The Success of Benny's Enterprise System

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Abstract

While a considerable amount of research has been conducted on information systems success models, no research has been carried to measure the success of Benny's Enterprise System within Benny's organizations.

This study provides the first empirical test of an adaptation of DeLone and McLean's IS success model in the context of Benny's Enterprise System. The model consists of six dimensions: information quality, system quality, service quality, use, user satisfaction, and perceived net benefit. Structural equation modeling techniques are applied to data collected by questionnaire from 50 Benny's Employees from different departments. The hypothesized relationships between the six success variables are significantly supported by the data. The findings provide several important implications for Benny's Enterprise research and practice. This paper concludes by discussing the limitations of the study, which should be addressed in future research.

Keywords: Benny's Enterprise System; information systems success model; perceived net benefit.

Introduction

Recently, to support different business functions organizations have been investing heavily in information and communication technology (ICT). Having to work more effectively and efficiently along with the possibilities of current ICT has influenced the development of enterprise systems to facilitate an organization's daily functions. Enterprise systems have cross-organizational capabilities that allow each department to collaborate and communicate across the organization through an accessible collection of data. To facilitate this form of technological communication, Delone and Mclean (2003) recreated an Information Systems Success Model to access information system success by following six success dimensions which are systems quality, information quality, system use, user satisfaction and Individual impact and organizational output.

Enterprise applications main purpose is to assist with business process across an organization at all level of management. (Laudon, 2016) Benny's Enterprise System uses supply chain management, enterprise resource planning, and customer relationship management. The system integrates all of the functions Benny's need in order for them to successfully operate and meet all their goals and objectives. By investing in the enterprise system Benny's gave themselves a competitive advantage by reducing applications cost and improving operational logistics.

Research on Benny's Enterprise System has never been performed. This research topic aims to provide current data analysis on the success of Benny's Enterprise System through empirical research on this topic. Researchers like Delone and Mclean performed a ten-year update on the success of IS Model by combining research previously done on IS Model success and create a database for reference for future researchers (2003).

The structure of this research paper is as follows, a literature review of past research on information success and enterprise systems. Secondly, the methodology will be reported with a ten (10) point Hypotheses which will be proposed and the last section of this paper consists of the results of this research, the conclusion, and recommendation on the research paper.

Literature Review

An enterprise resource planning (ERP) system is a packaged business software system that enables a company to manage the efficient and effective use of resources (materials, human resources, finance, etc.) by providing a total, integrated solution for the organization's information-processing needs (Nah, Lau, Kuang (2001). An enterprise system abilities include automate and integrate an organization's business processes, share common data and practices across the entire enterprise, and produce and access information in a real-time environment. Benny is one of Belize's largest retail and wholesale store who uses this enterprise system.

Most business has some form of an information system in their business process. While some company can go out and find an information system that can satisfy all their needs, other companies need to invest bigger money into creating a system that will meet their functional needs. Due to the huge investment in these systems, companies realized they need to find out if their system is successful or not (Delone, McLean & Petter, 2012). In Delone and McLean models they identified that Information System has six success six variables which are system quality, information quality, use, user satisfaction, individual impact and organizational impact (McLean & Petter, 2009). They also provide a model for categorizing the multitude of IS success measures that have been used and reported in the prior literature, According to Grover et al, (1996), the exploration of IS success has been significantly shaped by Delone and Mclean's IS Success Model. Seddon et al (1999: 4). It also states, "Delone and Mclean's paper (model) is an important contribution to the literature on IS success measurement because it was the first study that

tried to impose some order on IS researchers' choices of success measures". They also suggested a model of temporal and causal interdependencies between the categories and amongst the constructs. Their approach begins to identify different organizational levels in the process of evaluation (Grover et al, 1996; Seddon, 1997).

Most information system in developing countries are either successful or result in failure. There are two categories of success/failure. The first category is subjectivity of evaluation—viewed from different perspectives, one person's failure may be another's success (Lyytinen & Hirschheim, 1987; Sauer, 1993). The second category is the timing of evaluation— today's IS success may be tomorrow's IS failure, and vice versa. The high failure rate of ERP implementation calls for a better understanding of its critical success factors (Somers et al., 2000). A process theory approach (Markus and Tanis, 2000) was used to classify the CSFs identified. Markus and Tanis (2000) identified the following four phases in an ERP life cycle: (1) chartering - decisions defining the business case and solution constraints; (2) project - getting system and end users up and running; (3) shakedown - stabilizing, eliminating ``bugs", getting to normal operations; (4) onward and upward - maintaining systems, supporting users, getting results, upgrading, system extensions. With the understanding of this phase, it will help your EPR system to be more successful.

