



Selected Enterprise Resource Planning Modules and Organizational Performance of Water and Sanitation Corporation (WASAC), Rwanda

NTAKIRUTIMANA Thomas

ISSN: 2616 - 8421

Selected Enterprise Resource Planning Modules and Organizational Performance of Water and Sanitation Corporation (WASAC), Rwanda

NTAKIRUTIMANA Thomas

Master's Graduate, Mount Kenya University

E-mail of Author: ntaktom@gmail.com

***How to cite this article:* NTAKIRUTIMANA, T. (2021). Selected Enterprise Resource Planning Modules and Organizational Performance of Water and Sanitation Corporation (WASAC), Rwanda. *Journal of Human Resource & Leadership*, Vol 5(2) pp. 22-38.**

Abstract

Enterprise Resource Planning (ERP) system has been one of the best-admired business controlling systems, providing profits of simultaneous competencies and smooth interchanging for business in big companies. The implementation of the system has however not been assessed by many companies, in respect to organizational running. This research had three objectives namely: to determine the effects of Human Management Systems of ERP module on organizational performance in WASAC, Rwanda; to identify the effects of purchase and procurement on organizational performance in WASAC, Rwanda; to show the correlation between ERP module and organizational performance in WASAC, Rwanda. The research design was cross-sectional with a target population of 459 staff, and a sample size of 82 respondents. Information was gathered using a self-administered survey from human resource department, procurement division, and other staff. The data analysis was conducted by using SPSS version 21, where frequencies and percentage was shown. The findings were presented using tables, frequencies. Results showed that 52.8% and 47.2% of respondents strongly agreed and agreed respectively, signifying that Oracle HRMS facilitates you to record the types of education recognized by WASAC could rank vocational training qualification as level 3. The summation of the strong agreed and agreed is 100%, this implies that the rank vocational training level of staff can be verified through HRM system. The study findings revealed that $r = 0.634$, which means that there is a very strong positive correlation between the independent variables (recruitment preparation, talent management, compensation & benefits management), and the dependent variable (operations and maintenance, sanitation and cost efficiency). Impacts of the selected ERP on organizational performance are summarized in this research where findings can assist other managers in implementing ERP system successfully.

Keywords: *Selected, Enterprise, Resource, Planning, Modules, Organizational, Performance, WASAC*

1.1 Background of the Study

Dawson (2002), found cultural differences between North America and Hong Kong by comparing educational methods of implementing the ERP. Cultural differences that have created problems for the implementation of the ERP include differences in access to information, misunderstandings in the Chinese language, and difficulties in reorganizing the organizational p Accordingly to Market(2006) , one of the factors negatively affecting the decision to implement ERP in Romania is the lack of vision in terms of strict management strategy.Similarly, Fasin et al (2006) ,conducted a related study focusing on the adoption of saucers in South Africa. IT has noted the factors that affect the adoption of SaaS ERP and the barriers that limit these goals. Lack of vendor trust, satisfaction with existing systems, data security risks, and limitations on customization have all led to a slowdown in adoption.

In Kenya, the state-owned Uchumi supermarket chain closed in June 2006 after admitting to being solvent, leaving more than 1,000 employees unemployed and in debt hundreds of millions of Kenyan shillings. Overly ambitious expansion strategy and poor ERP system configuration were cited by experts as two reasons. This contributed to the bankruptcy, especially because they were financed by working capital, which led to the tie-up of much-needed financial resources to pay vendors, employees and other commercial lenders (Kenneth, 2015).In Rwanda, the poor business performance caused by ERP in the telecommunications sector has long remained unexplained, especially from a third world perspective, where telecommunications are increasingly important (Brigham & Fred, 2017).

However, studies carried out in developed countries show that inefficient methods of project implementation contribute significantly to a decrease in the effectiveness of SME activities. There is a problem in the telecommunications sector in Rwanda, in particular the lack of technical capacity to effectively manage ERP projects Performance of Tigo Rwanda. Some institutions lose confidence, which reduces the urge to buy an ERP system. This study is based on these experiences which assessed the impact of ERP systems on the organizational performance of WASAC in Rwanda.

