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DETERMINING ERP SUCCESS IN ORGANIZATIONS IN INDONESIA: TESTING AN INTEGRATIVE MODEL OF LEADERSHIP, INNOVATION, AND ORGANIZATIONAL CULTURE

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ABSTRACT

The high failure rate of Enterprise Resource Planning (ERP) implementations demands an in-depth evaluation of non-technical aspects, particularly leadership and organizational dynamics. This study aims to examine the moderated mediation mechanism linking transformational leadership to successful ERP implementation, positioning employee innovative behavior as a mediator and organizational culture as a moderator. Using a quantitative approach with a cross-sectional design, data were collected from 310 professional employees in Indonesia who had used an ERP system for at least one year. Data analysis was conducted using Partial Least Squares-based Structural Equation Modeling (PLS-SEM). The results demonstrate that transformational leadership has a significant positive effect in triggering innovative behavior. The most crucial finding indicates that innovative behavior is the most dominant determinant (β=0.592) in predicting ERP success, surpassing other factors. Furthermore, organizational culture is proven to moderate the relationship, where an adaptive culture serves as a catalyst that strengthens the impact of leadership on innovation. This study concludes that successful digital transformation requires a paradigm shift from a techno-centric approach to a human-centric one, where visionary leaders and a supportive culture are absolute prerequisites for technology adaptation.

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INTRODUCTION

Digital transformation has become a strategic imperative for business sustainability in today's unstable digital economy era. Modern organizations must adopt data-based technology that can improve decision-making and operational efficiency (Verhoef et al., 2021). The deployment of *Enterprise Resource Planning* (ERP), an integrated system intended to automate workflows and unify data across departments in *real-time*, is one of the main manifestations of this transformation (Chofreh et al., 2018).

Although ERP is designed as an integrated system capable of increasing business process efficiency, its failure rate remains high—even reaching 40%–60% in many implementation cases in developing countries (Mahraz et al., 2019; Stiyoaji et al., 2024). Various studies confirm that the root of the problem does not lie in technical aspects, but in organizational dynamics and user behavior. Studies on ERP implementation in developing countries show that failure is often triggered by a lack of top management support, user resistance, minimal training, and low end-user involvement in the implementation process. These factors are proven to be more critical than the technical capabilities of the software itself (Mukti & Rawani, 2016). This fact shows that ERP success is highly dependent on human elements and how workers adapt to new technology (Reis et al., 2018).

Transformational leadership—also known as kepemimpinan transformasional—emerges as an important factor in managing this technological change. This leadership style centers on inspiration and intellectual stimulation and has been proven effective in reducing the doubts brought about by new technology (Donkor et al., 2022). According to empirical research, transformational leaders can create an employee-friendly work environment (Shahi & Bhatti, 2021). Nevertheless, there is no in-depth research on the intermediary mechanism of ERP systems and how the leader's vision affects the technical operational success of the ERP system.

Innovative Work Behavior—also known as "Perilaku Kerja Inovatif"—can help overcome this disparity. ERP is a rigid system, but it requires flexibility. Users must make smart workarounds and create new processes to meet business needs (H. Li et al., 2019). Creative employees do not just use the system passively but also actively seek solutions to problems (Klaic et al., 2020).

However, effective leadership that triggers innovation does not occur in a vacuum. Moderation is very important in the social environment, especially Organizational Culture. According to contingency theory, the principles existing in an organization's culture can make a leader's efforts better or worse (Purwanto, 2020). In a rigid bureaucratic culture, transformational leadership may influence innovation, but a culture that supports learning and flexibility, or adhocracy, may hinder it (Afsar et al., 2019; Meng & Berger, 2019)

The bivariate relationships between these variables have been studied separately, but very few studies combine them into a moderated mediation model. This is especially true for ERP implementation in developing countries (Putri et al., 2024; Scuotto et al., 2021). Therefore, this study aims to fill this gap by examining: (1) how transformational leadership affects innovative behavior, (2) how innovative behavior affects the success of ERP implementation, and (3) how organizational culture helps strengthen the relationship

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between leadership and innovation.

