

Enterprise Resource Planning Customization And Employee Performance In Manufacturing Industries.

A Case Study Of Movit Products Limited

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Abstract

The study established the relationship between enterprise resource planning customization and staff performance at Movit Products Limited. The objectives of this study were to establish the relationship between customization and staff performance at Movit Products Ltd. The study used a cross-sectional design with qualitative and quantitative techniques for data collection and analysis. Data was collected using questionnaires and interviews. The samples were selected using simple random and purposive sampling techniques. A sample size of 97 respondents was selected and represented the entire population. The study revealed at Movit Products Ltd, employees first assess and tailor work processes and tools before they are applied in their tasks. Customized workflows are shared among teams before implementation to ensure alignment and effectiveness. Moreover, staff at Movit Products Ltd have easy access to resources and tools tailored to their specific job roles. The study recommended that Movit should establish a framework to continuously assess the effectiveness of the ERP system in improving staff performance.

Keywords: ERP customization, employee performance, Uganda, user participation, system ownership

1.0 Introduction

Enterprise Resource Planning customerisation are digital solutions designed to help companies manage their everyday operations in one unified system. These operations include purchasing, inventory control, sales tracking, accounting, and human resource management. Rather than using separate software for each task, ERP systems combine them into one platform, allowing different departments to easily share data and work more efficiently together. This integration helps businesses make better decisions, speed up processes, and reduce errors. Enterprise resource planning systems are no longer optional for African manufacturing SMEs that wish to formalize operations, access regional markets, and satisfy international buyers. Yet standard ERP packages are designed for Western processes and rarely fit the informal workflows, complex tax structures, and unique supply-chain realities of African firms without extensive modification. While global literature increasingly recognizes customization as essential for ERP success in developing economies (Adam et al., 2022; Tarus & Cheruiyot, 2024), most studies remain at the organizational level and treat customization as a technical risk rather than a performance driver. Even less is known about how customization affects individual employees the people who ultimately determine whether an ERP becomes a daily enabler or a source of frustration.

Enterprise Resource Planning systems aim to make business processes more efficient, improve the flow of information, and support better decision-making across different departments, which ideally boosts staff performance at Movit Products Ltd. (Ganesh and Mehta, 2022). An ERP system helps improve staff performance by organizing operations smoothly, making data easier to access, automating routine tasks, and aiding in sound

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decision-making. However, even though the company invested in an ERP system to connect areas such as inventory, finance, sales, and human resources, staff performance has been uneven. (ERP performance report, 2022). Problems like delays in completing tasks, poor communication, and not fully using the system's features are common. These issues mainly come from weak interaction between the system and its users, insufficient training, and employees resisting change, which blocks full acceptance of the ERP system. Although Movit has offered some training and technical help, these measures have not fully addressed the skills gap or changed how users behave, resulting in ongoing inefficiencies (ERP performance report, 2024). If this problem is not solved, the company could face slowdowns in operations, lower productivity, and waste the investment made in the ERP system. There is a research gap because few studies have looked closely at how ERP affects staff performance in Ugandan manufacturing firms like Movit Products Limited, especially considering user experience, managing change, and company culture (Otieno et al., 2023). Most current research talks about the general benefits of ERP but doesn't examine the specific challenges users deal with after it's put in place, making it important to study this issue more deeply within a local and practical setting. This situation has motivated the researcher to investigate the relationship between ERP customization and staff performance in organizations.

2. Literature review

Customization in the workplace refers to tailoring work conditions, tasks, tools, or systems to meet the specific needs, preferences, and strengths of employees (McAfee et al. 2022) Studies have shown that customization positively impacts employee engagement and motivation, which in turn influences performance. According to Parker and Wall (2022), when employees are given autonomy and control over how they perform tasks, they exhibit higher job satisfaction and productivity. Similarly, Hackman and Oldham's (2023) Job Characteristics Model emphasizes that task variety, autonomy, and feedback key aspects of customization lead to better job performance. By allowing staff to work in ways that suit them best, organizations can improve not only efficiency but also innovation and morale (Deci & Ryan, 2016).