Methodology

Managers, supervisors, and employees use the Benny's Enterprise System to conduct all their daily routines such as creating a sales order, tracking inventory, and deliveries. This system is also useful in decision-making. This research project tested the overall Information System (IS) success of Benny's Enterprise system while comparing it to D&M IS success model.

DeLone and McLean (2003) ensure that the updated IS success model and the six success dimensions fits well with Internet applications process and encourage others to continue testing and challenging their model. DeLone and McLean (2003) updated IS success model can be adapted to the measurement challenges of a new Benny's Enterprise System context. Therefore, we included the following success dimensions in our theoretical model: Information quality, which focuses on the quality of the information that Benny's Enterprise provides and its usefulness for the user. When investigating overall IS success, especially in the context of web-based systems, information quality has been shown to be an important success factor (McKinney et al., 2002). System quality, which measures Benny's Enterprise as a system in itself. It considers performance characteristics, functionality, and usability, among others (McKinney et al., 2002). Accordingly, system quality is how easy task can be completed when using the system. (Schaupp et al., 2006). Service quality includes measures of the overall support related to Benny's Enterprise and delivery by the service provider. Furthermore, (Pitt et al., 1995) suggest that the success dimension shields circumstances such as responsiveness, reliability, empathy, and competence of the responsible service personnel. User satisfaction, the attitude towards Benny's Enterprise of an employee who interacts directly with it (Doll and Torkzadeh, 1988). User satisfaction is considered one of the most important measures when investigating overall IS success. Use, which measures the actual use of Benny's Enterprise by Benny's employees and management. The Benny's Enterprise perceived net benefit is defined as an attainment of the business objectives for using the Benny's Enterprise and achievement of end-user related objectives from using the system. These covers actual benefits adopters receive from using the Benny's Enterprise and include a myriad of benefits covers the impacts of Benny's Enterprise, which subsumes measures of the perceived individual and organizational benefits that employees gain through the use the Benny's Enterprise. These benefits cover aspects of task performance, job efficiency, quality improvement, and cost reduction. DeLone and McLean (2003) advise that different people

perceive benefits differently. Researchers must, therefore, clearly define the stakeholders and the context in which IS success or net benefits are to be measured (DeLone & McLean, 2003). Thus, this study focuses mainly on the perspective of the employee, and uses the six updated IS success dimensions: information quality, system quality, service quality, system use, user satisfaction, and perceived net benefit.

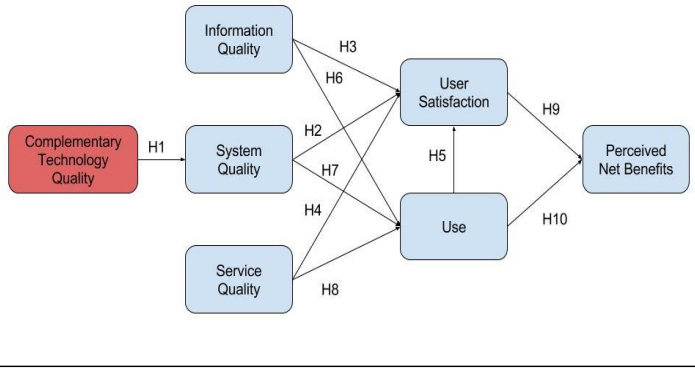

Figure 1. Modified Research Model

Figure 1 illustrates the six constructs of the Delone and Mclean model inclusive of the additional construct, Complementary Technology Quality used to validate this research study.

This research paper attempted to extend the Delone and Mclean IS success model to the Developing world by adding an additional construct and hypothesis:

Hypothesis

H1. Complementary technology quality will positively impact system quality.

H2. System quality will positively impact user satisfaction.

H3. Information quality will positively impact user satisfaction.

H4. Service quality will positively impact user satisfaction.

H5. Use will positively impact user satisfaction.

H6. Information quality will positively impact use.

H7. System quality will positively impact use.

H8. Service quality will positively impact use.

H9.User satisfaction will positively impact perceived net benefit.

H10.Use will positively impact perceived net benefit

Construct measurement

To ensure validity and reliably, measurement scales for the quantitative data collection were mainly extracted from instruments that were used in previous research. The researchers measured the information quality construct by a seven-item scale from Bailey and Person (1983), which was modified to the context of Benny's Enterprise. Bailey and Pearson's instrument has become a standard instrument in the IS field and is widely accepted since it has been tested for reliability and validity by several researchers.

A four-item scale was used and developed from instruments used by Alshibly (2011) and was used to measure the system quality construct. Service quality construct was measured using a five-item scale that was adopted and refined from instruments used by Chang et al (2009). Use was measured by a four-item measure adapted from previous studies (Balaban et al., 2013; Rai et al., 2002). Satisfaction is considered as an evaluative judgment regarding a specific enterprise experience and the effective attitude towards Benny's Enterprise by employees who interact directly with the system.