1.2 Problem Statement

Syricha (2018), said that the internal procurement module in the ERP system meets all the tax requirements of corporate applicants by providing tax links on existing twenty internal procurement transactions. The author explains that these taxes can be viewed or changed depending on the access permissions of the assigned user. As a result, Sanjay et el. (2009) stated that the tax calculation and tax accounting process available in local purchases in the country also applies to this module (Sheshadri et al., 2013) .Again,Bowen et al. (2004), in their research on HRM system strengthening, explains how HRM exercises lead to higher organizational performance. When it is considered discriminatory, consistent and above consensus, it will create a strong situation. In a strong situation, there will be very little variation between perceptions about the meaning of employees' situations and a reflection of common desired content. In addition, it provides clear expectations about rewards and benefits for the desired behavior.

In contrast, although the Rwanda ERP exists, some procurement activities are delayed in the completion of a system such as a purchase request, tax payable to the Rwanda Revenue Authority. In addition, Wasac has the following problem: the buyer does not immediately accept changes to the application, delays approving the application services, difficulty finding pay for some employees, difficulty the finding payments for expenses, finding bonuses for the some staff is late on different branches . For all of these reasons, water revenue fell 31% in fiscal year 2018/2019 (Johnson, 2020).

However, there is a lack of training to the WASAC staff on human resource module and procurement module, there is n't the reached ideal system advantages. The researchers were interested in examining the effects of the ERP system on WASAC's organizational performance in Rwanda.

1.3 Objectives of the Study

- i. To assess the effects of Human Resource module on organizational performance in WASAC, Kigali- Rwanda.
- ii. To identify the effects of Purchase and Procurement module on organizational performance in WASAC, Kigali - Rwanda.
- iii. To establish the relationship between ERP module and organizational performance in WASAC, Kigali -Rwanda.

1.4 Research Questions

- i. What are the effects of human resource module on organizational performance in WASAC, Kigali-Rwanda?
- ii. What are the effects of purchase and procurement on organizational performance in WASAC, Kigali-Rwanda?
- iii. What is the relationship between ERP module and organizational performance in WASAC, Kigali-Rwanda?

1.5 ERP and Organizational performance

Hunton et al. (2003), did not found effect between ERP and firm performance in a sample of 125 U.S. companies. Respectively, Hendricks et al. (2007), reported mixed results from a sample of 186 publications invested in ERP. Additionally, Maiga & Jacobs (2014), surveyed a sample of 518 US managers, and across the IT integration interface they provided plausible clarification for conflicting purposes in earlier studies that evaluated the relationship between IT and organizational performance. On the other hand, some analyzes from the US have reported a vital positive relationship between ERP and organizational performance. Tsai et al. (2015), also indicated that: the adoption of ERP can improve organizational performance by enabling effective internal audit. Among the current empirical studies, there is a set of literature review articles that support the need for any investigation to address the impact of ERP implementation on organizational performance, while the results dominate the use of alternative corporate and commercial initiatives".

2.2 Empirical Literature

2.2.1 The Impact of the ERP Module HR System on Organizational Performance

It is stated in Soliman (2016), an enterprise resource planning (ERP) system is fundamental to administrative activities in higher education institutions (HEIs). Previous research has shown that ERP improves work efficiency and increases intensity. Despite the fact that the collected works indicated the importance of the ERP system for the expansion of the company's current exhibition, universities have very few followers of ERP; thus, the demand for ERP in universities remains high. To be sure, only a few studies occur and a very small number of orderly assets stand out, designed to identify high business opportunity and how innovation-setting ERP systems provide better presentation. It recommends that the ERP system should not be viewed as an enhancement tool that meets operational and administrative costs. To improve this basic idea, this study explores the benefits of ERP, marking the difficulties and challenges faced in implementing the ERP system in HEIs in some Egyptian HEIs. The examination envisages an improvement in the sensitivity and size of the ERP system from the universities' point of view and provides evidence of common sense to ensure the improvement of administrative measures in universities. By and large, this article develops a hypothetical ERP framework for the feasibility and low cost of the institution. The research in this article is coordinating the effects and benefits of using an ERP system. Universities should recognize ERP systems - new innovations and methods for the development of their performance and efficiency (Soliman, 2016).

