Internship Report on

Impact of ERP System Features on Customer Satisfaction in the RMG Sector in Bangladesh: A study on Skylark Soft Ltd.

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Date of Submission: March 05, 2025

Letter of Transmittal

March 05, 2025

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Subject: Submission of Internship Report on "Impact of ERP System Features on Customer Satisfaction in the RMG Sector in Bangladesh: A Study on Skylark Soft Ltd.".

In fulfillment of my internship and academic requirements, I am happy to present my study report, "Impact of ERP System Features on Customer Satisfaction in the RMG Sector in Bangladesh: A Study on Skylark Soft Ltd." This study examines how the four main ERP systems impact customer satisfaction in the RMG industry ease of use, operational efficiency, cost-effectiveness, and customization and flexibility.

The purpose of this study is to offer insightful information about how ERP systems, specifically in Bangladesh's apparel industry, affect customer satisfaction and corporate performance. The study's foundation is qualitative analysis, and the information was acquired via in-depth interviews and literature reviews.

I truly appreciate all of your help and advice during my investigation. Your insightful comments and any other recommendations for enhancement would be much appreciated.

Sincerely,

Mahade Hasan
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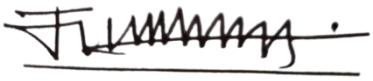
Certificate of Approval

This is to certify that the research report titled “Impact of ERP System Features on Customer Satisfaction in the RMG Sector in Bangladesh: A Study on Skylark Soft Ltd.” has been submitted by Mahade Hasan in partial fulfillment of the requirements for her Academic Program. This research has been carried out under my supervision and is based on original work conducted by the author. To the best of my knowledge, this report has not been submitted elsewhere for any other academic or professional purpose. I hereby approve this report and recommend it for evaluation.



Dr. Tanvir Fittin Abir

Associate Professor and Department Head of Marketing

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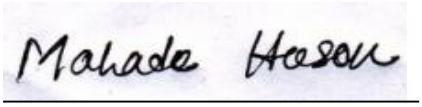
Student Declaration

As part of my Internship, I, Mahade Hasan, hereby certify that I have written the research report titled "Impact of ERP System Features on Customer Satisfaction in the RMG Sector in Bangladesh: A Study on Skylark Soft Ltd."

I attest that this paper is unique with no prior submissions for academic or professional purposes. To recognize the contributions of other scholars, all references and sources used in this study have been appropriately referenced.

I further affirm that, except for instances in which proper credit has been given, none of the information in this report has been previously published or authored by another individual. I accept full responsibility for any flaws or contradictions in this work.



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Acknowledgment

I want to start by sincerely thanking Dr. Tanvir Abir, Associate Professor, at Daffodil International University, for all of their help, support, and encouragement during the research process. Their knowledge and experience have greatly influenced the direction of our investigation.

I want to express my sincere gratitude to Skylark Soft Ltd. for giving me the chance to carry out this study. I am grateful to the management and staff for their participation, as their time and experiences were generously contributed to enable this study.

I also want to express my sincere gratitude to my family, friends, and coworkers for their unwavering moral support and encouragement along this trip. In times of adversity, their encouragement has served as motivation.

Finally, I acknowledge the contributions of all researchers and authors whose work has provided valuable insights into this field. Without their contributions, this study would not have been possible. Thank you all for your support and encouragement in completing this research successfully.

Executive summary

This study explores the impact of Enterprise Resource Planning (ERP) system features on customer satisfaction in Bangladesh's Ready-Made Garment (RMG) sector, focusing on Skylark Soft Ltd. The research examines how key ERP attributes—Ease of Use, Operational Efficiency, Cost-Effectiveness, and Customization & Flexibility—contribute to improving customer experience and business performance.

Employees of the RMG Industry were surveyed and interviewed as part of a qualitative case study methodology. To find important trends and difficulties related to the deployment of ERP systems, the data was subjected to thematic analysis utilizing programs like ATLAS.ti9 and Microsoft Excel.

Results show that ERP systems greatly improve business operations through cost management optimization, process automation, and improved data accessibility. To maximize ERP benefits, however, obstacles such as system adaption, high implementation costs, shortages in user training, and technical problems still exist. Notwithstanding these drawbacks, capabilities like process automation, real-time data access, and an accessible interface improve customer satisfaction by lowering errors, boosting productivity, and simplifying processes.

To increase acceptance rates, the study highlights the necessity of ongoing ERP optimization, which includes improved user training initiatives, system customization to meet industry-specific requirements, and adaptable cost structures. RMG producers may optimize ERP efficiency and guarantee long-term business success and increased customer satisfaction by tackling these issues.

Business executives, ERP developers, and industry stakeholders may all benefit from this research's insightful recommendations on how to improve ERP strategies for better customer service and operational success in the cutthroat RMG market.

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Chapter 1: Introduction

1.1. Background of Study

Bangladesh's economy is mostly driven by the ready-made garment (RMG) industry, which also generates a large amount of jobs and export revenue (Lee et al., 2024; Ahmed et al., 2021). RMG producers are increasingly using Enterprise Resource Planning (ERP) systems to streamline operations, boost customer satisfaction, and increase efficiency to stay competitive in the worldwide market (Hasan et al., 2023). ERP systems provide a consolidated platform for data-driven decision-making by integrating several business operations, such as finance, human resources, production planning, and inventory management (Al-Mashari, 2020; Rashid & Hossain, 2022). ERP implementation has become crucial for optimizing supply chains and satisfying customer expectations due to the growing need for clothing that is of a good caliber, reasonably priced, and supplied on time (Madapusi & D'Souza, 2012; Karim et al., 2020). However, putting an ERP system into place is a resource-intensive process that necessitates carefully assessing how it will affect important business operations. This study focuses on Skylark Soft Ltd., which has adopted the goRMG ERP system, to assess how ERP features influence customer satisfaction.

Cloud-based platforms have replaced traditional on-premise ERP systems, offering more scalability and flexibility (Gupta & Misra, 2016; Sarker & Afrin, 2023). Better decision-making and increased efficiency are the ultimate results of these contemporary systems' increased automation, shortened lead times, and enhanced interdepartmental communication (Shaul & Tauber, 2013; Choudhury et al., 2022). The removal of data silos, which reduces errors and boosts overall productivity, is a major benefit of ERP deployment. ERP adoption is a strategic requirement for cost competitiveness and regulatory compliance since businesses find it difficult to handle massive volumes of production, logistics, and compliance data without an efficient ERP system (Elragal & Haddara, 2012; Rahman & Akhter, 2021).

Customer satisfaction is directly impacted by several ERP characteristics. According to Lawrence (2024) and Rahman et al. (2023), ease of use guarantees that workers can effectively do jobs without requiring a great deal of technical knowledge, which lowers errors and improves service quality. Lead times are shortened and service quality is enhanced by operational efficiency, which is attained by automating order processing, inventory control, and production scheduling (Fasileem & Rajapakse, 2022; Hossain et al., 2022). Another important factor is cost-effectiveness. ERP systems reduce waste and maximize resource use, but their high implementation costs necessitate a careful return on investment study (Elragal & Haddara, 2012; Alam & Saha, 2023). Furthermore, firms may adapt ERP workflows to suit their own requirements thanks to customization and flexibility, which helps them react swiftly to changes in the market and customer expectations (Fasileem & Rajapakse, 2022; Islam & Rahman, 2023).

ERP adoption in the RMG industry is fraught with difficulties, notwithstanding its benefits. Effective training programs are necessary to promote smooth transitions because employee resistance to change is a common obstacle (Gupta & Misra, 2016; Ahmed & Chowdhury, 2023). Because ERP deployment requires a significant financial investment, a cost-benefit analysis is necessary to ascertain long-term viability (Hasan & Karim, 2023). To safeguard

confidential company data and guarantee smooth operation with legacy systems, it is also necessary to tackle the challenges of data security and system integration (Shaul & Tauber, 2013; Rahman & Hossain, 2023).

ERP system adoption in Bangladesh's RMG sector is changing how businesses operate by increasing productivity, cutting expenses, and raising customer satisfaction (Chowdhury et al., 2022; Sarker & Afrin, 2023). However, to optimize the benefits of ERP, systems need to be easy to use, economical, and flexible enough to accommodate industry-specific requirements. To help RMG companies maximize their ERP expenditures, this study attempts to assess how these features affect customer satisfaction at Skylark Soft Ltd. The results will help shape future ERP implementation plans, guaranteeing sustained client loyalty and business success (Karim et al., 2020; Islam & Rahman, 2023).

1.2. Relationship of the Study

The study's connection to previous research and industry standards emphasizes how important ERP systems are to improving customer happiness and corporate performance in Bangladesh's RMG industry. According to earlier research, ERP systems improve operational efficiency by automating and integrating corporate activities, which lowers expenses and boosts output (Al-Mashari, 2020; Monk & Wagner, 2012). By assessing the effects of ERP elements including usability, cost-effectiveness, operational efficiency, and customization on customer satisfaction, this study is consistent with earlier studies. Supply chain management and decision-making are enhanced by the use of ERP systems, which provide real-time data access (Shaul & Tauber, 2013).