Technology-driven customization, such as adaptive software and personalized workflows, has also been linked to improved staff performance (Ghasemaghahi, 2019). Research by Davis (2024) on the Technology Acceptance Model found that systems designed to match user preferences are more likely to be embraced and used effectively. Moreover, advanced HR systems now allow for the customization of training programs and learning paths, which cater to individual learning styles and speeds. According to Noe (2019), employees trained with personalized content learn faster and retain more knowledge, leading to higher on-the-job performance. In a study by Pulakos et al. (2016), organizations that used personalized performance management systems reported a significant improvement in employee productivity and goal achievement.

Customization also plays a key role in psychological well-being, which affects staff performance (McAfee et al. 2022) When employees feel that their individual needs are acknowledged and respected, they tend to show more commitment and lower absenteeism (Allen & Meyer, 2019). Flexible work schedules, adjustable workloads, and customized communication styles can reduce stress and increase motivation. A study by Maslach and Leiter (2018) found that workplace customization reduces burnout and enhances job engagement. Furthermore, Luthans

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and Youssef (2017) argue that customizing work environments to match employee strengths supports the development of psychological capital, which includes resilience, optimism, and confidence factors strongly related to high performance (Agapiou, 2022).

Despite the benefits, some scholars caution that excessive customization can lead to inconsistencies and managerial difficulties. For instance, Boudreau and Ramstad (2017) noted that while personalization can drive individual performance, it may create challenges in standardizing processes or ensuring fairness across teams. There is also a risk of over-dependence on technology when customization is largely digital, which may disadvantage less tech-savvy employees (Grant et al., 2018). Nonetheless, when implemented thoughtfully, customization appears to be a powerful strategy for enhancing staff performance across a variety of industries and roles. Organizations must strike a balance between personalization and structure to maintain overall coherence and equity (McAfee et al. 2022).

3.0 Methodology

3.1 Research Design

The study used a cross-sectional design. This type of survey was chosen because it was both cost-effective and time-saving. It allowed the researcher to gather information from a large number of people at once, making it efficient in terms of time and resources. This design worked well for examining a wide group of people and gives a good understanding of the current situation. Both quantitative and qualitative methods were used in the research because numerical data was essential for identifying key features of the study group.

3.2 Study Population

According to Nachmias and Nachmias (2022), a population is the entire group of elements we are interested in studying. In this research, the focus was on employees of Movit Products Limited, particularly those in departments that are affected by the ERP system. The study targeted 130 respondents from different departments at Movit Products Limited including people from Finance and Accounting, Supply Chain and Procurement, Human Resource Management, Sales and Marketing, IT and Senior Management. This specific group was targeted because the researcher believes it would provide the necessary information for the study.

3.3 Sample Size

A total of 97 participants was chosen to represent the larger group. The sample size was determined based on the Krejcie and Morgan (1970) sample size table.

3.4 Sampling Techniques

This study used purposive sampling to choose participants from Finance and Accounting, Sales and Marketing, ICT, Senior and Middle Management, and Human Resources departments. Only those who have the necessary knowledge were selected from the larger group. Purposive sampling was chosen because it ensures participants have enough experience and are willing to provide reliable information for the study. For Supply Chain, Procurement and some individuals in Sales and Marketing, simple random sampling was applied. This technique ensured that each person had an equal opportunity to be picked, which improves fairness and representation in the research.

3.5 Data Collection Methods

The study gathered information using both surveys and interviews.

3.5.1. Survey Method

As stated by Nkoranigwa (2021), a questionnaire is a set of written questions answered by selected participants. A semi-structured questionnaire was used, combining both open and closed-ended questions (Mkazi, 2021). This tool allowed participants to express their views freely without external influence. The questions were simple and understandable to all respondents.