LITERATURE REVIEW

Transformational Leadership and Innovative Behavior

The Social Cognitive Theory perspective suggests that employee behavior is strongly influenced by the social environment and role models in the workplace (Schunk & DiBenedetto, 2020). In this context, transformational leadership does not only function as a managerial control mechanism, but as a cognitive catalyst. Transformational leaders, through the intellectual stimulation dimension, challenge the status quo and encourage employees to rethink old assumptions in technical problem solving (Klaic et al., 2020).

Recent empirical research confirms this relationship. Afsar et al. (2020) found that inspiring leaders enhance employees' creative self-efficacy, which is a key predictor of innovative work behavior. In a dynamic technological environment, transformational leaders create a climate of psychological safety, where failure in technological experiments is considered part of the learning process, not a fatal mistake. This encourages employees to actively explore new features and propose process improvement ideas (Shahi & Bhatti, 2021). The study by (W. Li et al., 2018) also confirms that transformational leadership significantly increases innovative behavior by facilitating knowledge sharing among team members.

H1: Transformational leadership has a positive and significant effect on employee innovative behavior.

Innovation as a Determinant of ERP Implementation Success

Successful ERP implementation is a multidimensional construct. Various studies show that the success of information system implementation, including ERP, is not only determined by technical aspects such as system quality, but mainly by organizational factors and user behavior. Previous research noted that issues such as lack of management commitment, low end-user involvement, weak organizational readiness, and minimal training are critical factors determining system implementation success (Mukti & Rawani, 2016). These findings confirm that system quality alone does not guarantee the achievement of full benefits for the organization. However, ERP systems are often generic and require adaptation to suit the organization's unique context. This is where the crucial role of innovative behavior lies.

Employees with a high level of innovative behavior tend to engage in digital *job crafting*, which is modifying the way they interact with the system to increase efficiency (Tian et al., 2021). Research by Costa et al. (2016) shows that user innovation in the form of *constructive workarounds* (smart alternative solutions) is very important for overcoming the rigidity of ERP systems at the post-adoption stage. Without innovative behavior, the ERP system will only become a rigid administrative tool that does not provide strategic value. Furthermore, innovation acts as a mediating mechanism; the digital vision brought by transformational leaders (H1) will only materialize into operational ERP success if it is translated into real innovative actions by employees (Scuotto et al., 2021).

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H2: Employee innovative behavior has a positive and significant effect on ERP implementation success.

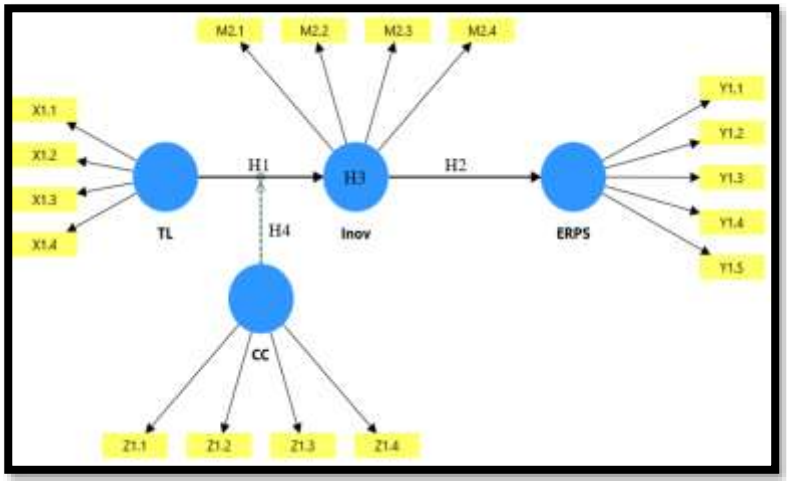
H3: Innovative behavior mediates the effect of transformational leadership on ERP implementation success.