Additionally, ERP customization guarantees that companies may adjust to changing market demands while preserving production and service delivery flexibility (Fasileem & Rajapakse, 2022). The results of this study will shed light on how these characteristics work together to help Skylark Soft Ltd. achieve greater customer satisfaction. This study intends to close the gap between theoretical research and real-world commercial applications by examining how ERP features affect customer satisfaction. ERP adoption is also associated with enhanced data security and regulatory compliance, both of which are critical for maintaining long-term business viability (Elragal & Haddara, 2012; Markus, Axline, Petrie, & Tanis, 2000). Additionally, the study expands on earlier research that highlights employee training and flexibility as critical components of an ERP implementation's effectiveness (Gupta & Misra, 2016).

ERP systems may not provide the anticipated benefits in the absence of appropriate training and change management techniques, which could result in inefficiencies and discontent among both customers and staff (Lawrence, 2024). As a result, this study looks at ways to get beyond these obstacles and offers useful advice for companies thinking about implementing ERP. Finally, by providing a case-specific examination of ERP's effect on customer satisfaction in the Bangladesh RMG business, this work advances the area of ERP research. In addition to

helping Skylark Soft Ltd., the research's conclusions will be a guide for other clothing producers looking to maximize their ERP expenditures and improve the caliber of their customer support.

1.3. Scope of the Study

With a focus on Skylark Soft Ltd., this study evaluates how customer satisfaction is affected by Enterprise Resource Planning (ERP) system characteristics in Bangladesh's Ready-Made Garment (RMG) industry. The study looks at the relationship between customer satisfaction and important ERP characteristics like cost-effectiveness, operational efficiency, ease of use, and customization. The goRMG ERP system, which is extensively used in the RMG sector to optimize supply chain management, inventory control, and production planning, is the sole focus of the study.

The management and staff of Skylark Soft Ltd. who work directly with ERP operations are included in the study's scope. The purpose of the study is to shed light on how ERP features enhance organizational performance, streamline company procedures, and improve customer interactions. RMG manufacturers, ERP developers, and other industry players looking to maximize ERP implementations for improved business outcomes may find value in the research's conclusions.

This study employs a qualitative research methodology, including interviews and thematic analysis, to understand user experiences, challenges, and the effectiveness of ERP system features. The analysis will be conducted within the context of the RMG industry in Bangladesh, ensuring relevance to manufacturers operating under similar conditions. The research does not include a comparative analysis with ERP implementations in other industries or countries, nor does it assess financial performance metrics beyond cost-effectiveness. However, the study aims to generate valuable insights that can inform future ERP adoption strategies and improve customer satisfaction within the RMG sector.

1.4. Problem Statement

Although Bangladesh's ready-made garment (RMG) industry is vital to the nation's economy, it faces many obstacles in the areas of cost control, customer satisfaction, and operational effectiveness. Manufacturers are using Enterprise Resource Planning (ERP) systems more frequently as the industry grows to improve efficiency and streamline company procedures (Al-Mashari, 2020; Monk & Wagner, 2012). Still up for debate, though, is how well these ERP systems work to raise customer satisfaction.

Even though ERP systems are becoming more and more popular, many RMG companies still face challenges with user adaptability, system complexity, and integration with current business processes. Employees frequently struggle to use ERP interfaces, which results in mistakes and inefficiencies that affect customer satisfaction and service quality (Lawrence, 2024. Additionally, businesses trying to maximize their ERP investments face major obstacles due to the high implementation costs and the requirement for ongoing modification (Elragal & Haddara, 2012).

The true effect of ERP systems on customer satisfaction in the RMG industry is still mostly unknown, despite their promises of improved data quality, automation, and decision-making support (Shaul & Tauber, 2013). The impact of ERP elements including cost-effectiveness, operational efficiency, ease of use, and customization in enhancing customer satisfaction must be investigated. Businesses may not fully utilize ERP systems if these dynamics are not well understood, which could lead to operational inefficiencies and unhappy clients.

By examining how ERP system characteristics affect customer satisfaction at Skylark Soft Ltd., a top ERP supplier in Bangladesh's RMG industry, this study seeks to close this gap. For RMG companies looking to enhance their ERP systems for better customer service and company performance, the research will offer insightful information by highlighting important possibilities and difficulties.

1.5. Definition of Terms

1.5.1. Ease of Use: An ERP system's ease of use, intuitiveness, and low training requirements enable staff members to function effectively. A well-designed and intuitive user interface guarantees higher user adoption rates and less resistance to technological change. Businesses frequently fund training to increase staff competency and optimize the advantages of ERP deployment

1.5.2. Operational Efficiency: The capacity of a business to use ERP systems to simplify operations, cut waste, and maximize resources, which improves productivity and lowers costs. By automating repetitive processes, reducing errors, and offering real-time insights into corporate performance, ERP solutions improve operational efficiency. High operational efficiency enables businesses to stay competitive and react to market demands faster.

1.5.3. Cost-Effectiveness: The harmony between the benefits of better operational performance and financial returns and the costs associated with putting an ERP system into place. Since companies aim to reduce early expenditure while maximizing long-term profitability, cost-effectiveness is a critical component in ERP implementation. Scalability and lower maintenance costs make cloud-based ERP solutions an affordable substitute for conventional on-premise systems.

1.5.4. Customization and Flexibility: An ERP system's ability to be customized to meet particular business objectives, enabling adjustments and flexibility in response to shifting organizational and market demands. Businesses can adapt ERP modules to fit their processes, industry-specific requirements, and regulatory compliance concerns thanks to customization. Businesses can grow and incorporate new technology with flexible ERP solutions without suffering major setbacks (Zeng & Skibniewski, 2013).

1.5.5. Customer satisfaction: Customer satisfaction is a gauge of how well a business's goods and services meet or surpass the expectations of its clients; it is frequently determined by looking at retention rates, reviews, and feedback. Increased client loyalty, repeat business, and favorable word-of-mouth advertising are frequently the results of high customer satisfaction levels. Businesses aim to increase customer satisfaction through individualized services, efficient communication, and ongoing improvement (Kotler & Keller, 2016).

1.6. Research Objectives

1.6.1. Broad Objective

The broad objective of this study is to examine the impact of Enterprise Resource Planning (ERP) system features on customer satisfaction in the Ready-Made Garment (RMG) sector in Bangladesh, with a focus on Skylark Soft Ltd. The study aims to understand how ERP functionalities contribute to improved business operations, efficiency, and overall customer experience.

1.6.2. Specific Objectives

1. To identify the relationship between Ease of use and customer satisfaction with ERP systems.
2. To identify the relationship between operational efficiency and customer satisfaction with ERP systems.
3. To identify the relationship between cost-effectiveness and customer satisfaction with ERP systems.
4. To identify the relationship between customization and flexibility and customer satisfaction with ERP systems.

Chapter 2: Literature Review

2.1. Enterprise Resource Planning (ERP) Systems

Comprehensive software platforms known as enterprise resource planning (ERP) systems are made to combine and optimize key corporate operations like supply chain management, production, finance, and human resources. To provide predictive analytics and real-time monitoring, these systems frequently integrate cutting-edge technologies like artificial intelligence (AI) and machine learning (ML), which improve operational efficiency, data flow, and strategic decision-making (Al-Mashari, 2023; Davenport & Harris, 2022).

Since their beginnings, ERP systems have seen substantial evolution, moving from on-premise solutions to highly scalable and adaptable cloud-based platforms. Cloud ERP solutions make use of managed service providers (MSPs) and microservice architectures to deliver resilience and agility, which are critical qualities in the current unstable market climate (Lee et al., 2024; Monk & Wagner, 2023). ERP solutions are essential for companies looking to grow sustainably since these platforms allow them to reduce capital expenditures and maximize operational effectiveness.

The shift from on-premises to cloud-based platforms has been one of the major developments in ERP technology. Conventional on-premise ERP systems were expensive and difficult to administer since they needed large hardware expenditures and constant maintenance. On the other hand, cloud-based ERP solutions improve scalability and cut expenses by doing away with the requirement for on-site infrastructure (Gupta & Misra, 2023; Muscatello, Small, & Chen, 2023). Additionally, cloud ERP solutions provide real-time data access, which helps businesses react faster to client needs and changes in the market (Shaul & Tauber, 2023; Ifinedo, 2023).

ERP systems are essential for increasing corporate growth since they lower expenses and increase operational efficiency. ERP systems improve departmental communication and remove data silos by combining several corporate operations into a single platform (Madapusi & D'Souza, 2023; Shang & Seddon, 2023). Organizations can increase overall productivity, optimize resource allocation, and make well-informed decisions because of this smooth connection.

A further important advantage of ERP systems is cost savings. For example, cloud-based ERP solutions reduce capital costs by doing away with the requirement for pricey IT infrastructure and hardware. Furthermore, by offering real-time insights into forecasting, budgeting, and spending tracking, ERP systems enhance financial management (Elragal & Haddara, 2023;

Markus, Axline, Petrie, & Tanis, 2023). Organizations can increase profitability and maintain long-term growth by streamlining their financial operations.