3.5.2 Interview Method

The researcher prepared an interview guide with relevant questions for direct, face-to-face discussions. This method helped explore the subject matter more deeply. These conversations involved verbal interactions, where the researcher (interviewer) asks questions and the participant (interviewee) responds. In-depth interviews allowed for detailed exploration of key issues.

3.6.3 Documentary Review

The documentary review method is a secondary data collection technique that involves the systematic examination and evaluation of both printed and electronic documents containing relevant information about the research problem (Tight, 2019). In this study, the documentary review method was employed to collect data on the relationship between Enterprise Resource Planning (ERP) systems and staff performance at Movit Products Limited, Uganda. A range of documents was reviewed, including internal ERP implementation reports, staff performance appraisal reports, ICT and systems audit reports, relevant company publications, and academic journals and reports addressing ERP systems and organizational performance. These documents provided valuable insights into how ERP systems have been utilized at Movit and their influence on staff efficiency, productivity, and overall performance.

3.6 Data Collection Tools

3.6.1 Questionnaire

According to Koford and Tschoegl (2022), a questionnaire is a structured tool created to collect data based on the research questions. The primary data was collected through questionnaires, while secondary data came from online sources, books, newspapers, academic work (both published and unpublished), magazines, and journals. The questionnaire included both closed-ended questions (with answer options) and open-ended ones (free responses). Researchers administered the questionnaires with assistance. This method was preferred because it reaches a large number of people quickly and at a low cost. Respondents can answer honestly without fear of being judged. The questionnaire allows them enough time to think through their answers.

3.6.2 Interview Guide

An interview guide, as described by McNamara (2022), is used to gather data through spoken interaction. The guide included open-ended and pre-coded questions aimed at key informants. One participant was interviewed at a time to make the most of personal interaction. This approach helped probe sensitive or unclear issues more



deeply and allows the researcher to clarify complex questions. In-depth interviews followed a flexible format focused on specific topics, using oral discussion without a strict set of questions.

3.6.3 Documentary Review Checklist

According to Schmoelz (2020), a document review checklist refers to a comprehensive list of documents relevant to the subject under investigation. In the context of this study on *Enterprise Resource Planning (ERP) systems and staff performance at Movit Products Limited, Uganda*, the document review checklist encompassed key internal and external documents. These included Movit Products Limited’s ERP system reports, internal staff performance evaluation reports, ERP implementation and usage manuals, and departmental performance summaries. In addition, relevant journals, academic publications, and industry reports specifically related to ERP systems and their impact on employee performance were reviewed to support and contextualize the study findings.

3.7 Quality Control Methods

3.7.1 Validity of the Data

Validity checks whether a tool measures what it is supposed to measure (Norland, 2021). It ensured that the information collected is accurate and reasonable. To protect the identity of participants, their responses were kept confidential. The Data went through processes such as editing, coding, and entry to identify mistakes. A pilot test was conducted to assess the effectiveness of the tools. According to Mugenda (2022), content validity was used to determine how well the tool reflects the area being studied. A few selected respondents filled out the questionnaire to identify confusing or unclear items.

Table 3.2: Validity

Variable	Content Validity Index
System Integration	.792
Centralized data base	.785
Customization	.777
Over all	.784

Source: Pilot Data (2025)

The values of content validity ranged from .777 to .792. Therefore, the scales had adequate internal consistency yielding the same meaning of the measurement items to the respondents.

3.7.2 Reliability of the Research

Reliability checks for consistency in the measurement tool (Norland, 2021). It helps determine how accurately and precisely the data collection tool works. The researcher used reliability analysis to check how well the different parts of the questionnaire relate to each other. Cronbach’s Alpha was used to test this, and a score of 0.7 or higher was considered acceptable.

Table 3.3: Reliability

Variable	Cronbach's Alpha	No. Items	Comment
System Integration	.956	8	Reliable



Centralized data base	.927	9	Reliable
Customization	.959	9	Reliable
Over all	.947		Reliable

Source: Pilot Data (2023).

