
The adoption of ERP system has remained a complex process	0	20.3%	0	66.2%	13.5%
There has been cases of resistance to change brought about by adoption of ERP	0	27%	0	50.7%	20.3%
The scaling process to accommodate new development is difficult	0	52.7%	0	33.8%	13.5%
Few personnel have training on the use of ERP		13.5%	0	74.3%	12.2%
There still remains a problem of security threats in the adoption of ERP	0	27.1%	0	60.1%	12.8%
ERP system is effective but management interference makes it unsuitable for the company	0	34.4%	0	65.5%	0

66.2% agreed while 13.5% strongly agreed that the integration of ERP system has remained a complex process in the implementation process within the organizations, showing that an ERP implementation is both complex and risky.

74.3% agreed, 12.2% strongly agreed that personnel did not have proper training and 13.5% disagreed, implying that lack of exposure and user training for ERP system can be a challenge in the adoption and implementation of ERP.

50.7% agreed and 20.3% strongly agreed that cases of resistance to change brought about by adoption of ERP are evidence. 27% disagreed, implying that many organizations have employees who resist the adoption of ERP for want of status quo.

60.1% concurred that the ERP system is vulnerable to security threats in the implementation process. 65.5% concurred on the effectiveness of ERP systems but management of the organizations tends to interfere with the functions and operations of the organizations. The finding aligns with Karanja and Ng'ang'a (2014), that ERP systems face numerous challenges - lack of accountability and transparency among top managers, and insufficient manpower to manage the processes of the system.

Study Findings

From this study, it was established that in general ERP has benefits and a great potential to transform all the aspects of public sector that encourage full adoption and implementation of the systems in all areas of operations. The findings indicate that ERP has not only impacted the parastatal institutions but has also improved the dynamics of operations. The study established that ERP adoption has enhanced risk management as 74 % agreed that adoption of ERP is a good risk management regulated management procedures, measures and precautions.

The study found that the integration of various supply chain functions in to a single ERP platform reduces redundancy, streamlines processes, and improves communication across various departments. This aligns with the work of Kitsenko and Yablonsky (2020), which highlighted the role of ERP systems in automating routine tasks and reducing errors. The findings are further assertion that an ERP is integrated and centralized. The system is capable of providing clear data that is used to make decision that assist in enhancing higher organizational performance and in collecting resources to support their decisions. This improves coordination of tasks which makes interrelated decision making easier.

However, while the benefits of improved efficiency are clear, the research also uncovered challenges associated with achieving these gains. The implementation process was often lengthy and complex, requiring significant time and resources. This complexity usually led to initial disruptions in operations, as organizations adjusted to the new system. Despite these challenges, the long term benefits of increased efficiency were evident, as organizations reported faster operations and better coordination among supply chain activities.

The study found that there was a positive impact of ERP systems on customer service and stakeholder satisfaction. 78% strongly agreed that ERP systems had enhanced their organizations ability to serve customers effectively. This improvement was attributed to the comprehensive view of customer interactions that ERP systems provide, enabling organizations to respond more promptly to customer needs.

In addition to customer service, the study found that ERP systems contributed to greater stakeholder satisfaction particularly among suppliers and partners. By providing accurate and timely information, ERP systems reduce the likelihood of miscommunications and errors in order processing, leading to more reliable and efficient supply chain operations. The finding emphasized the role of ERP systems in fostering collaboration and trust among stakeholders (Kitsenko & Yablonsky, 2020).

Despite the overall positive impact, some users expressed concerns about the complex processes involved in implementing the ERP systems, which required extensive training and disruptions. Employee resistance to change was evident, as some employees were reluctant to transition from the routine and old manual systems to the new ERP platforms. Addressing these challenges by training employees is crucial for maximizing the benefits for sustainable performance.

Consequently, the findings indicate that ERP has improved organizations functions including financial tracking system, up-to-date records and retrieve data. Further the findings indicate that adoption of the ERP has improved supplier satisfaction in making payments and obtaining statements or balances. 66.2% of the respondents confirmed that ERP has enhanced speed, efficiency and accuracy in operations and customer satisfaction.

The study demonstrated that ERP systems contribute to significant cost reductions and improved organizational performance in public sector supply chains. By automating processes and reducing manual tasks, ERP systems help organizations cut down on operational costs associated with inventory management, procurement, and order processing.