Similar to Irvine (2019), the motivation for smarter testing in ERP in the serious training area in Egypt is to increase the tolerance level of the ERP system, improve the appreciation of the huge change, and recognize the use of ERP system. As Egypt's HEIs serve important functions, the ERP system provides new techniques and implementations to address Egyptian HPIs. ERP identifies and refines the benefits of learning offices that report impacts or components and motivates them to improve HEI implementation. Future Application It is prudent to review the impact of the ERP framework on the HEI submission (Irvine, 2019).

2.2.2 The Effects of Purchase and Procurement on Organizational Performance

As indicated by Sollish (2012), acquiring notices to activities took care of by a venture for right controlling of the gracefully chain. Designing associations ought to straighten out their obtainment sees with the objective of improving ability and helping natural protection. This current examination's disengaged was to characterize how authoritative exhibition is improved by picking up practices. Overviews were utilized as a type of data assortment. The learning occupants for this assessment were the account and acquisition workers of the East African Portland Cement Company Limited. This investigation contained a creative arrangement, which shows individuals in a definite way; it assigns the people who take measure in the exploration. An examination was utilized and staff from the acquirement and account units were approached to round out reviews through a fleeting conversation about exact themes. Most significant data was gathered through structures that zeroed in on staff from the obtainment and money units. 46 surveys out of an aggregate of 58 were acceptably filled recommending a 79 percent pace of reaction. Data gathered is introduced utilizing tables, outlines and charts. Meetings were led, data gathered and analyzed lastly references were made established on the results. This examination

consumed on arriving at fitness and adequacy inside the procurement unit in order to build general performance of organization.

The review clearly clarifies the formation of strong relationships with major vendors by the nature of reliability and commitment. In the companies created it is necessary to evaluate where their greatest wealth has been created and the achievement of benefits that each class can take. After significant investment funds in innovation, hardware, and office fees have been created, the following primary investment funds should be listed. This is where companies can create more powerful creations, make better use of floor space, take back management, and deliver wealth to customers through products. As indicated by Author, the effectiveness of internal editing techniques, for example, the impact on organizational performance of quota management, application preparation and information exchange. Therefore, to advance organizational performance, it is necessary for management to ensure that internal editing techniques are of the highest degree of achievement. . The test actions show that intrinsic measures of achievement affect organizational performance. Some of the internal procurement measures that help organizational performance include improvements in data sharing, cycle requests, and installment payment measures. Next, the use of the web in revenue generating technology results in a level of expertise in request handling, data exchange and payment levels, which are considered the holders of authorized overhead operations. . The assurance of the exploration was to evaluate the result of the internal editing habit on the authorized operation of author in the case of the networks sector.

2.2.3 The Relationship between ERP Module and Organizational Performance in WASAC, Rwanda

Acoording to Hassabelnaby(2011), to show the link between organizational habit of ERP applications and organizational performance. This research is mainly attracted in assessing the issues upsetting ERP systems application and to get to the fore the links between organizational usage of ERP requests and organizational performance to reach professional enhancement. This why, the researcher inspected the influence of ERP system employment on organizational performance.

The articles examined were 100 businesses in general capital region – Delhi that have applied ERP system. Of those, only 32 corporations established to contribute in this analysis. The existing work is an experimental investigation created on both primary and secondary information. Self-managed questionnaire was the main cause of colleting the primary information. Total 167 effective questionnaires were occupied by the respondents from 32 concerns in national capital region – Delhi, India, that have applied ERP system. The planned research is deliberated more valuable for Indian enterprises. This enquiry found several reasons, mainly absorbed on an Indian setting that can give to the achievement of an ERP system execution. It is anticipated that the model and investigation outcomes presented in this research can help the improvement of the ERP enquiry field. The findings deliver applied guidance to managers executing ERP systems. Conversation is founded on the supervisory viewpoint of the roles of ERP on corporate performance and positively can provide a link for advanced examines in traveling post implementation ERP. The research complete that longer knowledge with ERP system has a progressive influence on company performance and on corporate procedure performance (Hassabelnaby, 2011).

Again, Ajami (2014), in his assessment of Job performance and technology in work have been investigated with a number of total concerns. The result may have different stages in states with the quickly expansion in technology. It is significant to know the influence with mediator value of job approval to this affiliation showed by many former papers. The research's aim was to observe the role of job pleasure in the connection between separate job performance and task – technology appropriate in Enterprise Resource Planning (ERP) environment. The study was test and inspected by 225 individuals in the Vietnamese enterprises. The consequences of the study delivered further bases for measuring the achievement of ERP system to researchers, companies, and dealers. In addition, final figures of the PLS analysis exposed that task – technology fit was meaningfully and positively connected to job approval and separate job performance in ERP setting. Furthermore, job pleasure had an effect on separate job performance in ERP situation.