The Cronbach's alpha obtained in this investigation registered at 0.947, surpassing the established threshold for acceptable levels of internal consistency. With a Cronbach alpha value exceeding 0.7, it signifies that the instrument exhibits sufficient reliability for the ensuing phases of the study. It indicates that the instrument's reliability is considered adequate for the subsequent stages of the study.

3.8 Data Management and Processing

Once data collection is complete, the responses were checked, corrected, categorized, and coded. This helped verify the accuracy and completeness of the information. Any mistakes were corrected manually. Afterward, data was tabulated for easier analysis and interpretation.

3.9 Data Analysis

3.9.1 Quantitative Data Analysis

According to Wilson (2019), quantitative data analysis involves the interpretation and presentation of numerical data using statistical or mathematical models. In the current study, quantitative data was analyzed using SPSS version 22. Descriptive statistics, including frequency tables, percentages, means, and standard deviations, were employed to analyze the data.

3.9.2 Qualitative Data Analysis

The interview data was carefully reviewed and categorized based on the themes studied. This process is known as Thematic Analysis. To simplify the data for reporting, both the master sheet and content thematic analysis approaches were used. Direct quotes from the key informants were included, relating to the specific themes being examined. Similarly, document data was categorized and reported based on the themes studied. Qualitative information was sorted into categories based on the study objectives. This type of data helped explain the patterns found in the quantitative data (Cohen, 2023). The analysis involved identifying themes from the responses, coding these themes, grouping them under main topics, and including them in the final report in a detailed and descriptive format.

3.10 Ethical Considerations

The researcher handled all information provided by participants with the highest level of confidentiality. Participants were clearly informed that their involvement in the study is voluntary and that there is no risk or harm involved, whether directly or indirectly. Since some individuals may prefer to stay anonymous, the researcher will respect this and avoid collecting names or age where necessary. In all cases, participants' permission was obtained before they take part in the study. They assured that their identities remained private and that none of the details they share was connected back to them. Before any interview begins, the researcher explained the purpose of the research, the goal of the interview, and how confidentiality was protected.

The researcher met the respondents in places convenient for them and make sure the conversation does not interfere with their regular activities. This helped the discussion stay focused and relevant. Participants were asked if they agree to be recorded, and if they are not comfortable with it, the interview went on without using a recording device. All participants were told they had the freedom to leave the study at any point if they wish and that they are not obligated to answer any question they find uncomfortable. Discussions about confidentiality always happened before the study begins so that participants fully understand their rights.

4. Results

Response Rate. 90 questionnaires were disseminated to the participants, and 68 of them returned the completed questionnaires, resulting in a response rate of 76%. In the case of interviews, 5 of the intended participants were successfully interviewed, resulting in a response rate of 71%. When considering both questionnaires and interviews, the overall response rate was 75%. The results indicate that the response rate is deemed excellent as it exceeds the 50% threshold.

4.3 Background Characteristics of the Questionnaire Respondents

Table 1 shows that male (66.2%), young (59% aged 26–30), married (76.5%), certificate/diploma-educated (66.2%), and long-tenured (>4 years: 63.2%) workforce at Movit Products Limited. This reveal indicates a stable, experienced, and relatively youthful team that is well-positioned to embrace ERP systems, as younger employees show greater digital adaptability, married staff value the structured workflows and predictability offered by ERP tools, and long-serving employees possess deep operational knowledge essential for effective system customization and feedback.