2.2. Ease of use

A key element in the uptake and efficacy of enterprise resource planning (ERP) systems is their ease of use. It speaks to an ERP system's ease of use, intuitiveness, and simplicity, all of which have a direct effect on how well staff members engage with the program. Users may find it challenging to finish activities in an ERP system that is complicated and challenging to use, which could result in lower productivity and frustration. A well-designed, user-friendly ERP system, on the other hand, guarantees that users can pick up the necessary skills fast and complete their tasks with few mistakes or delays.

The graphical user interface (GUI) is a crucial component of usability. It is required of modern ERP systems to have user-friendly dashboards, unambiguous navigation, and little cognitive burden. A more effective and captivating user experience is facilitated by features like drag-and-drop capabilities, real-time data display, and customizable reports. According to studies, a user-friendly graphical user interface (GUI) increases system adoption rates and user satisfaction (Lawrence, 2024).

Accessibility is another important aspect of usability. The system should be accessible to staff members in a variety of areas, including finance and production, without requiring a high level of IT expertise. Programs for user training are also essential for improving usability. Employees may make the most of the ERP system if they are given the right instruction and direction. Even the most user-friendly ERP software might lead to inefficiencies if proper training isn't received.

An ERP system needs to be made simple and easy to use in the context of Bangladesh's RMG industry, where workers may have different degrees of digital literacy. Employees are more likely to make full use of the system's features and increase client satisfaction if it is simple for them to comprehend and operate. Employees can concentrate on essential company tasks instead of fumbling with software navigation when an ERP system is simple to use, which eventually boosts customer service and production efficiency.

Error minimization is also facilitated by ease of usage. Input errors, misunderstandings, and inaccurate data entry are frequent issues in intricate corporate operations, and they are reduced by an ERP system that is easy to use. Employee error rates are reduced through streamlined

workflows, automated data validation, and guided procedures, which boost operational effectiveness.

Additionally, a well-designed ERP system encourages staff collaboration. Different departments may easily share information, access pertinent data, and collaborate more successfully when an ERP interface is clear and simple to use. Cross-functional cooperation guarantees that workers don't waste time figuring out complex interfaces and increases overall productivity.

From a managerial standpoint, decision-making heavily relies on usability. ERP dashboards provide managers and executives with real-time access into important business indicators. Making decisions becomes slower and less efficient if the interface is busy and challenging to understand. Management can swiftly make well-informed strategic decisions thanks to the clear, visually appealing information that an intuitive ERP system gives.

Additionally, work satisfaction and employee morale are impacted by an ERP system's simplicity of use. Workers may become frustrated and less motivated if they have trouble using complex software, which will affect their overall effectiveness on the job. On the other hand, employees are more likely to interact favorably with an ERP system if they find it easy to use, which boosts productivity and job satisfaction.

Another element that improves usability is incorporating mobile accessibility. Employees can access vital company information while on the go thanks to the mobile-friendly interfaces of modern ERP systems. Decision-makers and staff may keep informed about company operations from any location thanks to mobile accessibility, which enhances agility and reactivity.

Customization contributes to usability as well. ERP systems should enable users to customize dashboards, reports, and workflows to suit their tastes, even yet they must be strong enough to manage intricate corporate activities. Users may adjust the system to suit their own requirements thanks to customizable interfaces, which lowers aggravation and boosts productivity.

In conclusion, one of the key elements affecting an ERP system's success is its usability. An ERP system that is well-designed and easy to use increases output, lowers errors, promotes teamwork, and facilitates better decision-making. Making an ERP system user-friendly can

result in major gains in customer satisfaction and business success in Bangladesh's RMG industry, where operational efficiency is essential.

2.3. Operational Efficiency

One of the main justifications for ERP system implementation by firms is operational efficiency. It alludes to an ERP system's capacity to improve productivity throughout a company, cut down on duplication, and streamline procedures. Operational efficiency is essential for satisfying consumer needs, preserving profitability, and guaranteeing sustained growth in a cutthroat industry like Bangladesh's RMG sector.

Process automation is one of the main ways an ERP system increases operational efficiency. Data input, inventory tracking, and order processing are examples of manual procedures that take a lot of time and are prone to human error. By automating these processes, an ERP system improves accuracy and frees up staff members to concentrate on more strategic work. According to research, automation in ERP systems greatly improves workflow productivity and cuts down on processing times (Fasileem & Rajapakse, 2022).

Real-time data access is another element that boosts operational effectiveness. Conventional management systems frequently experience reporting and data retrieval delays, which results in ineffective decision-making. Managers may view real-time information on manufacturing, sales, and supply chain performance thanks to an ERP system that combines data from several departments. This instant access to vital information improves business operations' agility and responsiveness.

Operational effectiveness is very important for supply chain management in the RMG industry. Production, shipping, or procurement delays can have serious repercussions, such as missed deadlines and unhappy customers. Manufacturers may increase customer satisfaction by using an ERP system to track raw materials, keep an eye on manufacturing schedules, and guarantee on-time delivery.

ERP systems also make it easier to manage resources. Businesses may improve their manpower allocation, machinery usage, and raw material procurement by anticipating demand and reviewing previous data. This predictive ability improves overall efficiency, lowers operating costs, and decreases waste.

ERP solutions also help an organization's employees work together and communicate more effectively. By guaranteeing that every department has access to the same data, a centralized platform helps to improve cooperation and minimize misunderstandings. Operations run more smoothly and problems are resolved more quickly with this integrated approach.

Compliance management is yet another important benefit of ERP-driven operational efficiency. The RMG industry is one of many that have to follow quality standards and legal criteria. By automating compliance tracking, an ERP system makes sure that companies comply with industry-specific and legal requirements without requiring manual labor. This capability improves operational credibility and lowers the danger of penalties.

By facilitating remote access to vital corporate operations, the deployment of cloud-based and mobile ERP solutions further boosts operational efficiency. In a dynamic company environment, decision-makers may be more flexible and responsive by managing resources, approving procedures, and keeping an eye on performance from any location.

Last but not least, by offering practical insights, the incorporation of AI and ML into ERP systems improves operational efficiency. Businesses can make proactive adjustments by using predictive analytics to foresee market trends, shifts in demand, and possible disruptions.

To sum up, ERP-driven operational efficiency guarantees more efficient workflows, better resource management, improved teamwork, adherence to regulations, and proactive decision-making. ERP systems are an essential tool in the RMG industry because of these advantages, which raise productivity and, eventually, customer satisfaction.

2.4. Cost Effectiveness

One important factor to take into account when putting an ERP system into place is cost-effectiveness. It speaks to the ERP system's capacity to provide significant value in relation to its initial investment and ongoing operating expenses. ERP systems are purchased by businesses in the hope that they will increase productivity, cut expenses, and eventually boost profitability.

The decrease in operating costs is one of the biggest cost-related advantages of ERP systems. An ERP system helps businesses reduce wasteful spending by automating procedures, reducing errors, and optimizing resource allocation. According to studies, companies who use ERP

solutions see a decrease in overhead expenses for procurement, human resources, and inventory management (Lawrence, 2024).

Scalability is still another important consideration. Conventional on-premise ERP systems can call for large initial expenditures for software, hardware, and upkeep. Modern cloud-based ERP systems, on the other hand, provide variable pricing structures, which lower capital costs. In the long term, cloud-based solutions are more cost-effective since they enable businesses to scale operations without requiring large infrastructure investments.

Workforce efficiency is also a function of cost-effectiveness. Labor expenditures are minimized when workers spend less time on manual labor and unnecessary procedures. Furthermore, better decision-making using real-time analytics lowers the possibility of expensive mistakes like supply chain interruptions or overproduction.

The cost-effectiveness of an ERP system is essential for maintaining sustained profitability in the RMG industry, where cost pressures are significant owing to shifting worldwide demand and fierce competition. Higher customer satisfaction levels are more likely to be attained by companies that successfully control costs while preserving quality and delivery schedules.

ERP solutions also help save costs by optimizing procurement and managing vendors. Businesses can improve contract negotiations and reduce procurement expenses by offering information about supplier performance and pricing patterns. Additionally, automating financial procedures like payroll, tax computations, and invoicing lowers administrative costs while improving financial accuracy.

In summary, an ERP system's cost-effectiveness is determined by how well it lowers operating costs, maximizes worker productivity, permits scalability, and improves financial management. ERP investments must be carefully assessed by RMG companies to make sure they support their cost-cutting goals while preserving productivity and client satisfaction.

2.5. Customization and Flexibility

Modern ERP systems must provide flexibility and customization in order for organizations to adapt the software to their particular operating requirements. An ERP system needs to be flexible enough to adjust to changing needs in the fast-paced RMG industry, where customer preferences and business models are always changing.

The ability to alter an ERP system's features, interfaces, and functionalities to suit particular business processes is known as customization. Customized ERP systems, as opposed to generic

software solutions, can include reporting standards, industry-specific workflows, and compliance needs. According to studies, companies that adopt customized ERP solutions report increased user satisfaction and efficiency (Fasileem & Rajapakse, 2022).