The capability is of equal importance in the public sector, where financial accountability and transparency is important. The research supports Nazatulsyida, & Salin's (2016) argument that ERP systems enhance financial performance by improving budget control and reducing the risk of financial management.

Despite these advantages, the study revealed that the initial costs of implementing ERP systems are high, posing a significant barrier for many public sector organizations. ERP software advancement helps organizations to cope with outputs and competition among organizations.

Thus, the key benefits of ERP system are to help organizations manage their supply chains more effectively. ERP software can enhance businesses by enhancing distribution networks, real-time inventory tracking, and monitoring production schedules. This can help them reduce waste and inefficiency, while stocking right products to meet customer demand

ERP systems have become essential to contemporary business practices; with advanced software solutions optimizing organizational process However, implementation and maintenance of an ERP system has its challenges. ERP systems impact multiple areas of a business, such as financial management, Human Resource management, inventory management among others. Managing these different functions during the ERP implementation process can be a challenging endeavor for organizations.

The study identified improved data accuracy and reporting capabilities as another key benefit of ERP system. Finding is in line with Imam's (2023) assertion that ERP systems enhance data integrity by centralizing information and standardizing reporting formats.

The study also found that ERP systems improve the quality of reporting, enhancing organizations to generate more accurate and comprehensive reports. This capability is mainly valuable in the public sector to speed up

service delivery, where reporting requirements are often stringent, and accurate data is essential for compliance and best decision making. The ability to quickly generate reports on key measurements, such as inventory levels, procurement activities, and financial performance, allows public sector organizations to respond effectively to audits and regulatory requirements.

However, the research also highlighted challenges related to data migration and system integration. During the transition to ERP systems of operation, some organizations experienced difficulties in migrating data from old one, leading to temporary data inconsistencies and reporting issues. This finding points to the need for careful planning and testing during the data migration phases of ERP implementation.

While the benefits of ERP systems are manifest, the research also identified several challenges and barriers that public sector organizations face during system implementation. The most one being high costs, which can be prohibitive for some organizations. In addition to the upfront costs, ongoing expenses related to system maintenance, upgrades, and training can constrain organizational budgets

Another challenge is the lack of technical expertise and skilled personnel required to manage and maintain ERP systems effectively. It was found that many public sector organizations struggle with a shortage of information technology staff that is knowledgeable about ERP systems, leading to difficulties in system maintenance and troubleshooting.

The study found that some employees were resistant to adopting the new system in operations, preferring to use the old and familiar processes and technologies. This resistance was driven by fears of job displacement and a lack of understanding of the benefits of the new ERP system in enhancing faster service delivery. Addressing these cultural challenges requires strong leadership, clear communication, and a focus on change management throughout the implantation process.

CONCLUSIONS AND RECOMMENDATIONS

The study aimed to investigate the benefits of technological advancements in supply chain management within the public sector, with a particular emphasis on the implementation and adoption of ERP systems by selected parastatal organizations. The results indicated that the implementation and adoption of ERP systems has notably improved countless facets of supply chain management, resulting in improved operational efficiency, cost reduction, and accelerated service delivery and customer satisfaction. One of the most notable advantages observed was the enhancement of faster and effective customer service where 78% of respondents strongly agreed that ERP systems have provided a more comprehensive view of customer interactions, enabling organizations to respond to customer needs effectively as appropriate, leading to improved corporate image. The findings align with research findings by Kitsenko and Yablonsky (2020), who stated that the transformative impact of ERP systems on customer service.

The study also identified several key advantages of the ERP systems implementation, including among others, improved inventory management, streamlined procurement processes, and enhanced data collection, editing them accurately and reporting the data. These benefits contribute to more informed decision making processes by the management and greater overall operational efficiency within parastatal organizations in the public sector, that have been accused of slow service delivery. However, the research findings equally underscored some challenges associated with the implementation and adoption of the ERP systems, such as high costs of implementation, the need for skilled personnel to handle the systems, and employee resistance to change fearing some economic loss of employment and disruptions occurring during the implementation and change over phases among others. Addressing these challenges requires a strategic approach to streamline operations, including investment in employee training and change management initiatives.

