Reflexivity in the Resistance to Enterprise Resource Planning (ERP) Innovation

E

Francisco Cua
Academy of Unit Standards (Hong Kong) Limited, China

INTRODUCTION

We do not merely have conversations with ourselves, but . . . We are these conversations. – Vandenberghe (2010, p. 55)

Reflexivity is the consciousness of these conversation as it wades down from the cause, the contexts, and the conditions of an action to the action itself and wades down further to its implications (Archer, 2010; Vandenberghe, 2010). The reflexive thinking dates back to nineteenth century, especially in the fields of complexity, economics, epistemology, innovation, and uncertainty (Beinhocker, 2013). Down from antecedents to the action to its consequences, the same consciousness also moves from (first) external conversations with people to the inner conversations with the self and (second) from the internal conversation back to external conversations. The consciousness of the action of the individual defines the social reality that the individual belongs to (Markham & Couldry, 2007; Sandri, 2009).

The reflexivity on the deployment of the Enterprise Resource Planning (ERP) interrelates with the dynamic interactions and social behaviors (e.g., innovation resistance) on one hand and with the society, organizations, and people on the other hand (Menger, 1871). It must address the belief systems and contain the "totality" and the plurality of relevant theoretical lenses (Von Bohm-Bawerk, 1888, p. 7) in the context.

Justification and Argument

For large Kazakhstani corporations with the agenda to conduct Initial Public Offering (IPO), the deployment of ERP is regarded as an essential requirement for enhancing corporate governance and corporate image and ensuring the success of the IPO (Vassiliev, 2007). A successful ERP deployment hinges on increasing

knowledge of negative bias or innovation resistance, which is an underdeveloped theoretical lens in the Diffusion of Innovations (Sheth, 1981). The knowledge negative bias sheds light about the S-shaped curve and the adopter categories.

The deployment of the ERP, as a research gap, is not about the adoption but rather the non-adoption (Kleijnen *et al.*, 2009). The first gap appears in the S-shaped curve. Only ten percent of innovations are actually adopted (Tarde, 1903). The second gap involves a construct. The "adopter categories" construct presupposes that everyone in the target segment will eventually adopt the innovation. This ideal situation is never the case.

The reflexivity in this article focuses on the deployment of the ERP and the opinions of the people accepting or resisting the adoption. Innovation resistance is an issue. For ERP, top management needs to develop appropriate strategies against the innovation resistance. The case study shows that recognizing reflexivity and the ontology of becoming are appropriate managerial actions, in addition to other strategies, such as training and retraining.

The argument presupposes that the reflexivity of becoming de-emphasizes the present status quo (the certain state) and, instead, emphasizes the future change (the uncertain state). The emphasis on the becoming (Chia, 1996; Whitehead, 1929) further presupposes that the cognitive presence of beliefs and attitudes influences the thinking of the alternatives and their consequences at individual and organizational levels.

BACKGROUND

The literature review reveals two reasons associated to an action: the innovation resistance. The first is the reason *for* action, or the instinctive or affective motive (Dancy, 2000). The second is the reason in favor *of*

action, or the justifying reason (Frankena, 1973). To make the innovation resistance intelligible, both must be kept together (Hutcheson, 1897). Table 1 contains the labels associated to innovation resistance (negative bias), as well as pro-innovation bias (positive bias).

Diffusion is a learning process that is facilitated through dynamic interpersonal relations (Rogers, 2003). A majority of diffusion's target segment is made up of those who are less attracted to innovation and change. They have no awareness of the positive or negative attributes, even of the obvious attributes, of the innovation (Sheth, 1981).

The diffusion process might seem like a one-way process from the managers (the source) to their employees (the target segment). The image of interactions in the deployment of ERP in an organization is that of a spider web and contains multiple interpersonal two-way interactions and multiple perspectives of the champions (top management), middle managers, and users.

The interactions permeate all levels. There are interactions at micro level, such as between the managers and employees. There are also interactions at meso level, such as between organizations and the members of the communities. Likewise, there are interactions at macro level, such as between the society and the communities in the society. All these interactions pass through communication media (Durlabhji, 1993, p 70). These sorts of mediated communications (Pavlik & McIntosh, 2004) presuppose the existence of awareness (Bleumers *et al.*, n.d.).

To inform the thinking and reflexivity (Burrell and Morgan, 2005) raises assumptions about reality (ontology) and the characters of truth statements (epistemology). The knowledge, for example, of sixteen percent of the target segment (the population) are presumed to be innovators and early adopters who seek innovation for novelty sake (Bass, 1969; Mahajan & Peterson, 1985;

Table 1. Labels associated to bias

Labels	Sources
Authoritative/forced adoption (e.g., ERP)	Ram (1991)
Barriers or risks perceived risk (culture and tradition, financial risk, functional risk, image, network externality risk, performance risk, physical risk, psychological risk, social risk, time risk, usage, value)	Hirunyawipada and Paswan (2006) Laukkanen *et al.* (2007) Ram (1987, 1989) Ram and Sheth (1989) Sheth (1981)
Cognitive presence of the resistance to domain-specific object	Hirunyawipada and Paswan (2006) Ram (1989)
Competence (technological competence)	Ram (1991)
Complacency (organizational or top management)	Bao (2009)
Coping mechanism	Ram (1991)
Habit, behaviors, choices	Sheth (1981)
Influence (focusing and informational influences)	Krupka and Weber (2009)
Market maven	Clark and Goldsmith (2005)
Motivation	Bao (2009)
Product trial	Ram (1991)
Repetitive usage	Ram (1991)
Social norms on positive- or negative-biased behavior	Cialdini et al. (1990) Harvey and Enzle (1981) Krupka and Weber (2009)
Status quo versus change	Ram (1987)
strategy (association with public figure; diffusion; improvement of functionality or positioning; image; integration of products or practices; stereotyping)	Ram (1989) Ram and Sheth (1989)
Switching cost	Bao (2009)
Uncertainty or threat perceived (e.g., political or technological threat)	Bao (2009)

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