An ERP system's flexibility is defined as its ability to adapt to changing business needs; it can scale with business growth, integrate with emerging technologies, and accommodate changes in production and market trends. For the RMG sector, flexibility is essential because manufacturers must modify production schedules, manage seasonal demand fluctuations, and comply with changing international regulations. Cloud-based ERP systems offer modular functionalities and third-party integrations, which enhance customization and flexibility. Businesses can select specific modules based on their needs, resulting in a more cost-effective and customized ERP solution. Additionally, AI-driven ERP platforms allow predictive customization, in which the system makes recommendations for changes based on usage patterns and business performance metrics.

An ERP system's operational robustness, long-term profitability, and improved alignment with organizational requirements are all guaranteed by its adaptability and customization capabilities. Businesses in the RMG industry that use ERP systems' flexibility and customization have a better chance of achieving cost-effectiveness, operational efficiency, and eventually, increased customer satisfaction.

Furthermore, the limits of customization are being pushed by developments in AI and big data analytics. ERP systems with AI capabilities can dynamically modify processes in response to real-time data, enabling companies to better manage stocks, optimize production schedules, and customize customer interactions. Organizations have a major competitive advantage in the quick-paced RMG sector thanks to this degree of flexibility.

In summary, integrating a great deal of customization and flexibility into ERP systems guarantees increased responsiveness to market changes, simpler processes, and better user satisfaction. The need for highly flexible ERP solutions will only increase as more companies adopt digital transformation, highlighting their critical role in company success.

2.6. Customer Satisfaction

ERP system customization, cost-effectiveness, operational efficiency, and ease of use are some of the elements that affect customer satisfaction. While operational efficiency increases productivity and responsiveness, a user-friendly ERP system guarantees greater adoption rates

and reduces errors. Financial sustainability is influenced by cost-effectiveness, and customization enables businesses to adapt ERP features to their own requirements. By guaranteeing simple navigation, reducing errors, and enhancing usability through thoughtfully designed interfaces and training initiatives, ease of use has an impact on customer happiness. Automation, real-time data access, and better resource management all contribute to operational efficiency, which enables companies to increase productivity and streamline processes.

ERP solutions become increasingly useful over time when cost-effectiveness is attained through lower operating costs, flexible pricing structures, and better financial decision-making. Businesses may scale operations, integrate evolving technology, and adapt to industry-specific workflows with customization and flexibility, which raises customer satisfaction levels. Furthermore, by dynamically modifying processes in response to real-time data, AI-driven ERP systems further improve customization while guaranteeing the best possible process responsiveness and efficiency.

Because ERP systems are becoming more and more crucial to contemporary corporate operations, companies must constantly improve them to satisfy changing client demands. Improving accessibility across departments, streamlining interfaces, and improving user training are all necessary to ensure ease of use. ERP systems are essential for managing inventories, manufacturing schedules, and personnel allocation, and operational efficiency is still critical for companies looking to maintain their competitiveness. Particularly with the move to cloud-based solutions that reduce infrastructure costs while offering scalable, real-time analytics, cost-effectiveness is becoming more and more important. Additionally, flexibility and customization enable companies to be flexible in ever-changing marketplaces by guaranteeing that ERP solutions adjust to market trends, consumer expectations, and regulatory changes.

ERP systems are still undergoing a transformation because to AI and machine learning technologies, which make predictive analytics, automated decision-making, and intelligent process improvements possible. By utilizing these advancements, organizations may increase customer satisfaction, cut expenses, and maximize corporate performance.

ERP solutions that incorporate AI and ML increase operational efficiency by automating repetitive processes, cutting down on processing times, and decreasing human error, claims Al-Mashari (2020). According to Lee et al., (2024) cloud-based ERP solutions are crucial for

improving corporate agility and cutting capital expenses. The move from on-premise to cloud ERP systems and how it greatly increases scalability and cost-effectiveness are covered by Gupta and Misra (2016).

Furthermore, Shaul and Tauber (2013) stress how important real-time data access is to enable companies to react quickly to shifts in the market and raise consumer satisfaction. Madapusi and D'Souza (2012) investigate how ERP systems boost data integration and departmental collaboration, which results in improved decision-making ability.

According to Elragal and Haddara (2012), ERP systems help reduce costs by streamlining spending tracking, enhancing budgeting, and optimizing financial management. According to Fasileem and Rajapakse (2022), industry-specific workflows require customized solutions, making customization a critical factor in determining ERP user satisfaction. Furthermore, usability improvements like role-specific dashboards and user-friendly interfaces have a big impact on ERP adoption rates and user experience, according to Lawrence (2024).

As ERP systems develop, businesses must take a strategic approach to deployment, guaranteeing smooth integration, strong security, and user-centered designs that complement corporate goals. Cloud-based ERP systems are becoming more and more popular because they provide organizations greater cost effectiveness, accessibility, and flexibility. The business landscape will continue to be shaped by future developments in AI-driven ERP systems, making intelligent decision-making, automation, and predictive analytics essential elements of ERP platforms. In an increasingly digital company world, ERP systems may promote long-term happiness, build customer trust, and drive operational excellence by addressing these crucial criteria.

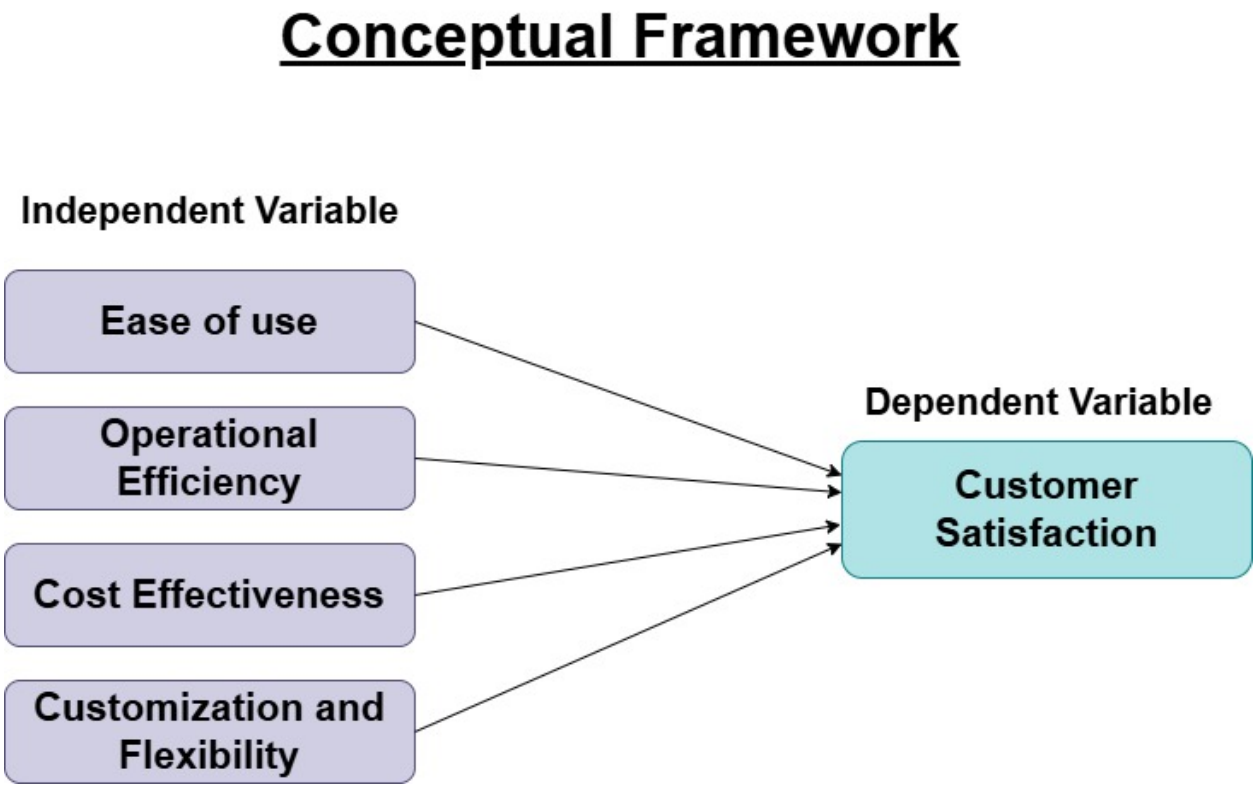
Chapter 3: Conceptual Framework and Hypothesis Development

3.1. Conceptual Framework

This study looks at how consumer satisfaction in Bangladesh's ready-made garment (RMG) industry relates to the features of enterprise resource planning (ERP) systems. The four main ERP elements that the framework emphasizes are cost-effectiveness, operational efficiency, customization and flexibility, and simplicity of use.

These factors improve workflow automation, lower errors, and guarantee adaptability, all of which raise customer happiness. ERP characteristics are the independent variables, while customer happiness is the dependent variable. To examine these links, the study incorporates theoretical frameworks like the Resource-Based View (RBV) and the Technology Acceptance Model (TAM).

