

導入策略下探討顧問服務品質、資訊部門品質與高階主管支持對ERP導入績效之影響

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摘要

全球化競爭環境變化劇烈，處在競爭環境下，企業無不全力改善體質，提升競爭力。透過企業資源規劃(enterprise resource planning, ERP)系統整合企業內部資源，彈性並有效的運用，已成為許多企業增進競爭優勢的重要策略方針。然而，企業組織導入ERP系統的實際效益並不穩定，許多案例都失敗，並造成企業重大的損失甚至倒閉。企業導入ERP的成功與否，影響因素眾多，本研究從顧問與資訊部門的服務品質與高階主管支持為出發點，探討不同ERP導入策略下，使用者滿意與組織績效的變化。本研究受測對象以有使用過ERP系統的企業為主，採用實體問卷請託企業資訊部門主管或有導入ERP經驗的顧問填寫問卷，總計回收問卷為231份。研究結果顯示，資訊部門服務品質及顧問服務品質對ERP導入績效是有顯著影響，而資訊部門服務品質的好壞更是ERP導入及員工抗拒的重要影響因素。ERP導入要成功，好的顧問諮詢服務、資訊部門專業與服務態度，是降低員工抗拒的重要因素，而高階主管對於顧問與資訊部門的服務品質有重大的影響，顯示高階主管的支持能引導較佳的服務品質，使得ERP導入能獲得較高的績效。導入策略層面，全面導入適合組織架構及彈性較小的企業，而逐步導入適合在組織結構複雜且單位部門間較為獨立的單位。

關鍵詞：企業資源規劃、導入策略、顧問品質、員工抗拒

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