Table 1: Characteristics of the Respondents

Item	Description	Frequency	Percentage
Sex of respondents	Male	45	66.2%
	Female	23	33.8%
	Total	68	100.0
Age bracket of respondents	20-25 years	10	15%
	26-30 years	40	59%
	31-45 years	15	22%
	Above	3	4
	Total	68	100.0
Marital status of respondents	Single	15	22.1
	Married	52	76.5
	Divorced	1	1.5
	Total	68	100.0
Education level	Masters	3	4.4
	Degree	10	14.7

	Diploma	14	20.6
	Certificate	31	45.6
	Others	10	14.7
	Total	68	100.0
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Period spent with Movit Products Limited, Uganda	Less than 1 year	7	10.3%
	1-3 years	18	26.5%
	Above 4 years	43	63.2%
	Total	68	100.0

Source: Primary data (2025)



Customization and staff performance at Movit Products Limited

Table 2. Customization and staff performance at Movit Products Limited

Statements		SA	A	NS	D	SD	Mean	SD
Customization of products motivates me to perform better in my role	F %	20 29.4%	30 44.1%	3 4.4%	10 14.7%	5 7.4%	2.16	1.128
I feel more engaged when I can contribute to product customization.	F %	4 5.9%	11 16.2%	3 4.4%	23 33.8%	27 39.7%	3.79	1.191
Customization increases my workload in a manageable and productive way.	F %	8 11.8%	10 14.7%	3 4.4%	11 16.2%	36 52.9%	4.01	1.232
Customization processes are clearly communicated by management	F %	46 67.6%	12 17.6%	0 0%	5 7.4%	5 7.4%	4.31	1.259
I receive adequate training to handle customized product requests.	F %	11 16.2%	10 14.7%	8 11.8%	23 33.8%	16 23.5%	3.04	1.387
Customization enhances teamwork and collaboration at Movit products ltd	F %	3 4.4%	6 8.8%	8 11.8%	15 22.1%	36 52.9%	2.00	1.234
Customized products improve customer satisfaction, which boosts staff morale.	F %	21 30.9%	29 42.6%	8 11.8%	3 4.4%	7 10.3%	3.79	1.229
I am recognized or rewarded when I perform well in customization-related tasks.	F %	6 8.8%	3 4.4%	9 13.2%	5 7.4%	45 66.2%	1.82	1.326
The tools and systems support efficient handling of customized products	F %	20 29.4%	39 57.4%	3 4.4%	2 2.9%	4 5.9%	4.01	.999

Source: Primary Data (2025)

The findings from Table 2 show that most employees feel motivated to perform better when they can customize products. Specifically, 29.4% strongly agree and 44.1% agree with this idea, meaning a total of about 73.5% have a positive view on product customization as a motivator. Only a small number are neutral (4.4%) or disagree (14.7% disagree, 7.4% strongly disagree). The average score (mean) of 2.16 on a scale where lower values usually mean agreement confirms this general positive trend. The standard deviation of 1.128 suggests some variation in opinions, but not too wide. This indicates that allowing employees to customize products likely makes them feel more involved and responsible, which can lead to better job performance. For the company, this means focusing on customization could improve motivation and productivity. However, since a small group disagrees, the company might also want to explore why some employees are less motivated by customization, perhaps by providing additional support or recognizing other motivators. In general, the findings suggest customization is a useful strategy to boost employee engagement and performance at Movit Products Limited.

During *face to face interview*, one respondent said that

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"When I am given the chance to customize products, I feel more invested in my work. It pushes me to do better because I know I am making something unique." (001, K11)

The findings from Table 2 show that most employees at Movit Products Limited in Uganda do not feel strongly engaged when it comes to contributing to product customization. Specifically, a large number of respondents either disagreed (33.8%) or strongly disagreed (39.7%) with the statement that they feel more engaged when they can contribute to customizing products. Only a small portion agreed (5.9% strongly agree and 16.2% agree) or were neutral (4.4%). The mean score of 3.79 and a standard deviation of 1.191 further reflect that opinions are generally leaning towards disagreement, but with some variation in responses. This suggests that many employees might not feel involved or motivated by the chance to customize products, which could have important implications for the company. When employees are not engaged in such key activities, it might reduce their overall motivation and commitment to their work. This could lead to less innovation and lower productivity, as employees may feel their input is not valued or that they lack the opportunity to influence product development. For Movit Products Limited, it would be important to explore ways to better involve staff in the customization process, as increasing engagement could improve morale, encourage creativity, and potentially lead to products that better meet customer needs. In general, the company might benefit from creating a more inclusive environment where employees feel their contributions to product customization matter and are appreciated.