The Moderating Role of Organizational Culture

Although transformational leadership is a strong predictor of innovation, its effectiveness is limited by organizational "cultural boundaries." Based on Contingency Theory, the interaction between leader and subordinate does not occur in a vacuum, but is embedded in organizational norms and values (Oc, 2018). Organizational culture can act as an enhancer or an inhibitor.

Adaptive organizational culture (often associated with the *adhocracy* type) is characterized by flexibility, external orientation, and risk tolerance. In such a culture, intellectual stimulation from transformational leaders will be enthusiastically welcomed, so its impact on innovative behavior will be stronger (*amplified*) (W. Li et al., 2018; Purwanto, 2020). Conversely, in a rigid, stability-oriented bureaucratic culture, the leader's encouragement to innovate may clash with strict compliance norms, thereby weakening the leadership's influence (Meng & Berger, 2019). Research by Budihardjo & Supriyadi, (2025) and Stiyoaji et al. (2024) is in line with this argument, showing that a culture that supports learning (*learning culture*) strengthens the relationship between human resource management practices (including leadership) and innovative performance.

H4: Organizational culture moderates the relationship between transformational leadership and innovative behavior.



Pict 1. Conceptual Framework

RESEARCH METHOD

This research applies a quantitative approach with a cross-sectional survey design to test the proposed model of relationships between variables. The target population in

this study includes all professional employees in various sector companies in Indonesia who have implemented Enterprise Resource Planning (ERP) systems for at least one year. The one-year time limit was set to ensure that the company had passed the go-live phase and reached the system stabilization phase. The sampling technique was carried out using a non-probability sampling method with a purposive sampling approach. Inclusion criteria for respondents were strictly set to ensure data quality, namely employees who have worked for at least one year, are actively involved as users of the ERP module, and have direct experience in the process of adapting to organizational technology changes.

Based on the instrument distribution procedure, a total of 310 valid samples were obtained and used in the data analysis. This sample size is considered very adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis because it has exceeded the minimum threshold suggested in methodological literature. The number of 310 respondents meets the rule of ten which requires a minimum sample of ten times the number of structural paths leading to a particular construct, and meets the power analysis criteria for detecting moderation effects as recommended by Kock and Hadaya (Kock & Hadaya, 2018). Data collection was carried out by distributing electronic questionnaires (online survey) spread via email and company internal communication platforms. Respondent participation was voluntary with a guarantee of full anonymity to minimize response bias.

The measurement instrument used adopted a 5-point Likert scale and was adapted from previous studies that had been tested for validity. The independent variable Transformational Leadership was measured using four reflective indicators referring to the dimensions of Bass & Avolio (1994), including inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation. The mediator variable Employee Innovative Behavior was evaluated through four measurement items from Janssen (2000) which include the stages of idea creation, promotion, and realization. Furthermore, the moderator variable Organizational Culture was measured using four indicators adapting the Denison model (1996), namely value consistency, employee involvement, mission orientation, and adaptability. Finally, the dependent variable ERP Success was measured comprehensively using five indicators from DeLone & McLean (2003) (2003), which include information quality, system quality, service quality, user satisfaction, and net benefits perceived by the organization.

Data analysis in this study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS software. The first stage of analysis focused on evaluating the outer model to ensure the validity and reliability of the reflective instruments. Indicator reliability and internal consistency of constructs were assessed through outer loading, Cronbach's Alpha, and Composite Reliability which must exceed the threshold of 0.70. Furthermore, convergent validity was tested using Average Variance Extracted (AVE) with a minimum value of 0.50, while discriminant validity was evaluated using the Heterotrait-Monotrait ratio of correlations (HTMT) criterion with a conservative threshold limit below 0.85 to ensure empirical distinction between constructs (Franke & Sarstedt, 2019; Hair et al., 2019). After the instrument validity was confirmed, the analysis continued with the evaluation of the inner model for hypothesis testing.