This construct was measured with a four-item scale from Seddon and Yip (1992). The enterprise system perceived benefits defined as an achievement of an organization's objectives for using Benny's Enterprise and achievement of end-user related objectives from using the software. These covers actual benefits adopters receive from using Benny's Enterprise and include a myriad of benefits covers the impacts of an enterprise system. This was operationalized by a six-item scale adopted from (Alshibly, 2011; Tansley et al, 2001). Complementary Technology quality was added because we live in a developing country where the network the system is being accessed on that may not be up to par. This may affect the success of the system. All the items were measured using a 5- point Likert Scale with anchors ranging from strongly agree (5) to strongly disagree (1). After the measurement variables were established, the face validity of these variables was tested. Please see table 1. in the appendix.

Sampling and data collection

This research is a quantitative research where questionnaires were issued to employees at Benny's Enterprises. The purpose of the questionnaire is to gain an understanding of the software. The researcher wanted to find out if the software, Benny's Enterprise System, is contributing to the effective and efficient use of the business daily operations and if complementary assets are a contributing factor in there is failure or success. The research was carried out at Benny's Enterprises, located at 2.5 Miles Philip Goldson Highway whereby fifty questionnaires were issued and evenly distributed to their Distribution Center and Superstore.

Table 1. Characteristics of the respondents- Benny's Workers (End users)

Gender	Number	Percentage
Male	40	80%
Female	10	20%
Age		
1 - Less Than 25	26	52%
2 - From 25 to 35	18	36%
3 - Over 35 to 45	3	6%
4 - Over 45 to 55	3	6%

5 - Older than 55	0	0%
Education		
1 - PHD	0	0%
2 - Masters	1	2%
3 – Bachelors	3	6%
4 – Associates	13	26%
5-High School	23	46%
6- Primary School	10	20%
Working Experience		
1- <5	27	54%
2 - 5-10	12	24%
3- 11-15 years	6	12%
4- >15 years	5	10%

Construct Measurement

The validity and reliability are essential when doing research. The measurement scales used were qualitative and quantitative data collection are as follows Complementary Technology by Teece D. J. (1988), Computer self-efficacy measurement from Compeau, D. R., & Higgins, C. A. (1995) and the eight (8) constructs from Bailey and Person (1983), modification was made to the context of Moodle e-learning information system. All the items were measured using a 7 point Likert Scale with anchors ranging from strongly agree (7) to strongly disagree (1). As seen below.

Table 3. Measurement items for questionnaire

Construct	Survey questions	Source
Information quality	IQ1: Benny's Enterprise system provides information that is exactly what you need IQ2: Benny's Enterprise system provides the information you need at the right time IQ3: Benny's Enterprise system provides information that is relevant to your job IQ4: Benny's Enterprise system provides sufficient information IQ5: Benny's Enterprise system provides information that is easy to understand IQ6: Benny's Enterprise system provides up-to-date information	Bailey and Person (1983)
System quality	SQ1: Benny's Enterprise system is easy to use SQ2: Benny's Enterprise system is user-friendly SQ3: Benny's Enterprise system provides interactive features between users and the system	Alshibly, (2011)

Complementary Technology	CTQ1: The computer (desktop, laptop, mobile device) you normally use to access Benny's Enterprise system is adequate CTQ2: The computer (desktop, laptop, mobile device) you normally use to access Benny's Enterprise system has a fast and reliable internet connection	Teece, D. J. (1988)
Service quality	SV1: The support staff keeps Benny's Enterprise system software up to date SV2: When users have a problem Benny's Enterprise system support staff show a sincere interest in solving it SV3: Benny's Enterprise system support staff respond promptly when users have a problem SV4: Benny's Enterprise system support staff tell users exactly when services will be performed	Chang et al., (2009)
User satisfaction	US1: You have a positive attitude towards Benny's Enterprise system Atlantic Bank's Online system function. US2: You think that Benny's Enterprise system is useful US3: Benny's Enterprise system has met your expectations US4: You are satisfied with Benny's Enterprise system	Seddon and Yip (1992)
Use	U1: Your frequency of use of Benny's Enterprise system is high U2: You depend upon Benny's Enterprise system U3: You were able to complete a task using Benny's Enterprise system even when there was no one around to tell you what to do. U4: You have the knowledge necessary to use Benny's Enterprise system.	Balaban et al., (2013) Rai et al., (2002).
Perceived net benefits	NB1: Benny's Enterprise system helps you improve your job performance NB2: Benny's Enterprise system helps you save time and costs NB3: Benny's Enterprise system helps the organization achieve its goal NB4: Using Benny's Enterprise improves the assessment and training NB5: Overall, using Benny's Enterprise system enhances your productivity	Alshibly,(2 0 11); Tansley et al, (2001)

Presentation of Data

The primary purpose of the study was to see the usage and success of the Benny's Enterprise System. Questionnaires were distributed and the results of the issued questionnaires were displayed through the use of Histogram.