RMG companies can maximize ERP deployment to improve customer satisfaction and sustain competitiveness by comprehending these relationships. This framework directs the gathering and examination of data to assess the efficacy of ERP



Source: (Shaul and Tauber 2013), (Elragal and Haddara 2012), (Lawrence, 2024) (Marikyan & Papagiannidis, 2024)

3.1.1. Independent Variables (IVs):

Ease of Use: The term "ease of use" describes how intuitive and user-friendly an ERP system is, which affects how readily users and workers can use it without requiring a lot of troubleshooting or training. An easy-to-use system lowers the learning curve, increases user adoption, and boosts overall task performance efficiency. According to Lawrence (2024), users can concentrate on their primary responsibilities since they spend less time learning the system thanks to a more straightforward interface and efficient procedures. Employee productivity rises when they spend less time resolving technical problems, and this raises customer satisfaction by enabling faster service and response times.

Operational Efficiency: This speaks to an ERP system's capacity to automate repetitive work, optimize corporate processes, and offer real-time data analytics to improve decision-making. ERP systems that increase operational efficiency enable businesses to cut down on errors, streamline processes, and eliminate redundancies (Fasileem & Rajapakse, 2022). Increased productivity, quicker service delivery, and improved customer satisfaction are the outcomes of this. Additionally, an effective ERP system guarantees more seamless departmental cooperation, enabling companies to uphold quality and consistency—two essential components in raising consumer happiness.

Cost-Effectiveness: This component speaks to the total financial advantages of putting in place an ERP system, which include lower operating costs, improved resource management, and cost savings via automation. Businesses that implement ERP systems frequently see a decrease in expenses related to procurement, logistics, and inventory management, as mentioned by Elragal & Haddara (2012). Cost-effectiveness can result in more competitive pricing, quicker order fulfillment, and higher-quality services when it comes to client happiness. Additionally, money saved can be used to upgrade services that interact with customers, which directly raises customer happiness.

Customization and Flexibility: The ERP system's adaptability to the unique requirements and procedures of a company is referred to as customization and flexibility. ERP systems with high degrees of customization enable companies to adjust to shifting consumer needs and market situations, according to Fasileem & Rajapakse (2022). The ERP system's efficacy in meeting particular client needs is increased when workflows, reports, and features can be tailored to a company's particular business operations. Businesses can preserve service quality and dependability, two essential components of customer satisfaction when ERP systems can swiftly adapt to changes in the market.

3.1.2. Dependent Variable (DV):

Customer Satisfaction: The study's dependent variable is customer happiness, which is the degree to which ERP systems enhance company performance and satisfy consumer demands. The quality of service delivery, which is impacted by the ERP system's capacity to produce precise and timely data, optimize processes, and lower errors, has a direct impact on customer satisfaction, according to Shaul & Tauber (2013). By permitting quicker response times, improving decision-making, and offering deeper insights into consumer needs, the ERP system is essential to raising business performance. Customers are more likely to be satisfied when

they receive prompt, accurate, and efficient service, which increases customer loyalty and fosters long-term company success.

3.2. Hypothesis Development

This study examines the relationship between customer satisfaction and ERP system features in Bangladesh's ready-made garment (RMG) industry. It emphasizes important ERP aspects including customization, cost reduction, operational efficiency, and user training. Customer satisfaction is the dependent variable, and these are independent factors. Based on current research and industry insights, the study seeks to comprehend how ERP installation might enhance customer happiness and corporate operations. Based on the conceptual framework, the following hypotheses are discussed:

3.2.1. Hypothesis 1

To get the most out of enterprise resource planning (ERP) systems, users need to be properly trained and knowledgeable. Employees that receive proper training can use the ERP system's functions more skillfully, which reduces errors, boosts productivity, and improves customer service (Lawrence, 2024). Accurate order processing and less downtime are two benefits of proper training, which guarantees that users can effectively utilize system functionalities. Al-Mashari (2020) asserts that insufficient training frequently leads to ERP underutilization, which has a detrimental impact on customer satisfaction and business operations.

Additionally, proficiency with ERP usage promotes improved departmental collaboration, which results in more efficient operations. Workers with a thorough understanding of the system may process orders more quickly, respond to customer inquiries effectively, and give real-time updates on supply chain activity (Shaul & Tauber, 2013). Customer pleasure and confidence are increased by this response. Furthermore, training programs that provide opportunities for ongoing education guarantee that staff members stay current with system updates and new best practices, which results in a long-term increase in service quality (Elragal & Haddara, 2012).

For organizations to maximize their ERP implementation and improve customer happiness, it is imperative that they engage in structured user training programs. Businesses that neglect ERP training risk operational inefficiencies, which could result in a delay in service delivery and unhappy clients.

H1: There is a significant impact of user training and expertise on customer satisfaction.

3.2.2. Hypothesis 2

Customer satisfaction is significantly influenced by operational efficiency, particularly in sectors like the ready-made garment (RMG) industry where prompt order fulfillment is essential. ERP systems reduce redundancies, automate repetitive operations, and integrate data across departments to assist expedite company processes (Fasileem & Rajapakse, 2022). Businesses can improve workflow efficiency, save lead times, and improve production scheduling by implementing automation.

Customers benefit from greater product availability, reduced order errors, and faster response times when operational efficiency is maximized. Managers may make well-informed decisions on workforce allocation, inventory levels, and production scheduling with the use of real-time data insights from ERP systems (Shaul & Tauber, 2013). ERP-driven operational efficiency promotes increased customer satisfaction by removing bottlenecks and cutting down on delays.

Improved operational efficiency also makes it possible for companies to continuously fulfill quality standards. ERP systems assist in monitoring product performance, enforcing quality control procedures, and ensuring adherence to industry rules (Elragal & Haddara, 2012). Businesses strengthen their bonds with clients and win their loyalty over the long run when they produce high-quality goods on schedule.

H2: There is a significant impact of operational efficiency on customer satisfaction.

3.2.3. Hypothesis 3

A key element affecting consumer happiness is cost reduction, which enables companies to provide competitive prices without sacrificing quality. By avoiding manual errors, cutting waste, and maximizing resource allocation, ERP systems help to reduce costs (Lawrence, 2024). By automating financial procedures like budgeting, payroll, and procurement, businesses can save administrative expenses and improve resource allocation.

Improved pricing tactics are another benefit of ERP-driven cost reduction. Effective cost management enables businesses to transfer savings on to clients in the form of reduced prices or value-added services (Gupta & Misra, 2016). Additionally, inventory is kept at ideal levels through efficient supply chain management, avoiding shortages or excessive inventory expenses (Madapusi & D'Souza, 2012). This equilibrium ensures a smooth shopping experience by effectively meeting client demand.

Additionally, companies can reinvest in customer service enhancements like improved support channels, loyalty programs, and expedited order fulfillment by reducing operating expenses. Consumers enjoy affordable services that provide them more for their money, which increases customer satisfaction and retention rates.

H3: There is a significant impact of cost reduction on customer satisfaction.

3.2.4. Hypothesis 4

ERP systems' flexibility and customizability enable companies to adapt solutions to their unique operational requirements and client preferences. Customization is essential for efficient system use because standardized ERP solutions do not always fit an organization's particular workflows (Fasileem & Rajapakse, 2022). Configuring dashboards, automating reporting, and incorporating industry-specific features that improve decision-making and process optimization are all made possible by flexible ERP systems.

From the standpoint of the client, a flexible ERP system guarantees that companies can quickly adjust to shifting consumer expectations and market demands. For example, seasonal patterns or consumer orders may require clothing manufacturers to modify their manufacturing schedules. Quick adjustments are made possible by an ERP system with adaptable modules, guaranteeing on-time delivery and enhanced customer support (Elragal & Haddara, 2012).

ERP customisation also facilitates individualized client communications. Companies can provide targeted promotions and specialized support, increasing customer satisfaction and brand loyalty, by using ERP systems to manage client purchase histories, preferences, and service interactions (Shaul & Tauber, 2013). Businesses can be flexible and responsive to consumer needs by modifying ERP functionality without incurring significant downtime or additional expenses.

In summary, flexibility and customisation improve ERP systems' overall effectiveness by enabling companies to anticipate client wants, deliver exceptional customer service, and react quickly to market shifts. Businesses are better positioned to increase customer satisfaction and keep a competitive advantage in the market if they invest in flexible ERP solutions.

H4: There is a significant impact of customization and flexibility on customer satisfaction.

Chapter 4: Methodology

4.1. Population and Sample Size

4.1.1. Population

The population for this study consists of individuals directly involved in the operations of Skylark Soft Ltd., a leading ERP provider in Bangladesh's Ready-Made Garment (RMG) sector. This includes employees and management personnel who actively use or oversee ERP functionalities. Since the study focuses on the impact of ERP system features on customer satisfaction, the target population includes those responsible for ERP implementation, operations, and customer interactions.

Specific populations considered for this research include:

- **Senior Management (ERP and Business Strategy Executives):** These individuals provide insights into overall ERP implementation strategies, decision-making processes, and customer relationship management.
- **Middle Management (Operations, Finance, and IT Managers):** Managers who oversee day-to-day ERP usage, system efficiency, and cost management.
- **Operational Staff (ERP Users in Different Departments):** Employees involved in practical ERP applications, such as production planning, inventory management, and customer support.