The predictive power of the model was assessed through the coefficient of determination (R2) on endogenous variables and the effect size (f2) to estimate the

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magnitude of the partial contribution of predictor variables. Significance testing of path coefficients, indirect effect mediation effects, and product indicator interaction moderation effects was carried out through a bootstrapping procedure with 5,000 subsamples at a 5% significance level (two-tailed). This approach was chosen because of its robust capability in handling complex models involving simultaneous mediation and moderation relationships without strict data distribution normality assumptions (Sarstedt et al., 2019).

RESEARCH RESULTS AND DISCUSSION

Respondent Demographic Profile

Data collection yielded a total of 320 administratively valid responses. Based on demographic characteristics, respondents were dominated by female employees (69.1%) and workers in the early to middle phase of employment (*tenure*), where 46.3% of respondents had 1–5 years of service. This profile provides an important context that innovation in ERP implementation in this sample is largely driven by the perspective of users who are relatively newly adapted but are already quite competent in using the system.

From a technology perspective, the data shows the dominance of Microsoft-based ERP system usage (Dynamics/Navision, etc.) at 71.9%, followed by Oracle (9.7%) and SAP (5.9%). This high homogeneity in the use of the Microsoft platform indicates that the perception of ERP success in this study is strongly influenced by a technological ecosystem that tends to be *user-friendly* and integrated with daily office applications, which may facilitate the process of user adaptation and innovation compared to more complex systems. The dominance of one type of platform provides the advantage of homogeneity of user experience in responding to research instruments. Details of the descriptive statistics of the respondents are presented in Table 1 below:

Table 1. Respondent Demographic Profile (N=320)

Category	Item	Frequency	Percentage (%)
Gender	Male	99	30.9%
	Female	221	69.1%
Length of Work (Tenure)	< 1 Year	122	38.1%
	1 – 5 Years	148	46.3%
	6 – 10 Years	22	6.9%
	> 10 Years	28	8.7%
Main ERP System	Microsoft (Dynamics/Navision etc.)	230	71.9%
	Oracle	31	9.7%
	SAP	19	5.9%
	Odoo	16	5.0%
	Others (Mekari, Accurate, Custom, etc)	24	7.5%
Total		**320**	**100%**

Source: Data Processed, 2025

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Hypothesis Testing

Hypothesis testing was carried out using the bootstrapping method with 5,000 subsamples to ensure the stability of the estimates. The predictive power of the model was evaluated through the coefficient of determination (R2), which shows that the model is able to explain 40.9% of the variance in the Innovative Behavior variable and 35.1% of the variance in ERP Success.

Table 2 Summary of Hypothesis Testing Results

Hypothesis	Path Relationship	Std. Beta (β)	T-Statistics	P-Values	Decision
H1	TL → Employee Innovation	0.363	5.610	0.000	Accepted
H2	Employee Innovation → ERP Success	0.592	13.227	0.000	Accepted
H3	TL → Innovation $\rightarrow$ ERP Success	0.215	4.932	0.000	Accepted
H4	Moderation (Culture X TL) → Innovation	0.108	3.588	0.000	Accepted

Source: SmartPLS Data Processing Results (2025)

The results of the first hypothesis test confirm that transformational leadership has a positive and significant effect on employee innovative behavior ($\beta = 0.363$, $p < 0.05$). The path coefficient value of 0.363 indicates that leadership intervention contributes substantially to shaping an innovative mindset. The most prominent finding in this study is the magnitude of the role of employee innovation on the success of ERP implementation. This path has the highest coefficient ($\beta = 0.592$). The moderation analysis results show that organizational culture interacts significantly with transformational leadership in influencing innovation ($\beta = 0.108$, $p < 0.05$). This effect, although classified as small ($f2 = 0.059$), is statistically significant, proving that organizational culture acts as a catalyst.

Discussion

The discussion of the research findings validates Transformational Leadership Theory by B. Bass (2015), which postulates that leaders who are capable of intellectual stimulation and providing inspirational motivation will encourage subordinates to think outside standard routines. In the context of the respondent demographics dominated by employees with 1–5 years of service (46.3%), the role of the leader becomes very crucial in creating a climate of psychological safety.