Similar to Brocato(1995), Best observes are considered in management as development plans leading to advanced organizational performance. We hereby take an awareness in the Enterprise Resource Planning (ERP) systems' properties execution as supervisory tools on company performance, in linking with the organizational methods, and accounting and adjusting systems. This paper s' purpose is to examine how the shared development of both establishments and systems changes the case of ERP application in best practices in management and accounting in a developing economy. This study comes in the context of a slowly increasing enquiry founded on empirical data in Romania in this area. However, best follows need to be helped in order to inspire modification, in a progressively compound and modest location, and with fewer incomes obtainable to organizations. By an in-depth longitudinal case study, we exemplify how both the ERP system and the case business evolved, causing a fit, which accordingly led to refining organizational performance. The paper has applied influences for the Romanian business environment, in that Romanian supervisors and IT staffs might come to be responsive how they can control their ERP system to abuse its completer possible, and concerning the organizational s' import situation for the request and post use developments.

Finally Kayonga(2016), in beginning link between ERP and bank performance, the results exposed that ERP system application was assenting sensible connection to bank performance equal to 0.673 and p-value is .000 which is less than 0.01 this earnings that the two variables are correlated and therefore the null hypothesis stated that there is no correlation connection between ERP system expansion application and bank performance in Banque Populaire du Rwanda was disallowed by investigator and concluded that there is enough connection between ERP system and bank performance because the system upgraded bank proficiency, bank return on capital bank arrival on assets, bank return on equity runniness and feasibility by 67.3% .

2.3 Critical Review and Research Gap Identification

After reviewing the above literature, researchers found that there was literature from other researchers on the ERP system. However, there is little discussion about ERP system and organizational performance. The results of the above survey define an ERP system that can be used by various companies, but regarding recruitment preparation, talent management, compensation and benefits management, internal procurement, and organizational performance through procurement-to-payment transactions. Neither is mentioned. Therefore, researchers are eager to contribute further to local knowledge about this area of enterprise resource planning systems.

2.4 Theoretical Framework

2.4.1 Ability, Motivation, Opportunity (AMO) Theory

Ability Theory Ability refers to the practices and policies that are ensured by HR to ensure that employees are acquiring the necessary skills, knowledge and ability to perform their tasks with minimal supervision, stated. That human resource method is management that enhances their capacity are methods that enhance the capabilities and capabilities of employees to achieve the goals of the organization (Yahya et el. 2017). **Motivation principle**, motivation refers to the change policy applied by HR to manage motivation in an organization, employee performance. It also mentions ways to encourage employees to make greater efforts to achieve the tasks assigned to them, primarily in return for the effort they put into their work (Yahya et el.2017).

Opportunities Theory The practice of empowering management of employees who seek to engage employees through the provision of opportunities. According to Bello-Pintado (2015), Empowering HRM methods are called information that delegates decision-making power and responsibility from higher-level hierarchies to lower-level hierarchies through the exchange of information. This practice builds employee confidence in the organization and accelerates the development of the organization through teamwork (Yahya et el.2017)).