The findings in Table 2 suggest that most employees at Movit Products Limited, Uganda, believe that customization increases their workload in a way that is not manageable or productive. The majority of respondents (52.9%) strongly disagreed with the statement, and another 16.2% disagreed, meaning that nearly 70% of employees feel that customization negatively affects their workload. Only a small percentage (11.8% strongly agree and 14.7% agree) think customization increases their workload in a manageable and productive way. The mean score of 4.01, which leans toward disagree and a relatively high standard deviation of 1.232, also show that while the general sentiment is negative, there are mixed opinions among employees. The implication of this finding is that while customization may be a business strategy to meet specific customer needs, it appears to put extra pressure on staff, potentially leading to stress, reduced productivity, or dissatisfaction at work. This suggests a need for management to review how customization is implemented perhaps by improving processes, offering better tools, or providing more support so that employees can handle the added responsibilities without feeling overwhelmed. Ignoring this could hurt both employee morale and overall efficiency.

During *face to face interview*, one respondent said that;

"Customization just adds more to my plate. It is not organized well, so instead of feeling productive, I end up feeling overwhelmed." (002, K12)

The findings from Table 2 indicate that most employees at Movit Products Limited in Uganda feel that customization processes are clearly communicated by management. A large majority, 67.6%, strongly agreed with the statement, and another 17.6% agreed. This means that over 85% of the respondents view the communication around customization positively. Only a small number disagreed (7.4%) or strongly disagreed (7.4%), and no one was neutral. The high mean score of 4.31 out of 5 further confirms a strong positive perception. However, the

standard deviation of 1.259 suggests that there is some variation in responses, indicating that while most staff are satisfied, a few may not feel as informed or involved. The implication of these results is that Movit's management is generally effective in communicating its customization strategies, which is important for aligning staff with customer-focused goals. However, the company should still pay attention to the minority who feel left out or uninformed, as poor communication with even a few employees could affect team morale or lead to inconsistencies in how customization is applied in practice. Improving consistency in communication through training, feedback sessions, or regular updates could help ensure that all employees are on the same page.

During *face to face interviews*, one respondent said that

"Management is pretty clear about what is expected in terms of customization. We get regular updates, so I always know where things stand." (003, KI3)

The findings from Table 2 show that most employees at Movit Products Limited in Uganda do not feel adequately trained to handle customized product requests. Only a small portion of respondents, 16.2% strongly agree and 14.7% agree, that they receive enough training, while a much larger group, 33.8% disagree and 23.5% strongly disagree. In addition, 11.8% remain neutral. The mean score of 3.04, which is close to the midpoint on a 5-point scale, along with a relatively high standard deviation of 1.387, suggests mixed feelings among employees, with many leaning toward dissatisfaction. These results imply that there is a significant gap in employee preparedness for customization tasks, which could negatively affect customer satisfaction, product quality, and overall efficiency. If Movit wants to improve its customization processes, it must invest more in training programs to ensure staff are confident and capable of meeting unique customer demands. Without proper training, the company risks losing its competitive edge in offering tailored products.