The most prominent finding in this study is the magnitude of the role of employee innovation on the success of ERP implementation. This path has the highest coefficient ($\beta = 0.592$) and a large effect size ($f2 = 0.540$). Statistically, this confirms that innovation is the main determinant—even more critical than other factors—in predicting system success. Employee innovation—in the form of smart improvisations (constructive workarounds) and business process adjustments—becomes the bridge that connects

system rigidity with the flexibility of operational needs. Without innovative behavior, ERP implementation will only be administrative and transactional.

The moderation analysis results show that organizational culture interacts significantly with transformational leadership in influencing innovation ($\beta = 0.108$). This finding supports Contingency Theory, which states that leadership effectiveness depends on the environmental context in which the leader operates. Organizational culture acts as the "soil" where the "seed" of the leader's vision is planted. In an adaptive organizational culture—which values learning, collaboration, and openness—stimulation from transformational leaders will be positively welcomed and amplified into real innovative actions. This interaction explains why the same leadership style can produce different innovation outcomes in different organizations.

This research provides a significant contribution to the Information Systems and Human Resource Management literature by opening the "black box" of ERP implementation. Specifically, this study shifts the research paradigm from a techno-centric approach to a human-centric one by empirically proving that employee innovative behavior is the main mediating mechanism that bridges leadership vision with operational system success. In addition, this research enriches the global literature on the moderated mediation model by validating the role of organizational culture as a crucial social context. In the ecosystem of developing countries, organizational culture is proven to act as a unique catalyst that can amplify or even dampen the effectiveness of transformational leadership, reaffirming the relevance of B. Bass's Leadership Theory (2015) and Contingency Theory in the dynamics of modern digital transformation.

From a managerial perspective, these findings demand a re-evaluation of digital transformation project management strategies. Organizations are advised not to place technical competence as the sole criterion in appointing ERP project managers; instead, the appointment of leaders with transformational characteristics namely visionary, inspiring, and capable of intellectual stimulation must be the main priority to ensure sustainable system adoption. Furthermore, management needs to realize that cultural readiness is an absolute prerequisite for technical readiness. Before the go-live phase, companies need to carry out a cultural audit and instill values that support learning and tolerance for failure (fail-fast culture), so that resistance to the new system can be minimized. Finally, ERP training strategies must evolve from mere procedural technical instructions to problem-solving simulations that stimulate innovation. Given the demographic profile of users dominated by the medium tenure group (1-5 years), companies are strongly advised to empower this group as "Innovation Ambassadors" or key users who can spread enthusiasm for system exploration to other colleagues, utilizing their familiarity with technology to accelerate the organizational adaptation curve.

CONCLUSION

This research concludes that the success of Enterprise Resource Planning (ERP) implementation is not solely the product of sophisticated technological infrastructure, but the result of complex human behavioral dynamics within the organization. Empirical findings confirm that employee innovative behavior—which is manifested in the form of smart improvisations and business process adjustments—is the most dominant determinant of whether the ERP system will provide optimal benefits or merely become

an administrative burden. This innovation does not appear in a vacuum, but is significantly triggered by the transformational leadership style. Furthermore, this study highlights the crucial role of organizational culture as a catalyst in the digital ecosystem. Moderation analysis shows that the effectiveness of transformational leadership in driving innovation becomes much stronger when supported by an adaptive and learning-oriented organizational culture.

Based on these conclusions, the practical implications for organizational management demand a strategic shift in ERP project management. Organizations are advised to revise the criteria for appointing transformation project managers, where transformational leadership competence must be prioritized over mere technical competence. In addition, management needs to empower young user groups as change agents or key users. Training strategies must also evolve from mere procedural technical instructions to problem-solving simulations that stimulate innovation. No less important, cultural intervention to build a fail-fast mentality must be carried out before the system go-live phase to minimize resistance. For the development of future science, this research suggests expanding the methodological horizon through a longitudinal approach. Subsequent researchers are also encouraged to broaden the study context by comparing innovation dynamics across various types of ERP platforms and considering individual digital readiness variables as new moderators.

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