Information Quality

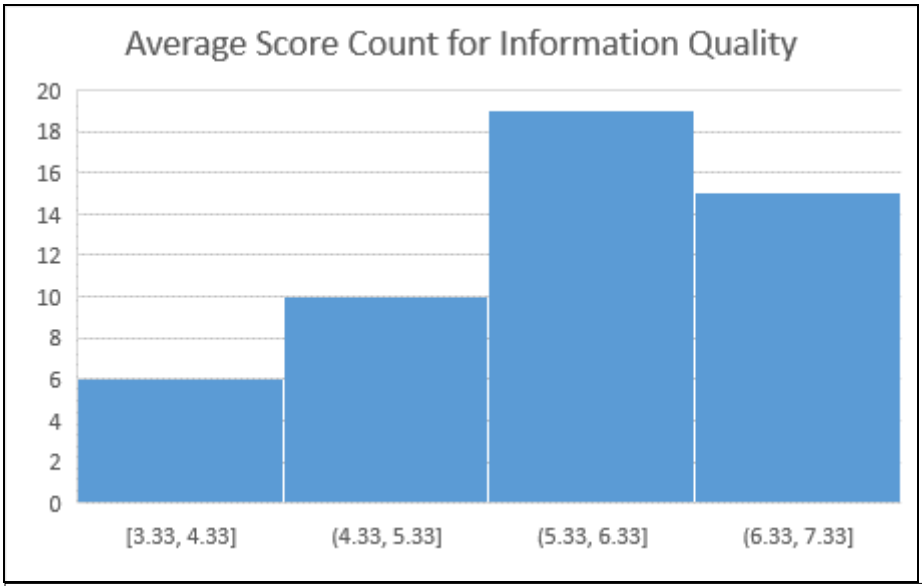

Figure 2: Average Score Count of Information Quality

Based on the graph above, it is evident that the service quality of the Benny's Enterprise System is viewed to be very efficient to a large extent. The majority of respondents are in agreement that Benny's Enterprise System service quality meets it's expected standards but only a few respondents disagree.

System quality

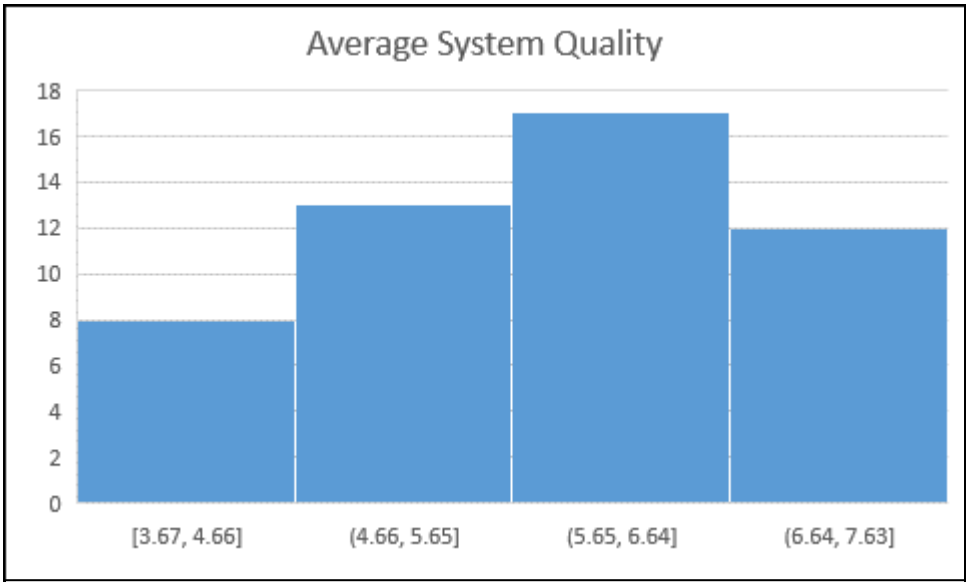

Figure 3: Average Score Count of System Quality

Most users agree that the system quality of the Benny's Enterprise System is excellent. Users also agree that Benny's Enterprise lacks interactive features. Moreover, users agree with Enterprise software to be user-friendly and are satisfied with the overall design of the Enterprise software.