Since the study focuses on Skylark Soft Ltd., a purposeful sample technique is employed to guarantee that participants have firsthand knowledge and expertise with using ERP systems. This method makes it possible to comprehend how ERP features affect customer satisfaction in greater depth and with greater relevance.

4.1.2. Sample Size

Given that this is a **qualitative study**, the focus is on obtaining in-depth insights rather than broad numerical representation. The study includes **10 key participants** selected from different functional areas of **Skylark Soft Ltd.** to ensure a comprehensive understanding of ERP implementation and its impact on customer satisfaction. These participants include:

- **Senior Executives (2)** – Decision-makers responsible for ERP adoption and strategic alignment with business goals.
- **Middle Management (4)** – Managers overseeing ERP-driven processes in operations, finance, IT, and supply chain.
- **Operational ERP Users (4)** – Employees using ERP systems for customer service, inventory, and order processing.

Their firsthand experience with ERP system implementation and their capacity to offer insightful opinions on the system's usability, effectiveness, affordability, and adaptability are the main factors in selecting the participants.

Criteria for Participant Selection

- Participants must have a direct role in **ERP operations, finance, supply chain, or customer service**.

- Individuals selected must have **experience working with Skylark Soft Ltd.'s ERP system**.
- To capture a range of viewpoints, an attempt will be made to include people from various hierarchical levels.

4.1.3. Sampling Technique

The study employs purposive sampling, which ensures that only relevant and knowledgeable individuals contribute to the findings. This targeted approach enhances the reliability of the research by capturing real-world ERP experiences and their influence on customer satisfaction.

4.1.4. Research Design

This study uses a **qualitative research** approach, which is suitable for investigating how ERP system characteristics affect customer satisfaction in **Bangladesh's ready-made garment (RMG) industry**. To acquire a deeper understanding of the viewpoints and experiences of those directly involved in **ERP deployment and operations** at **Skylark Soft Ltd.**, a case study technique is utilized.

Research Approach

A **qualitative approach** is chosen as it allows for a comprehensive understanding of complex organizational dynamics, focusing on how ERP system features—such as **ease of use, operational efficiency, cost-effectiveness, and customization**—affect customer satisfaction. This approach enables the collection of rich, descriptive data that provides a deeper exploration of user experiences, perceptions, and challenges associated with ERP implementation.

Research Setting

The research is conducted at **Skylark Soft Ltd.**, an ERP solutions provider in Bangladesh's RMG industry. The study involves participants from different functional areas within the organization, including **senior management, middle management, and operational users**, ensuring a diverse range of perspectives on ERP system effectiveness.

4.2. Questionnaire Design and Data Collection Methods

4.2.1. Data Collection Methods

A **semi-structured questionnaire** was developed and administered via **Google Forms** to ensure accessibility and convenience for participants. The questionnaire includes **concise and open-ended questions**, allowing participants to provide **detailed and nuanced responses** based on their experiences. The questions are structured into the following thematic areas:

- **Cost Drivers and Their Impact** – Questions focus on how ERP features influence cost management and overall business expenses.

- **Quality Control and Profitability** – Addresses how ERP systems assist in maintaining product quality and its relation to customer satisfaction.
- **General Insights on Customer Satisfaction** – Explores participants' perceptions of how ERP implementation has affected customer experience and satisfaction levels.

4.2.2. Data Collection Methods

Google Forms surveys were used to gather data, allowing participants to reply whenever it was most convenient for them while guaranteeing effective data organization and retrieval. By eliminating time and location barriers, the utilization of an online platform allowed for greater involvement. Google Sheets automatically logged the responses, guaranteeing precision and simplicity of analysis.

4.2.3. Data Analysis

The data collected were analyzed using two software tools:

- **Microsoft Excel**: Used for **organizing and managing data**, as well as performing **basic descriptive analysis**.
- **ATLAS.ti 9**: Utilized **coding and thematic analysis** to identify key patterns and insights within the qualitative data. Themes were developed inductively to align with the participants' perspectives and responses.

4.2.4. Ethical Considerations

Ethics principles were strictly adhered to throughout the research process to ensure the rights and welfare of participants. Measures taken include:

- **Informed Consent**: Participants were provided with a **detailed consent form** explaining the study's purpose, procedures, and their rights, including the right to withdraw at any stage.
- **Anonymity and Confidentiality**: All participant information and responses were **anonymized** to protect their identity.
- **Data Security**: Collected data were securely stored on **password-protected devices**, accessible only by the researcher.
- **Voluntary Participation**: Participants took part in the study **voluntarily**, without coercion or undue influence.

By employing these rigorous methodological steps, this study ensures the **reliability and validity** of the findings while maintaining **high ethical standards**.

Chapter 5: Analysis

5.1 Demographics Table

RESPONDENT ID	GENDER	AFFILIATION	AGE	DESIGNATION	YEAR OF EXPERIENCE with goRMG ERP
1	Male	Employee	27	MIS Officer	3 Years
2	Male	Employee	31	Executive	2.5 Years
3	Male	Employee	30	Assistant Manager	4 Years
4	Male	Employee	34	Sr. Executive	4 Years
5	Male	Employee	36	Sr. Accountant	5 Years
6	Male	Employee	32	Merchandiser	4.5 Years
7	Male	Employee	26	Jr. Executive	1 Years
8	Male	Employee	32	Sr. Executive	4.5 Years
9	Male	Employee	40	Deputy Manager	5 Years
10	Male	Employee	32	Assistant Manager	4 Years

The demographic analysis of respondents using the goRMG ERP system provides key insights into the characteristics of its users within the garment industry. The dataset consists of 10 respondents, all of whom are male employees. This suggests that ERP-related roles in the garment sector are predominantly occupied by men, particularly in technical, operational, and managerial positions. While this may reflect broader employment trends in the industry, it also highlights a potential area for further research on gender diversity in ERP adoption. The respondents' ages range from 26 to 40 years, with the majority (5 out of 10) falling between 31 and 35 years. Specifically, three respondents are in the 26–30 age group, five in the 31–35 group, and two in the 36–40 range. This distribution indicates that most ERP users are mid-career professionals who have gained sufficient industry experience to handle managerial and operational tasks efficiently.

The presence of younger users also suggests that organizations are integrating ERP training for early-career employees, ensuring long-term system adaptation. The respondents hold various positions, ranging from junior executives to senior management roles, highlighting the widespread usage of ERP across different levels of the organization. Among them, three respondents belong to junior-level roles such as Junior Executive, Executive, and MIS Officer, while six are in mid-level positions, including Assistant Manager, Merchandiser, Senior Executive, and Senior Accountant. Additionally, one respondent holds a senior managerial position as Deputy Manager, showcasing ERP adoption at the leadership level. The broad range of designations signifies that the ERP system is not confined to a particular level but is utilized across various operational and strategic roles within the organization. Regarding years of experience with goRMG ERP, respondents have between 1 and 5 years of familiarity with the system. Notably, two respondents have between 1 and 2.5 years of experience, six have between 3 and 4.5 years, and two have 5 years of experience. This indicates that the majority

of users (8 out of 10) have more than three years of experience, suggesting a well-established user base that has developed expertise in handling ERP functionalities effectively. This level of experience is likely to contribute to improved operational efficiency, better decision-making, and streamlined workflow processes within the garment industry. Moreover, the combination of experienced and relatively newer users indicates ongoing ERP training and adaptation efforts, ensuring that both existing employees and newly onboarded staff can efficiently utilize the system.

The demographic findings suggest that goRMG ERP is primarily used by mid-career professionals in managerial roles who have substantial experience with the system, reinforcing its importance in optimizing business operations. Additionally, the presence of employees across various levels of seniority highlights its significance in organizational decision-making and day-to-day operations. The experience distribution also indicates a balance between experienced employees who can provide insights into system improvements and newer users who bring fresh perspectives to ERP adoption. Overall, these demographic insights underscore the integral role of goRMG ERP in the garment industry, ensuring enhanced efficiency, productivity, and informed decision-making across different organizational levels.

5.2 Qualitative Analysis

The qualitative analysis in this study is based on in-depth interviews with employees of Skylark Soft Ltd. who are directly engaged with the goRMG ERP system. The purpose of this analysis is to understand user experiences, challenges, and perceptions regarding ERP system features and their impact on customer satisfaction in the RMG sector.

Through thematic analysis, key insights were identified across four major areas: ease of use, operational efficiency, cost-effectiveness, and customization. Respondents highlighted that the intuitive interface of goRMG ERP significantly reduced errors in data entry and improved workflow efficiency. However, some employees indicated that initial system training was insufficient, leading to delays in adaptation. This suggests that comprehensive training programs could enhance system usability and user confidence.

Regarding operational efficiency, participants reported that ERP automation streamlined inventory management, order tracking, and production planning, reducing processing time. However, a few users pointed out integration challenges with legacy systems, which occasionally led to disruptions in data synchronization.

Cost-effectiveness was another critical theme. Respondents acknowledged that ERP implementation helped reduce manual labor and minimized waste in material usage. However, concerns about high initial investment costs and maintenance expenses were noted, emphasizing the need for cost-benefit evaluations.

Finally, customization and flexibility were highlighted as essential factors for ensuring ERP adaptability to unique business needs. While most users appreciated the system's ability to accommodate industry-specific workflows, some mentioned difficulties in modifying features without external technical support.