2.5 Conceptual Framework

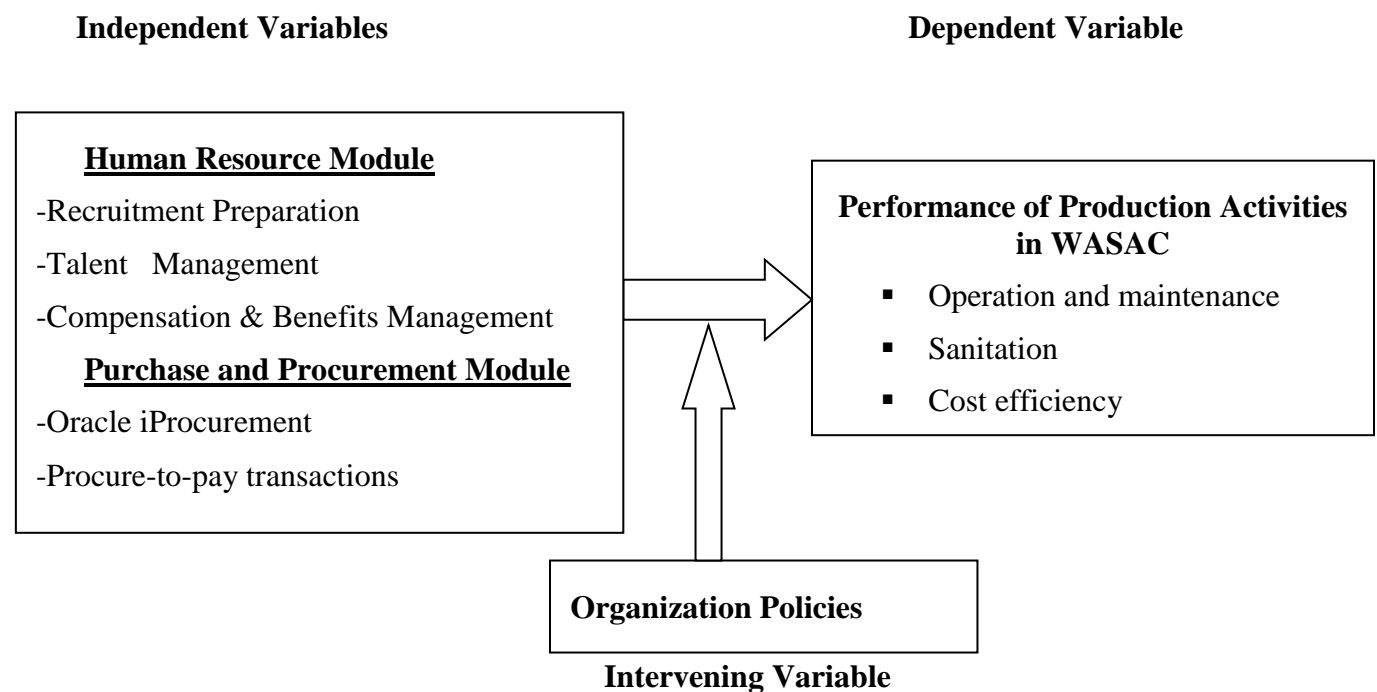


Figure 1: Conceptual Framework

Source: Researcher, 2021

3.0 Research Methodology

It was expressed cross-sectional. Data is collected using self-administered questionnaire. This research's the target population was the employees of WASAC. They are temporary employees and regular employees from all head office, 16 water treatment plants and twenty branches. The population of WASAC is a big number because the number that use ERP, there permitted to take population of 459 staff from different provinces from different branches and water plant treatments. The survey's sample was 82 respondents. Within this survey, the researcher used the strategy of calculating the sample size for proportions. For populations that are large, the sample design was completed using the formula of Morgan. (Fricker, 2009) with a sureness interval of 90% and a margin error of 10% as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where,

n: the smallest sample size

N: the full population.

e: the margin of error estimated at 10%

Using this formula, and taking the level of self-reliance of 90%, the study attained the following:

$$n = \frac{N}{1+N(e)^2} = \frac{459}{1+459(0.1)^2} = 82 \text{ respondents}$$

Table 1: Sample Size

Location	Number of staff	Managers	Sample Size
Northern province	83	3	12
HQ	100	22	35
Eastern province	81	7	14
Western province	75	6	11
Southern province	77	5	10
Total	416	43	82

Source: WASAC, 2021

4.0 Data Analysis and Interpretation

Filled forms was checked for fullness and then the information was implied and entered in the computer. The fields was checked and validated before the analysis. The data was computed using SPSS version 21. Data presentation was done using percentages, frequencies tables for each of the study variables.