Service Quality

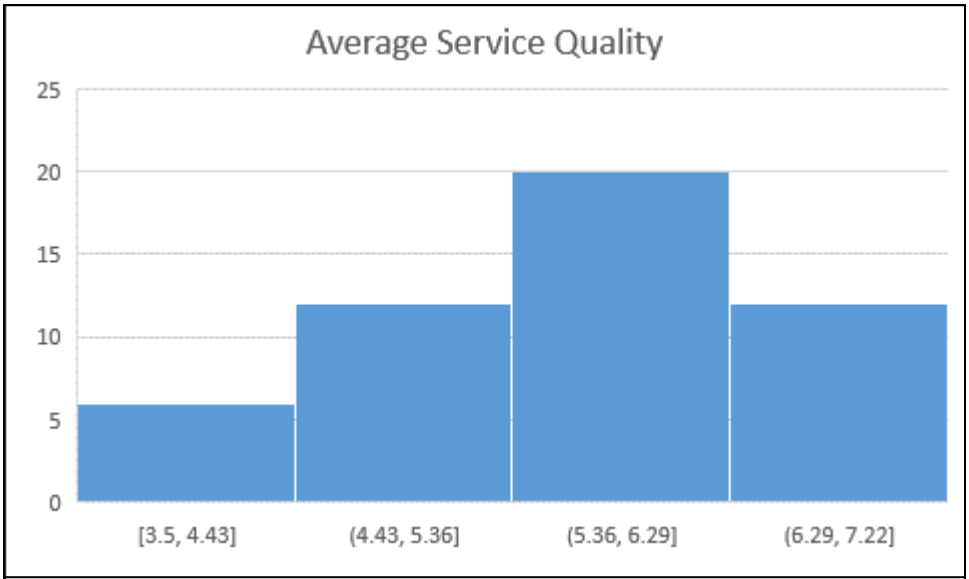

Figure 4: Average Score Count of Service Quality

Based on the graph, it is evident that the service quality of Moodle is lacking to a large extent. Majority of users are in agreement that Moodle's service quality needs a lot of work and only a few users agree that it's excellent. User's major gripes would be that support staff doesn't keep Moodle up-to-date and neglect in solving technical issues for users.

Complementary Technology Quality

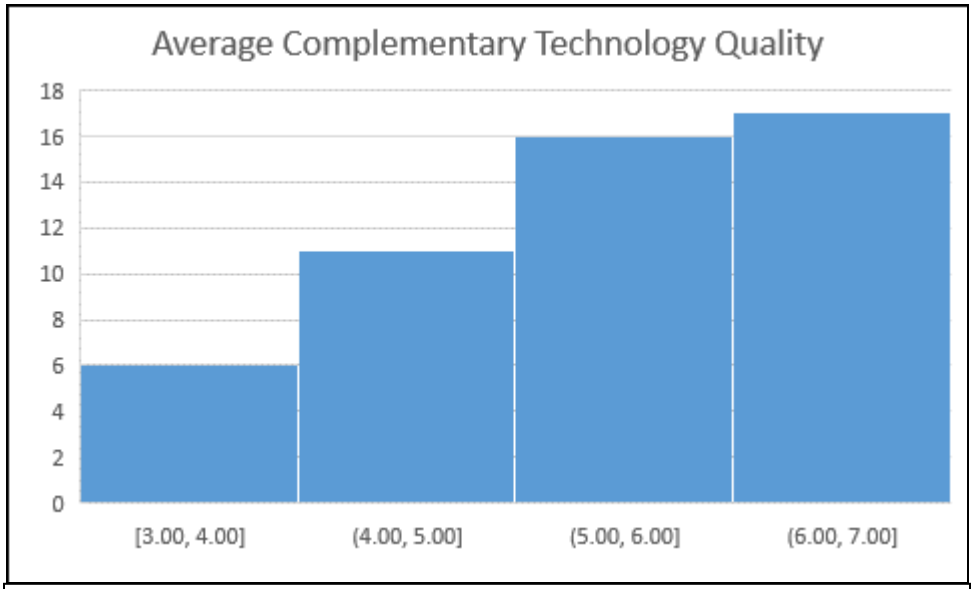

Figure 5: Average Score Count of Complementary Technology

The score count for the complementary technology quality has a significant variance, however, most users agree that the quality is average. Users agree that the complementary technology needs improvement especially in areas such as reliability and speed.