The implementation of ERP systems has resulted in cost savings by optimizing resource allocation and enhancing procurement processes, ensuring the acquisition of the right materials at the right price in the right

time. Additionally, ERP systems have improved integration and collaboration across various departments and agencies within parastatal organizations, leading to better coordination and consequently, higher customer or supplier retention and satisfaction.

However, the research also highlighted several challenges related to ERP system implementation and adoption, including high implementation costs, the need for skilled personnel to handle the systems, and employee resistance due to fears of job loss and disruptions during the transition periods. Addressing these challenges requires a strategic approach, including investment in employee training and change management initiatives.

The adoption of the ERP systems in the supply chain management in the public sector presents significant opportunities for improving efficiency and help in addressing environmental changes. To fully leverage these benefits, organizations must navigate the associated challenges through careful planning, stakeholder mapping, consultation, engagement, and continuous evaluation of system performance. The insights gained from this research study provide valuable guidance for public sector organizations contemplating ERP system implementation, offering a path to sustainable improvements in supply chain operations

The integration of technological advancements, particularly ERP systems, has dramatically transformed supply chain management (SCM) operations within the public sector. The enterprise resource planning (ERP) systems act as centralized platform that unify functions such as inventory management, procurement and financial operations, eliminating redundancies, reducing manual workloads, and expediting decision-making processes. This technology allows organizations to manage resource intensive processes that previously required extensive time and resources to be managed more efficiently, enabling them to focus on broader strategic objectives.

ERP systems have enhanced financial accountability and transparency by providing real-time access to financial data, which improves budgeting, forecasting and financial reporting. This increased transparency leads to better financial performance by facilitating timely expense tracking and efficient fund allocation.

The ERP system operations bring better financial reporting, leading to better financial performance. It helps to track and manage expenses on time, helping organizations to avoid overspending and ensures that funds are allocated efficiently.

ERP systems offer a comprehensive view of the supply chain operations, enabling organizations to identify potential risks and implement proactive mitigation strategies. They also ensure compliance with regulatory frameworks through automated reporting and documentation, minimizing legal and financial risks. To counter high initial costs and complex implementation, organizations should develop strategies to manage these challenges effectively, including robust data security measures to address cyber-crimes and data privacy concerns with a view to protecting sensitive information being leaked out.

Effective supply chain management in the public sector requires collaboration among various stakeholders, including internal departments, suppliers and regulatory bodies. ERP systems foster this collaboration by providing a unified platform for communication and information sharing, which enhances coordination and operational efficiency, ultimately benefitting the organizations corporate image.

Furthermore, ERP systems contribute to faster service delivery by ensuring that supply chain processes are streamlined, resources are well managed, and services are delivered on time. By reducing delays and ensuring the availability of critical resources, ERP systems play a vital role in enhancing the overall quality of public services

The parastatal organizations should engage stakeholders in strategic planning before embarking on ERP system implementation. This should include a detailed assessment of the organization's needs, the potential benefits of the system, and the resources required for successful implementation. Organizations should explore various funding options that include government grants, public-private partnerships (PPP), and phased implementation approaches, to mitigate any operational problems. Investing in capacity building and training is critical for the

successful implementation and operation of the ERP systems. Public sector organizations should prioritize the development of technical expertise among their staff and provide comprehensive training to all users of the system. The training should cover the technical areas relevant to each department. Ongoing training and support should also be made available to ensure users remain proficient and confident in using the system.

Through training, users learn better strategies to use to enhance organizational success. To increase the level of utilization among ERP users, it is recommended that users be adequately trained and supported. There is need for Training Need Analysis and Assessments to evaluate training needs of users. The study recommends adoption of ERP; the parastatal organizations must ensure that centralized procurement and financial transaction as well as tracking will improve administrative efficiency of the public sector and enhance procurement efficiency through system standardization. The study also suggests that managers and officers of the organizations use ERP systems to plan and create budgets, manage cash balances, tracking obligations and receivables, and overseeing departmental performance, and keep an eye on the use of fixed assets. This is a source of customer or supplier satisfaction and delight leading to higher financial performances. The study further recommends for the SCM department to establish a comprehensive security policy, guidelines and protocols to ensure safe software operation system to secure data storage.

Suggestions for Further Research

Further studies should be conducted across other counties and government agencies to verify consistent findings. Employing different analytical methods help assess the impact of ERP frameworks in these counties. Future research should explore how organizational culture can enhance the effectiveness of the systems.

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