4.1 The effects of Human resource module on organizational performance WASAC, Rwanda

Table 2: Recruitment Preparation

Recruitment Preparation	N	SA		A		U		D		SD	
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%
WASAC's Managers have to establish and design steps'series from noticing vacancies to forming recruitment events	82	44	53.2	38	46.8	0	0.0	0	0.0	0	0.0
WASAC's Managers may have earlier approval to hold your headcount or you may need to become approval when you discover the opening.	82	44	53.6	38	46.4	0	0.0	0	0.0	0	0.0

Source: Researcher, 2021

Results show that 53.2% and respondents' 46.8% agreed and strongly agreed, separately. Managers have to establish and design steps'series from noticing vacancies to forming recruitment events, The summation is 100% strongly agreed and agreed, this is has significations of all respondent use ERP in their daily activities of recruitment new staff in WASAC. Results show that 53.6% and 46.4% of respondents strongly agreed and agreed respectively Managers may have earlier approval to hold your headcount or you may need to become approval when you discover the opportunity,. The summation is 100% of strong agreed and agreed, this show that all respondents agreed that Managers of WASAC use HRMS in identification of the vacancies.

Table 3: Talent Management

Talent Management	N	SA		A		U		D		SD	
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%
Oracle HRMS empowers you to record the classes of capabilities perceived by WASAC. You could rank a doctorate as level1	82	39	47.1	43	52.9	0	0.0	0	0.0	0	0.0
oracle HRMS empowers you to record the sorts of capabilities Perceived by WASAC. You could rank a masters degree as level2	82	30	36.1	52	63.9	0	0.0	0	0.0	0	0.0
OracleHRMS empowers you to record the classifications of capabilities .Perceived by your undertaking. You could rank a four year college education as level3	82	59	71.6	23	28.4	0	0.0	0	0.0	0	0.0

Source: Researcher, 2021

Results showed that 47.1% and 52.9% of respondents strongly agreed and agreed separately. Oracle HRMS empowers you to record the classes of capabilities perceived by WASAC. You could rank a doctorate as level1. The summation of strong agreed and agreed is 100% this is implies that the doctorate level of staff can be verified through HRM system. Results showed that 36.1% and 63.9% of respondents strongly agreed and agreed respectively. Oracle HRMS empowers you to record the sorts of capabilities Perceived by WASAC. You could rank a masters degree as level2. The summation of strong agreed and agreed is 100% this is implies that the masters level of staff can verified through HRM system. Oracle HRMS empowers you to record the classifications of capabilities .Perceived by your undertaking. You could rank a four year college education as level3. The summation of strong agreed and agreed is 100% this is implies that the bachelor level of staff can verified through HRM system.

Table 4: Compensation and Benefits Management

Compensation and Benefits Management	N	SA		A		U		D		SD	
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%
Oracle HRMS enables to identify earnings, such as salary, wages, and bonuses of each staff member	82	50	60.6	32	39.4	0	0.0	0	0.0	0	0.0
Oracle HRMS enables one to identify benefits, such as employee stock purchase and pension plans	82	53	64.9	29	35.1	0	0.0	0	0.0	0	0.0

Source: Researcher, 2021

Results, show that 60.6% and 39.4% respondents strongly agreed and agreed respectively that oracle HRMS enables a user to identify earnings, such as salary, wages and bonuses of staff members of wasac. The summation of strong agreed and agreed is 100%, this implies that oracle HRMS plays an important role in daily activities of WASAC. Results, show that 64. 9% and 35. 1% respondents strongly agreed and agreed respectively that Oracle HRMS enables one to identify benefits, such as staff pension plans and stock purchase of wasac. The summation of strong agreed and agreed is 100%, this implies that oracle HRMS plays an important role in daily activities of WASAC.

4.2 The effects of Purchase and procurement module on organizational performance WASAC, Rwanda

Table5: Procure-to-pay transactions

Procure-to-pay transactions	N	SA		A		U		D		SD	
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%
Oracle software(ERP) of WASAC facilitates clients to demand changes to buy orders when alterations are expected to satisfy a request	82	44	53.2	38	46.8	0	0.0	0	0.0	0	0.0

Source: Researcher, 2021

Table 5, show that 53.2% and 46.8% respondent strongly agreed and agreed respectively that Oracle software (ERP) of WASAC facilitates clients to demand changes to buy orders when alterations are expected to satisfy a request of wasac. The summation of strong agreed and agreed is 100%, this implies that Oracle software (ERP) of WASAC plays an important role in daily activities of wasac especially purchase order editing.