User satisfaction

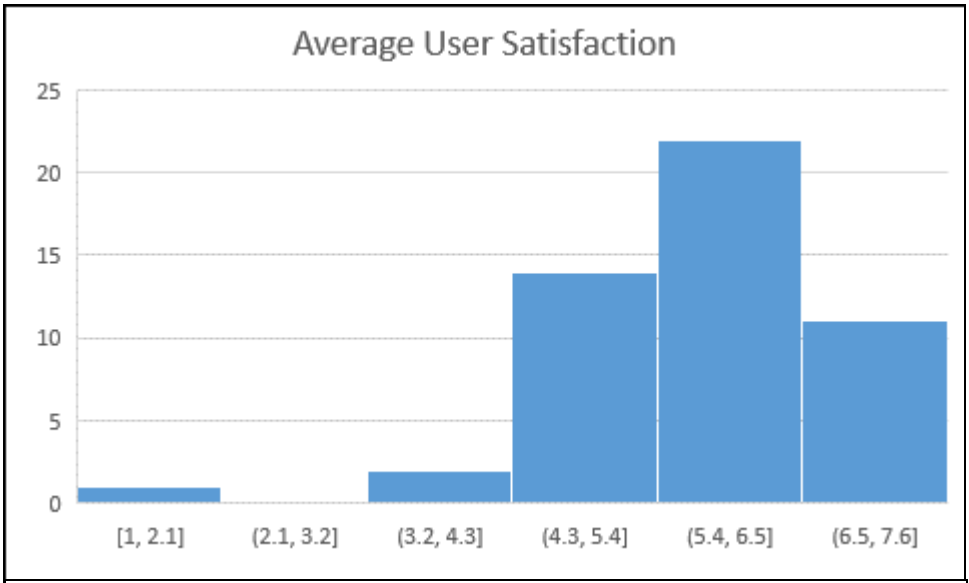

Figure 6: Average Score Count of User Satisfaction

The satisfaction rate with the Benny's Enterprise software is very high. The majority of respondents revealed that the Benny's Enterprise software did meet their expectations and only a few were dissatisfied with using the software.

Use

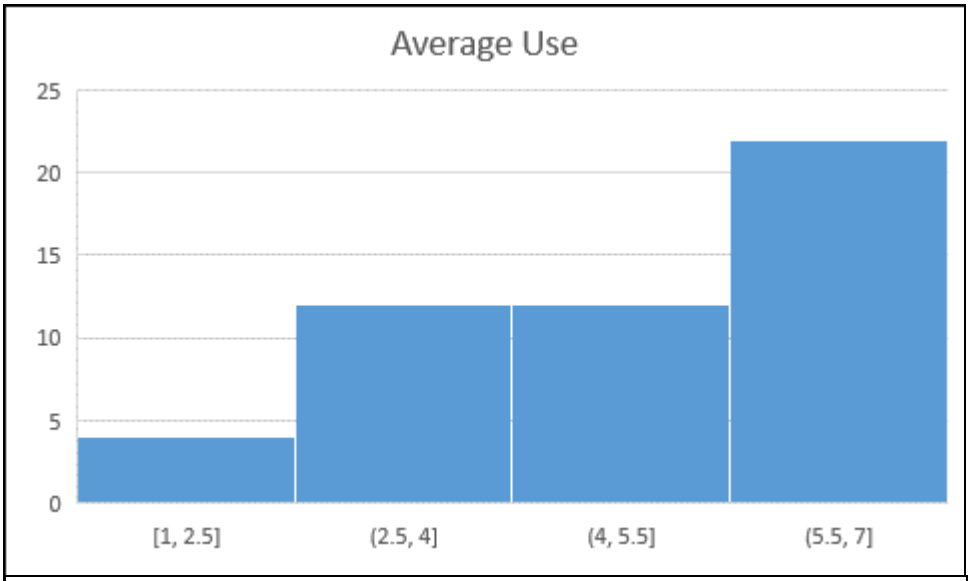

Figure 7: Average Score Count of Use

The chart above displays a very high usage of the Benny's Enterprise software. In addition, the majority of respondents agree that they have a high dependency on the Benny's Enterprise software. Also, users seem to be able to complete their tasks without assistance.

Perceived Net Benefits

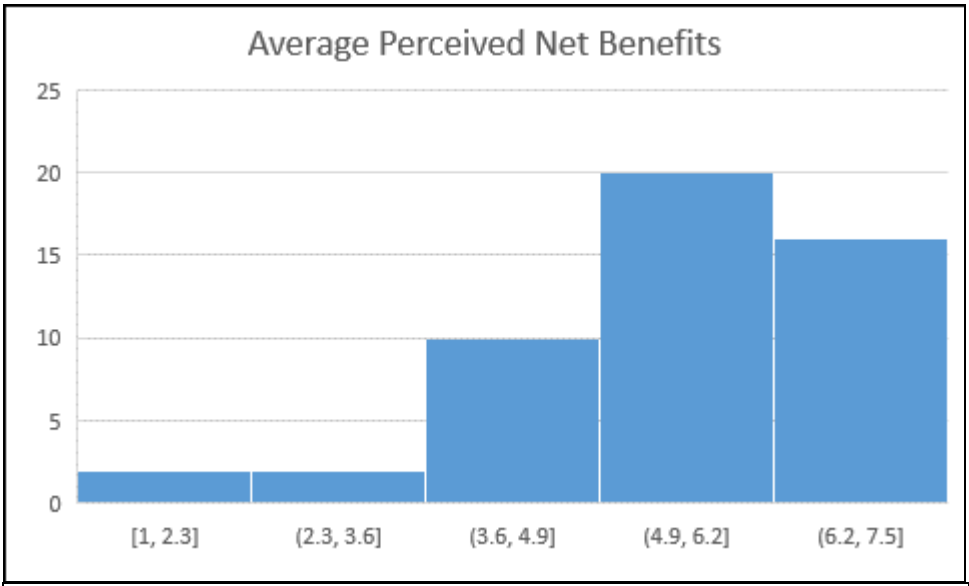

Figure 8: Average Score Count of Perceived Net Benefits

Respondents agree that Benny's Enterprise software helps the organization achieves its goal and is ranked as very effective and efficient.