Overall, the qualitative findings reinforce that while ERP systems greatly enhance efficiency and customer satisfaction, continuous improvements in training, system integration, and cost management are necessary to maximize their benefits.

5.2.1. Ease of use

Respondents emphasized how goRMG ERP's user-friendly interface greatly decreased data entry errors and increased workflow effectiveness. Nevertheless, several staff members said that the first system training was inadequate, which caused adaptation to be delayed. Although the majority of users said the navigation was easy to use, some proposed improvements to make more complicated elements simpler. Better onboarding initiatives and increased accessibility were highlighted as strategies to optimize usability. Although the ERP system is generally simple to use, its usability and efficacy can be improved through ongoing training and user feedback-based changes.

5.2.1.1. Challenges faced using the goRMG ERP

Implementing the goRMG ERP system presents several challenges for users in the Ready-Made Garment (RMG) sector. One major issue is the lack of training, making it difficult for employees to navigate and utilize the system effectively. Slow performance hampers productivity, leading to delays in daily operations. Reporting complications make it challenging to generate accurate and timely reports, affecting decision-making. Lastly, technical issues, including system glitches and downtimes, disrupt workflow and reduce efficiency.

- **Lack of Training**

  Insufficient training prevents employees from fully understanding and utilizing the goRMG ERP system. Without proper guidance, users struggle to navigate its features, leading to inefficiencies and errors in daily operations. This results in frustration and reduced productivity. Additionally, a lack of structured training programs increases dependency on trial-and-error learning, slowing down adoption rates. Employees may also rely on informal peer support, which is inconsistent and unreliable. Regular training sessions and user-friendly documentation can significantly improve ERP usage, ensuring smoother operations and better performance outcomes across departments.

  The MIS Officer of Trust Knit Industries explained:
  "While using the goRMG ERP system, employees face a lack of training. The system, when used properly, helps employees perform their daily tasks easier and faster. The system, when used properly, helps employees perform their daily tasks easier and faster."

- **Slow Performance**

  The goRMG ERP system sometimes experiences slow performance, causing delays in task execution. System lag disrupts workflow efficiency, affecting production schedules and order processing. Employees often have to wait for responses, reducing

overall workplace effectiveness. Slow processing speeds can lead to bottlenecks in data entry, inventory tracking, and report generation, further impacting decision-making. System slowdowns also reduce user engagement and motivation, as employees may find alternative, less efficient workarounds. Upgrading hardware, optimizing software configurations, and regular system maintenance are essential steps to mitigate performance issues and improve overall productivity.

The Executive of Yongtai Industries Bangladesh explained:
"The system is sometimes slow or down due to server or network issues. This disrupts production or inventory management."

- **Reporting Complications**

Generating accurate and timely reports can be difficult with goRMG ERP. Complex reporting structures and limited customization options create challenges in accessing critical business insights. These complications hinder informed decision-making and strategic planning. Users may find it difficult to extract relevant data, resulting in incomplete or incorrect reports. The lack of real-time analytics integration further limits quick responses to operational challenges. Improving reporting functions with more intuitive dashboards, customizable templates, and automated report generation can enhance data accuracy and usability, making it easier for decision-makers to leverage ERP data effectively.

The Jr. Executive of P.N. Composite Ltd. explained:
"Common Challenges is reporting and analytics limitations in ERP system"

- **Technical Issues**

Frequent system glitches and unexpected downtimes disrupt operations. Users experience software crashes, data synchronization errors, and interface malfunctions, leading to work delays and inefficiencies. Reliable technical support is essential to address these recurring problems. Additionally, unresolved technical issues can reduce trust in the system, causing employees to revert to manual processes, and undermining ERP effectiveness. The lack of regular software updates and maintenance exacerbates these challenges. Implementing proactive troubleshooting mechanisms, user feedback loops, and dedicated IT support can significantly enhance system stability and user confidence in the ERP solution.

The Executive of Yongtai Industries Bangladesh explained:
"If there is a problem with the system and technical support is not available quickly, then work is disrupted

- **Complex Interfaces**

The goRMG ERP system presents challenges due to its complex interface, making it difficult for users to navigate efficiently. Employees, especially those with limited technical expertise, may struggle with understanding multiple layers of menus, icons,

and data entry fields. The lack of intuitive design leads to longer training periods, increased errors, and reduced efficiency in daily operations. Overloaded dashboards and unclear workflows can hinder productivity, causing frustration among users. Simplifying the interface with user-friendly navigation, clear labeling, and role-based customization can improve usability and enhance overall system adoption and effectiveness.

The Deputy Manager of GMS Knit Composite Ltd. explained:
"Some employees, especially those who are not very tech-savvy, find it difficult to understand the user interface complexity."

5.2.1.2. Usability of an ERP System Affects Employee Speed, Efficiency, and Customer Response Time

The usability of an ERP system plays a vital role in improving employee speed, efficiency, and customer response time. A well-designed ERP system reduces complexity, enabling employees to perform tasks quickly and with fewer errors. Enhanced navigation and intuitive interfaces streamline workflows, minimizing downtime and improving productivity. Faster data retrieval and automated processes allow employees to respond to customer inquiries more efficiently, ensuring better service delivery. Improved usability ultimately leads to increased organizational efficiency and customer satisfaction.

- **Automated Data Entry and Processing**

An ERP system enhances efficiency by automating data entry and processing, reducing manual errors and repetitive tasks. This automation streamlines operations, allowing employees to focus on more strategic activities. By eliminating redundant data input, businesses can improve accuracy and consistency across departments. Additionally, automation accelerates workflow, ensuring that critical information is updated instantly. As a result, organizations experience increased productivity, reduced processing time, and improved data reliability, leading to more efficient decision-making and operational performance.

The Executive of Yongtai Industries Bangladesh explained:
"Decision-making and operational performance are enhanced by automated data entry and processing."

- **Fast Decision-Making**

The usability of an ERP system plays a crucial role in enabling fast decision-making. With integrated data processing and real-time reporting, managers can quickly analyze key performance indicators and respond proactively to business needs. Access to centralized data allows leaders to identify trends, mitigate risks, and optimize resource allocation efficiently. Faster decision-making enhances competitiveness by improving

response times to market changes, operational demands, and customer requirements, leading to a more agile and responsive organization.

The Jr. Executive of P.N. Composite Ltd. explained:
"Managers can make quick decisions because production data is visible in real-time"

- **Real-Time Data Access**
  Real-time data access in an ERP system empowers employees with instant updates on inventory, sales, production, and customer interactions. This accessibility ensures seamless coordination across departments, reducing delays and improving workflow efficiency. Real-time insights enhance transparency and accuracy in reporting, allowing businesses to make informed decisions quickly. Additionally, real-time access improves customer service by providing immediate updates on order status, inventory availability, and delivery tracking, ultimately enhancing customer satisfaction and operational reliability.

  The Assistant Manager of Ritzy Group explained:
  "With real-time data access, Employees can view order status, inventory, or production information at any time."

5.2.2. Operational Efficiency

ERP solutions greatly increase operational efficiency by streamlining workflows and automating procedures. ERP systems assist businesses in maximizing resource use and minimizing inefficiencies by decreasing human labor and integrating several business operations. Better order fulfillment, production scheduling, and inventory management are made possible by increased data accuracy and real-time tracking. Centralized data access also guarantees improved departmental collaboration, cutting down on delays and speeding up reaction times. ERP system implementation improves service delivery, lowers operating expenses, and increases consistency for organizations, all of which increase overall productivity and customer happiness.

5.2.2.1. ERP systems are automated and efficient for productivity and workflow

Enterprise Resource Planning (ERP) systems integrate and automate business processes, ensuring seamless workflow and enhanced productivity. By centralizing data, ERP eliminates redundancies, reduces errors, and optimizes resource allocation. Automation in ERP accelerates decision-making with real-time insights, boosting operational efficiency. Departments such as finance, inventory, and HR benefit from streamlined communication, minimizing delays. Additionally, ERP enhances reporting accuracy, improving strategic planning. Organizations adopting ERP experience improved productivity, as repetitive tasks are automated, allowing employees to focus on value-added activities and innovation, fostering business growth.

❖ **Production Planning Automation**

Production planning automation revolutionizes manufacturing by optimizing scheduling, resource allocation, and workflow management. By integrating production data in real-time, ERP systems minimize bottlenecks and improve lead times. Automation ensures accurate demand forecasting, reducing inventory shortages or excesses. Additionally, automated scheduling aligns workforce availability with production goals, enhancing efficiency. Quality control is improved as standardized processes reduce variability.

Manufacturers leveraging automated production planning benefit from cost savings, increased throughput, and enhanced adaptability to market fluctuations, ensuring competitive advantage in a dynamic business environment.

The Assistant Manager of Ritzy Group explained:

"By the Production Planning Automation, each step of production can be planned accurately. Order processing and production time are significantly reduced compared to manual methods."