Table 7: Oracle software of WASAC

Oracle I Procurement	N	SA		A		U		D		SD	
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%
In oracle software of WASAC the assigned user can estimate tax, payable to Rwanda Revenue Authority	82	35	42.3	47	57.5	0	0.0	0	0.0	0	0.0
In oracle software of WASAC the assigned user can create or change requisition of items required by all departments.	82	24	29.3	58	70.7	0	0.0	0	0.0	0	0.0

Source: Researcher, 2021

Results show that 57.7% and 42.3% of respondents agreed and strongly agreed respectively, that in oracle software of WASAC the assigned user can estimate tax, payable to Rwanda Revenue Authority. The summation of strong agreed and agreed is 100%, this implies that oracle software of WASAC plays an important role in daily activities of wasac especially in tax calculation. Results show that 70.7% and 29.3% respondents agreed and strongly agreed respectively that in oracle software of WASAC the assigned user can create or change requisition of items required by all departments. The summation of strong agreed and agreed is 100%, this implies that oracle software of WASAC plays an important role in daily activities of WASAC especially in items requisition.

4.3 The relationship between ERP modules and organizational performance WASAC, Rwanda

Multiple Regression Analysis

Several reversion examination is normally used to guess the assessment of a variable based on the value of two or more other variables. The variable to expect is known as the dependent variable .The one we use to expect the pace of the dependent variable are known as the independent variable. It is critical for our research as it also permitted us defining the overall fit of the model and the relative influence of each of the analysts to the total variance clarified. Also, multiple linear reversions attempted to model the connection between several a response variable and explanatory variables by suitable a linear equation to observed data.

$$Y = b_k X_k + \varepsilon + \dots + b_2 X_2 + b_1 X_1 + b_0$$

Independent variable: X_k , and Coefficient: b_k , Unidentified factor: ε , and Dependent variable: Y

For our study: Y = performance

X_1 : Recruitment Preparation, X_2 : Talent Management identification easier: X_3 : Compensation & Benefits Management, X_4 : Oracle iProcurement, X_5 : Procure-to-pay transactions.

Table 8: Multiple Regression Analysis Model

Unstandardized Coefficients			standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
(Constant)	3.905	.958		4.077	.000
Recruitment Preparation	.053	.092	.070	.580	.163
Talent Management	-.089	.085	-.112	-1.047	.298
Compensation & Benefits Management	.541	.109	.560	4.962	.000
Procure-to-pay transactions	-.110	.137	-.093	-.808	.021

Predictors: (Constant), Recruitment Preparation, Talent Management, Compensation & Benefits Management, Oracle iProcurement, Procure-to-pay transactions

$$Y = \varepsilon + b_4X_4 + b_3X_3 + b_2X_2 + b_1X_1 + b_0$$

$$Y = 3.905 + 0.053X_1 - 0.089X_2 + 0.0541X_3 - 0.110X_4 + 0.113 \text{ where } \varepsilon = 0.113$$

The general form of the equation to performance from is:

$$\text{Performance} = 3.905 + 0.053 \text{ Recruitment Preparation} - 0.089 \text{ Talent Management} + 0.541 \text{ Compensation \& Benefits Management} - 0.110 \text{ Procure-to-pay transactions} + 0.113$$

Table 9: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.634a	.585	.527		.113

R^2 gave The R-squared a value as the connection s' square. It quantifies the measure of variety in the dependent variable that can be able to the independent variable. The linear correlation factor considered measures the strength between two variable. At the point when r is near straight relationship is described, as solid positive along these lines the connection is positive. At the point when r is close - 1 the correct connection is described as extreme negative in this manner the relationship is negative. The study revealed $r = 0.634$, this implied that there was a genuinely strong positive different connection between's independent including Recruitment Preparation, Talent Management identification easier, Compensation & Benefits Management ,Oracle iProcurement , Procure-to-pay transactions and the dependent variable (performance). It showed that $r^2 = 0.585$, which meant that linear link between x and y gave 58.5% of total variation in y, the current total variation of 41.5% was unexplained. This correlation was generally described as strong one.

5.0 Conclusions

Within The WASAC, Rwanda, it was determined that indeed there was a relationship between the ERP System and performance. This relationship was positive and of fairly strong magnitude. Therefore when the ERP System usage is improved, performance is likely to improve on a fair scale and vice versa. This means that there could be other factors affecting the wasac, which would be the interest of subsequent/ future research.