Response Averages

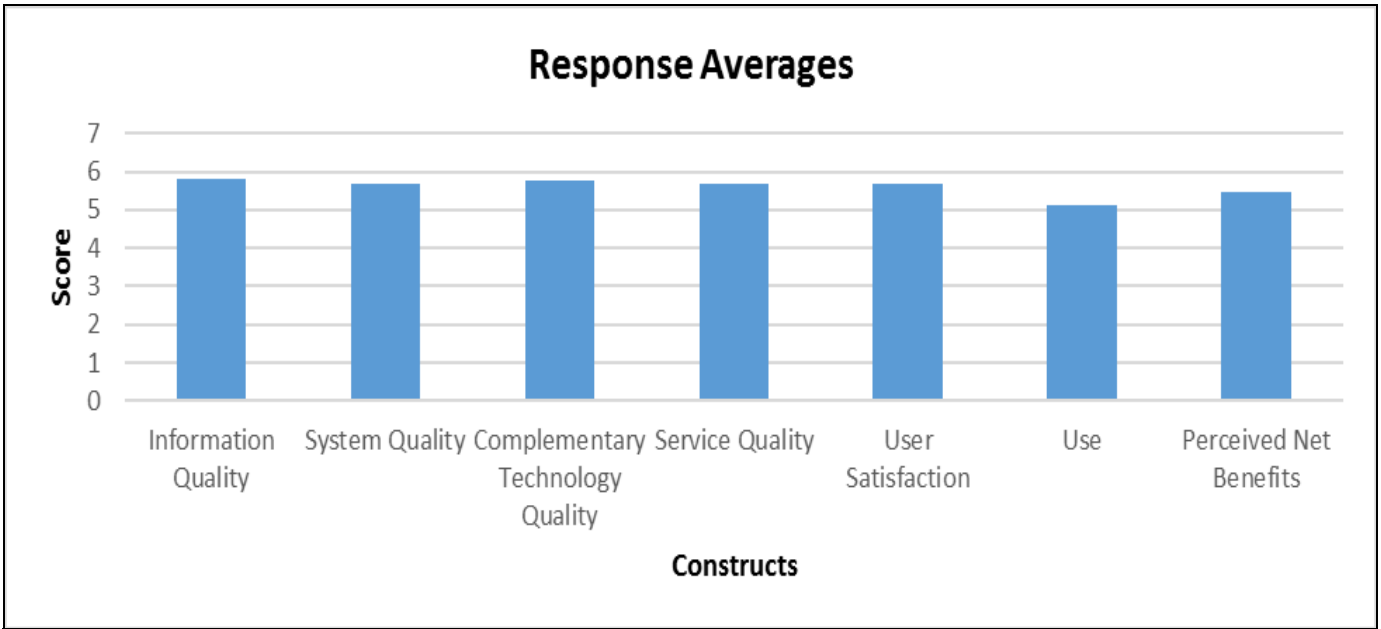

Figure 8: Response Averages

Conclusion Discussion and Analysis

In assessing how successful a Learning Management Systems is based on several different factors, which Delone and McLean stated in their 2003 update of Information System Success Model. Another factor mentioned Baker et al (1994) it is important to integrate computer systems with the aspect of Learning. In the assessment of the Benny's Enterprise software responses, the results regarding constructs were consistently above average with a score between 5.55 and 6.00 Empirical studies have shown that since complementary technology quality was also above average as shown in the average response histogram, the successful provision of this system quality to employees was above five which states that the quality of the system was well above average. The dependent variable of perceived net benefits as shown above in the histogram is above average also which resulted from the maximum use and user satisfaction of the Benny's Enterprise software. In conclusion, the average responses for all categories are in all in agreement that the Benny's Enterprise software in terms of quality, user interaction, and overall benefits is very high. The scores reflect that users of the Benny's Enterprise software are generally satisfied with the service, with a few users being the exception. The majority of the respondents agree that the service quality of the Benny's Enterprise software is excellent, while the complementary technology of the Benny's Enterprise software is its strongest aspect.