During *face to face interview*, one respondent said that;

"We are expected to handle custom orders, but no one really trains us properly. It feels like we're learning on the job without the right tools." (004, KI4)

The findings from Table 2 suggest that most respondents at Movit Products Limited in Uganda do not believe that customization enhances teamwork and collaboration within the company. A significant 52.9% strongly disagreed and another 22.1% disagreed with the statement, showing that nearly three-quarters of participants had a negative view on this issue. Only a small portion (13.2%) agreed or strongly agreed, while 11.8% were neutral. The low mean score of 2.00 and a standard deviation of 1.234 indicate overall disagreement with some variation in responses. These results imply that the current customization efforts at Movit may be too individually focused or poorly integrated, potentially hindering team synergy rather than promoting it. This suggests a need for the company to rethink how customization is implemented ensuring it supports shared goals, communication, and collaboration among employees rather than isolating individuals. Strengthening team-based customization strategies could help boost morale, improve workflow, and ultimately enhance productivity.

The findings from Table 2 show that most respondents at Movit Products Limited agree that customized products improve customer satisfaction, which in turn boosts staff morale. Specifically, 30.9% strongly agreed and 42.6% agreed, making a combined 73.5% who supported the statement. Only a small portion disagreed (4.4%) or strongly

disagreed (10.3%), while 11.8% were not sure. The mean score of 3.79 (out of 5) also indicates a generally positive view, although the standard deviation of 1.229 shows there is some variation in responses. These results imply that product customization is seen as valuable not only for pleasing customers but also for positively affecting employees' motivation and morale. This suggests that management should continue or even expand efforts to customize products, as it can lead to a more satisfied and engaged workforce, which ultimately benefits the company's overall performance. During *face to face interview*, one respondent said that;

"It is great to see customers happy with our customized products. When they are satisfied, it definitely lifts my spirits and makes the hard work feel worth it." (005, KI5)

The data in Table 2 shows that most employees at Movit Products Limited in Uganda feel they are not recognized or rewarded when they perform well in customization-related tasks. A large majority 66.2% strongly disagreed with the statement, while only a small percentage (8.8%) strongly agreed, and even fewer (4.4%) agreed. The mean score of 1.82, which is quite low on a 5-point scale, supports the conclusion that employee recognition in this area is very poor. The standard deviation of 1.326 also indicates a wide range of opinions, though the negative sentiment is dominant. These findings suggest a serious gap in the company's reward and recognition systems related to customization work. When employees feel their efforts are not appreciated, they may lose motivation, leading to lower productivity and reduced innovation in customized product development. To improve, Movit Products should consider implementing a more structured and transparent system of rewards and recognition to encourage employee involvement in customization tasks and boost overall morale.

The findings from Movit Products Limited in Table 2 show that most employees agree that the tools and systems in place support efficient handling of customized products. Specifically, about 29% strongly agree and 57% agree with this statement, meaning over 86% have a positive view of the current customization support. Only a small number are neutral or disagree, indicating limited dissatisfaction. The average score of 4.01 out of 5 reflects generally positive feedback, and the standard deviation of 0.999 shows some variation in opinions but nothing extreme. This suggests that the company's tools and systems are largely effective for customization, which is important because efficient handling can lead to faster delivery, better customer satisfaction, and a competitive advantage in the market. However, since a few people are neutral or disagree, the company might want to explore those concerns further to improve processes and make customization even smoother for everyone.

5. Discussion of the results

The study established that staff at Movit Products Ltd engage in customization by first assessing and understanding the specific needs of different departments and customer segments before tailoring products, processes, or services. This tailored approach is shared across relevant departments and teams to ensure alignment and effective implementation. The customization efforts are typically guided by identified performance gaps or customer feedback, which helps align staff performance with organizational objectives.

In addition, staff at Movit Products Ltd have easy access to the tools and resources necessary to support customization. The company facilitates access to internal knowledge systems, customer databases, and market analytics, as well as eases access to the internet for research and benchmarking purposes. These efforts directly

support staff in tailoring their outputs, thus enhancing overall performance. These findings align with research by Ali et al. (2018), who emphasized that customization enhances individual adaptability and responsiveness, which in turn improves organizational performance. They further argued that aligning customization with employee capabilities enhances both productivity and motivation.