6.0 Recommendations

Based on the previews surveys and conclusion the following are the recommendations to the **WASAC:**

To provide regular training sessions on effective usage of ERP to the employees. Because there was inadequate informal and formal trainings.

To make regular upgrades of the ERP used by the organizational due to the growing of services demanded.

To provide the full internet due to the slowing down of ERP in case of insufficient internet.

Basing on limitations to this study, more focus should be made in further researches in this area of ERP System.

Being a case study, a more general study should be carried out to other organizations. A study may be carried out to evaluate the progress in using ERP at WASAC.

A study should be carried out to assess the failures in functionalities of ERP.

A study should be carried out to assess all the system factors, which hinder the effective usage of ERP. A study should be carried out to assess the loss caused by ineffective usage of the ERP.

A study should be carried out to investigate other factors that affect the ERP at wasac, Rwanda

REFERENCES

- Ajami S, A.-C. R. (2014). The effects of applying information technology on job empowerment dimensions
- Bos-Nehles, A. C., Riemsdijk, M., & Looise, J., (2013). Employee Perceptions of Line Management Performance: Applying the AMO Theory to Explain the Effectiveness of Line M
- Barnard, C.I. (1938). *The functions of the executive*. Cambridge, MA: Harvard University Press
- managers' HRM Implementation, Human Resource Management, 52(6), 1–17.
- Bowen (2004), Oracle Financials for India User's Guide*
- Bradford. (2010). . Modern ERP: Select, Implement & Use Today's Advanced Business Systems,.
- Brocato, K. A. (1995). A System of Management for Organizational Improvement.
- Cherrington, D.J. (1989). Organizational behavior: The management of individual and organizational performance.
- Constantine, C. (2017). Economic structures, institutions and economic performance.
- Dawson, C. (2002). Practical Research Methods: A User-friendly Guide to Mastering Research Techniques and Projects. Oxford: How to Books Ltd.
- Fasin, A. S., Awe, G. O. and Aruleba, J. O, 2006. Irrigation suitability evaluation and crop yield an example with *Amaranthus cruentus* in Southwestern Nigeria. African Journal of Plant Science Vol. 2 (7), pp. 61-66, July 2008.
- Hassabelnaby, H. (2011). The Impact of ERP Implementation on Organizational Capabilities and Firm Performance. *Benchmarking An International Journal* .
- Hendricks, Vinod R. Singhal, Jeff K. Stratma(2007) . The impact of enterprise systems on corporate performance: a study of ERP, SCM, and CRM system implementation.
- Huntona, Lippincottb, L. Reck (2003) .Enterprise resource planning systems: comparing firm

Irvin, B. T. (2019). Digital Transformation Is Not About Technology. *havard business review*.

JOHNSON, K. (2020). <https://rwandatoday.africa/rwanda/business/unpaid-water-bills-and-leaks-weigh->

Kayonga, D. (2016). ASSESMENT OF ENTERPRISE RESOURCE PLANNING SYSTEM. *International Journal of Economics, Commerce and Management*.

Kipkemoi, R. T. (2017). Effects Of Procurement Practices On Organizational Performance Within The Public Sector: A Case Of East African Portland Cement Company Limited.

Maiga and A. Jacobs (2014). Assessing the interaction effect of cost control systems and information technology integration on manufacturing plant financial performance.

Market Watch, 2006. ERP in Romania – concept. Market Watch, [online] no. 90.

Sanjay, Mathew D (2009) .Oracle Financials for India User Guide.

Seshadri Mathew Daniel&Sanjay Mall, (2013). Oracle Financials for India User Guide.

Siricha(2018) , Oracle Financials for India User's Guide.

Siricha, P.S., T. F. (2016). The Effects of Electronic Procurement on Organizational Performance In Kenya Ports Authority. *Imperial Journal of Interdisciplinary Research*, 1761-1783.

Soliman, M. (2016). Enterprise Resource Planning (ERP) Systems in the Egyptian Higher Education Institutions: Benefits, Challenges and Issues.

Sollish, S. (2012). The procurement and supply manager's desk reference.

Yahya, K., Tan, F. & Tay, L. (2017), The Power of Ability-Motivation-Opportunity Enhancing Human Resource Management Practices on Organizational Ethical Climate, International Journal of Business and Society, 18(3), 547-562.