Implications

Empirical evidence generated from applied research has shown that in the determining success using Delone and Mclean model of IS Success, Benny's Enterprise System has been sophisticatedly designed and created since the opening of the Benny's SuperStore in 2010. In this research, the seven constructs of the model were tested along with a modification of the eighth construct in efforts to understand system upgrade and success in developing countries.

Studies from this research implied that the inclusion of the seventh construct provided results of interest to developing countries that are unable to effectively receive optimal success from the integration of IS. Complementary technology resulted in average by users.

When assessing the technological frameworks for the Benny's Enterprises System, the technological quality was average. However, it is important to note that half of the data were answered by staff who may not directly utilize the Benny's Enterprise System. However, other evidence suggests that technological resources and support has become more accessible in Belize.

In order to effectively manage the Benny's Enterprises System collaboration between people who uses the system, the IT support and easy accessibility to assistance when needed must be satisfied.

Limitations and Future Research

Time constraint of one semester to complete this research and the collaboration of each member posed as a limitation while conducting this research. The researchers had to limit the population

to the one of Benny's branch. The sample size was too small to give a definitive answer on the overall success of the Benny's Enterprise System. A longer timeframe is advised for future studies, in order to have adequate time to collect and analyze a larger data size.

Due to the population being restricted to only one branch, the study findings cannot be generalized to all the branches of Benny's that utilize the Benny's Enterprise System.

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Appendix

Questionnaire I – "Benny's Enterprise Success" (All Employees)

This research is required for the CMPS3012 MIS course at the University of Belize University. This questionnaire asks for information regarding the effective use of Benny's Enterprise system in its daily operations. The data gathered will be analyzed to determine the successful use of Benny's Enterprise.

Please answer each question based on your use and interaction with Benny's Enterprise. Your individual responses to the questionnaire will be strictly confidential and used solely for this research.

Instructions

This is a survey, not a test; there are no right or wrong answers. Please tick the boxes to mark your answers.

1. Background Information	**Answers:**
Please indicate your gender:	Male ☐ Female ☐
Please indicate your age:	<25 ☐ 25-35 ☐ 36-45 ☐ 46-55 ☐ >55 ☐
Please indicate highest education level attained:	PhD ☐ Masters ☐ Bachelors ☐ Associates ☐ High School ☐ Primary School ☐
Please indicate your working experience:	<5 ☐ 5-10 ☐ 11-15 ☐ >15 ☐

Indicate your agreement with each statement by rating it from (1) strongly disagree to (7) strongly agree.

2. Information Quality	**Disagree ----------Agree**
IQ1: Benny's Enterprise system provides information that is exactly what you need	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ2: Benny's Enterprise system provides the information you need at the right time	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ3: Benny's Enterprise system provides information that is relevant to your job	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ4: Benny's Enterprise system provides sufficient information	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ5: Benny's Enterprise system provides information that is easy to understand	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ6: Benny's Enterprise system provides up-to-date information	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
3. System Quality	**Disagree ----------Agree**
SQ1: Benny's Enterprise system is easy to use	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SQ2: Benny's Enterprise system is user-friendly	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SQ3: Benny's Enterprise system provides interactive features between users and the system	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
4. Complementary Technology Quality	**Disagree ----------Agree**
CTQ1: The computer (desktop, laptop, mobile device) you normally use to access Benny's Enterprise system is adequate	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CTQ2: The computer (desktop, laptop, mobile device) you normally use to access Benny's Enterprise system has a fast and reliable internet connection	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
5. Service Quality	**Disagree ----------Agree**
SV1: The support staff keeps Benny's Enterprise system software up to date	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐

SV2: When users have a problem Benny's Enterprise system support staff show a sincere interest in solving it	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SV3: Benny's Enterprise system support staff respond promptly when users have a problem	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SV4: Benny's Enterprise system support staff tell users exactly when services will be performed	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
6. User Satisfaction	**Disagree ----------Agree**
US1: You have a positive attitude towards Benny's Enterprise system	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
US2: You think that Benny's Enterprise system is useful	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
US3: Benny's Enterprise system has met your expectations	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
US4: You are satisfied with Benny's Enterprise system	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
7. Use	**Never ----------Often**
U1: Your frequency of use of Benny's Enterprise system is high	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
U2: You depend upon Benny's Enterprise system	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
U3: You were able to complete a task using Benny's Enterprise system even when there was no one around to tell you what to do.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
U4: You have the knowledge necessary to use Benny's Enterprise system.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
8. Perceived Net Benefits	**Never ----------Often**
NB1: Benny's Enterprise system helps you improve your job performance	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB2: Benny's Enterprise system helps you save time and costs	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB3: Benny's Enterprise system helps the organization achieve its goal	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB4: Using Benny's Enterprise improves the assessment and training	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB5: Overall, using Benny's Enterprise system enhances your productivity	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐

Please return this survey to the person who gave you the form.

Thank you for your participation.