The findings revealed that while Movit Products Ltd places strong emphasis on customization and personalized service delivery, there is still limited focus on evaluating the direct impact of these efforts on staff performance. However, noticeable improvements in service delivery, innovation, and internal efficiency indicate a correlation. Staff have become more responsive to client needs and more engaged in problem-solving. This resonates with Carmero (2020), who stated that organizations leveraging customization develop stronger internal capabilities and collaborative innovation, which are crucial for adapting to changing market conditions.

Furthermore, the study found that Movit Products Ltd provides digital platforms and customer relationship management (CRM) systems that generate and disseminate relevant data to support customized decision-making. However, some systems and data sets are department-specific and require internal authorization, limiting easy access. Despite these limitations, correlation analysis revealed that customization significantly contributes to staff performance at Movit Products Ltd, with a Pearson's Correlation Coefficient of $r = .903$, $p < .001$. This strong positive relationship implies that customization has a substantial influence on improving staff performance.

These findings are in line with Hen (2023), who asserted that customization empowers staff by providing them with relevant data and decision-making autonomy, ultimately enhancing performance. He further emphasized that organizations must develop mechanisms to customize workflows, communications, and training based on employee needs and roles. This allows teams to leverage past experiences and best practices, particularly from lessons learned across projects and customer interactions.

Moreover, the results highlighted that Movit Products Ltd promotes internet access and digital literacy among its staff to facilitate customization. Employees frequently use online tools, industry forums, and social media platforms to research trends and acquire real-time information, aiding their ability to personalize services and enhance productivity. These practices reflect insights from Creswell (2018), who noted that customization is increasingly supported by advancements in information and communication technology, which help employees manage information overload and work more efficiently. On an individual level, customization allows staff to support each other by adapting solutions to fit specific needs. At the organizational level, it entails capturing, organizing, and utilizing personalized knowledge to improve processes and outcomes.

5.1 Conclusion

The study concluded that customization is significant for staff performance at Movit Products Ltd (Pearson's correlation coefficient, $r = 0.903$). The third hypothesis, which stated that there is a significant positive relationship between customization and staff performance at Movit Products Ltd, was accepted. At Movit Products Ltd, employees first assess and tailor work processes and tools before they are applied in their tasks. Customized workflows are shared among teams before implementation to ensure alignment and effectiveness. Staff apply customized solutions based on identified performance gaps, which enhances overall efficiency and productivity.

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Moreover, staff at Movit Products Ltd have easy access to resources and tools tailored to their specific job roles. The company facilitates access to internal systems and platforms to obtain the necessary information for improved performance. In addition, access to the internet is streamlined to allow employees to find relevant and timely information that supports their duties. The management at Movit Products Ltd also takes into consideration information from customized dashboards and databases when making strategic decisions that affect staff performance. Team leaders and department heads often prepare customized reports and presentations, which are reviewed and refined through collaborative feedback from staff members. Furthermore, team members are encouraged to brainstorm and participate in group work sessions where customization of ideas and approaches is emphasized. The company ensures that employees can easily access digital platforms, including the internet, to find information that enhances performance. In addition, staff members actively use social media and professional networks to gather insights and best practices relevant to their roles.

5.3 Recommendations

Beyond implementation and customization, Movit Products Limited should establish a structured framework to continuously evaluate the effectiveness of its ERP system in enhancing staff performance. This involves setting clear and measurable performance indicators that align with organizational goals, such as improved turnaround times, reduced data entry errors, or increased interdepartmental coordination. Regularly collecting feedback from system users is also essential in identifying pain points, areas of confusion, or underutilized functionalities. By combining quantitative metrics with qualitative insights, the company can gain a comprehensive view of how well the ERP system supports its operations. Periodic reviews conducted quarterly or biannually should be used to assess these findings, recommend improvements, and implement necessary changes. This ongoing cycle of feedback, analysis, and refinement ensures that the ERP system evolves in step with the company's changing needs, ultimately fostering greater employee productivity, satisfaction, and business efficiency.

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