❖ **Reducing Time Wastage**

ERP systems significantly reduce time wastage by eliminating redundant processes and automating repetitive tasks. Centralized data access minimizes time spent on information retrieval, allowing employees to focus on productive activities. Automated approval workflows reduce delays in decision-making, accelerating business operations. Real-time tracking of production, inventory, and logistics enhances responsiveness to market demands. Additionally, ERP-driven process optimization eliminates inefficiencies, ensuring tasks are completed promptly. Businesses leveraging ERP experience increased operational speed, improved customer service, and higher overall efficiency, leading to better profitability and sustainability.

The Sr. Executive of Rupa Group explained:

"It's Properly customized, it greatly enhances an organization's operational efficiency and competitive capabilities. Go RMG ERP Reduces Time Wastage"

❖ **Reducing Manual Work**

ERP systems eliminate manual work by automating core business functions such as finance, procurement, inventory management, and HR operations. Data entry automation reduces errors, improving accuracy and compliance. Automated workflows replace time-consuming paperwork, enabling seamless approvals and communication. Additionally, integrated AI-driven analytics eliminate the need for manual report generation, providing instant insights for decision-making. Employees can redirect their efforts toward strategic initiatives rather than administrative tasks. By reducing manual work, ERP enhances efficiency, minimizes labor costs, and fosters a more agile and responsive business environment.

The Sr. Executive of Rupa Group explained:
"goRMG ERP plays an effective role in improving productivity and workflow as it reduces manual work."

5.2.2.2. ERP Features Increase Customer Satisfaction

ERP systems enhance customer satisfaction by streamlining business processes, improving efficiency, and ensuring accuracy. Automated workflows reduce errors and delays, leading to faster order processing and better service delivery. Real-time data access enables proactive decision-making, allowing businesses to respond promptly to customer needs. Integration across departments ensures seamless communication, minimizing discrepancies. Additionally, ERP systems enhance transparency, providing customers with accurate information on order status and availability. Ultimately, these features contribute to improved customer experiences, loyalty, and long-term business success.

- **Real-Time Reporting and Analytics Features**

  Real-time reporting and analytics in ERP systems empower businesses with instant insights into operations, sales, and customer interactions. These features enhance decision-making by providing up-to-date data for accurate forecasting and trend analysis. Automated dashboards and customizable reports allow managers to monitor key performance indicators effectively. Real-time analytics help detect inefficiencies and streamline processes, improving productivity. Moreover, businesses can respond quickly to market changes and customer demands, ensuring enhanced service quality and operational efficiency, and fostering greater customer satisfaction and competitive advantage.

  The MIS Officer of Trust Knit Industries explained:
  "Real-time reporting and analytics features have a major impact on operational efficiency, as they provide insight into operations and opportunities for improvement."

- **Self-Service Portal**

  Self-service portals in ERP systems empower customers and employees by providing instant access to essential information and services. Customers can track orders, manage accounts, and resolve queries without needing direct assistance. This reduces response times and improves user experience. For employees, self-service portals streamline HR functions, enabling leave applications, payroll access, and task tracking. These portals enhance efficiency, reduce administrative burdens, and improve satisfaction levels by offering convenience and autonomy, ultimately fostering a more agile and customer-centric business environment.

  The Assistant Manager of Ritzy Group explained:
  "Through the Self-service portal, customers can directly log into the system to view their order status, inventory information, and payment history. This reduces customer interaction time and increases transparency."

❖ **Customer Relationship Management (CRM)**

Customer Relationship Management (CRM) in ERP systems enhances business interactions by centralizing customer data and automating engagement processes. CRM features streamline sales, marketing, and support functions, ensuring a personalized customer experience. Real-time insights into customer behavior and preferences help businesses tailor services and improve satisfaction. Automated follow-ups, targeted communication, and issue tracking optimize customer interactions. By integrating CRM within ERP, businesses achieve seamless coordination across departments, fostering loyalty, improving retention rates, and ultimately driving long-term profitability and growth.

The Assistant Manager of Ritzy Group explained:

"By the integrated CRM (Customer Relationship Management), customer complaints, suggestions, and feedback management are made easy. That also helps create customized offers and delivery plans."

5.2.3. Cost-Effectiveness

Cost-effectiveness in ERP systems ensures that businesses maximize efficiency while minimizing expenses. By automating workflows, reducing manual tasks, and optimizing resource allocation, ERP systems lower operational costs. Real-time data access eliminates redundant processes, improving productivity. Cloud-based ERP solutions reduce IT infrastructure expenses, making them a cost-efficient alternative to traditional systems. Additionally, ERP streamlines financial management, enhancing budget control and reducing errors. The ability to scale ERP systems ensures long-term savings, supporting business growth. Overall, ERP cost-effectiveness leads to higher profitability, improved decision-making, and sustainable operational efficiency, benefiting both businesses and customers.

5.2.3.1. Financial Benefits Gained by Using an ERP System

Implementing an ERP system offers significant financial benefits by optimizing resource management, reducing errors, and enhancing productivity. Businesses experience improved cash flow management through automated financial processes, ensuring accurate forecasting and budgeting. ERP systems centralize data, reducing overhead costs related to manual operations. Enhanced inventory management prevents overstocking and stockouts, leading to better cost control. Additionally, streamlined procurement and vendor management reduce unnecessary expenditures. The ability to analyze financial trends in real time supports better decision-making, resulting in increased profitability and long-term economic stability for businesses.

❖ **Reduce Operational Costs**

ERP systems significantly reduce operational costs by automating manual tasks, improving workflow efficiency, and minimizing redundant processes. Businesses save money by eliminating paperwork, reducing administrative overhead, and optimizing

labor allocation. Integrated supply chain management helps lower procurement costs and enhances vendor negotiations. Improved inventory tracking prevents excess stock, reducing storage costs. Additionally, ERP-driven process automation cuts production delays and enhances productivity, leading to overall cost savings. The centralized data approach ensures informed decision-making, reducing financial risks and improving cost-effectiveness across different business functions.

The MIS Officer of Trust Knit Industries explained:
"Our organization has gained financial benefits from using the ERP system, such as accurate budgeting and cash flow control. It also helps in cost savings, as operational costs are reduced through automation and error reduction."

- **Reduce Time Wastage**

ERP systems reduce time wastage by streamlining business operations, automating repetitive tasks, and improving communication. Real-time data access eliminates the need for manual record-keeping and accelerates decision-making. Automated approval workflows reduce bottlenecks in processes such as procurement and payroll management. Additionally, ERP solutions enhance coordination between departments, ensuring faster response times and minimizing delays. Task automation in inventory control, order processing, and customer service enables businesses to operate more efficiently. By eliminating inefficiencies, ERP systems enhance productivity, allowing employees to focus on strategic tasks rather than administrative burdens.

The Sr. Accountant of Stuff Limited explained:
"By saving time, reducing costs, increasing employee efficiency, and facilitating faster decision-making."

- **Production Cost Reduction**

ERP systems help reduce production costs by optimizing resource utilization, minimizing waste, and enhancing workflow efficiency. Automated production planning ensures optimal scheduling, reducing downtime and improving productivity. Real-time monitoring of materials and machinery prevents unnecessary expenditures and enhances maintenance planning. Data-driven insights from ERP systems allow businesses to control production costs by adjusting inventory levels and streamlining procurement. Additionally, predictive analytics help anticipate demand fluctuations, preventing excess production. By integrating production management with financial oversight, ERP ensures cost-effective manufacturing processes and higher profitability for businesses.

The Assistant Manager of Ritzy Group explained:
"Production Costs can be reduced by making proper planning and scheduling of the production process reduces production costs. Waste is reduced, and overtime is helped."

- **Finance & Accounting Integration**

  Finance and accounting integration in ERP systems enhances financial accuracy, compliance, and efficiency. Automated financial reporting eliminates manual errors and ensures real-time visibility into financial performance. ERP streamlines payroll processing, tax calculations, and expense tracking, reducing administrative workload. Budgeting and forecasting tools improve financial planning, ensuring cost control and resource allocation. ERP systems integrate seamlessly with banking and payment gateways, simplifying transactions. Audit trails and compliance tracking enhance regulatory adherence. By consolidating financial operations into a single platform, businesses achieve greater transparency, improved decision-making, and enhanced financial stability.

The Jr. Executive of P.N. Composite Ltd. explained:
"ERP systems automate tax and VAT, making financial reconciliation with the government easier, and avoid penalties for delays or errors."

5.2.3.2. The Long-Term Financial Impact of Using ERP

The long-term financial impact of ERP systems is profound, offering sustained cost savings and efficiency improvements. By automating processes and enhancing data accuracy, businesses minimize financial risks and optimize resource allocation. ERP systems improve budgeting, forecasting, and compliance, ensuring financial stability. Centralized financial data enables better decision-making, reducing waste and operational costs. Over time, these benefits lead to stronger financial performance, allowing businesses to scale operations effectively while maintaining profitability and cost control in competitive markets.

- **Increased Profitability**

  ERP systems directly contribute to increased profitability by optimizing business operations and reducing inefficiencies. Automated workflows streamline processes, reducing errors and unnecessary expenditures. Real-time financial insights enable better pricing strategies and cost control, improving margins. Enhanced inventory and supply chain management prevent overstocking and stockouts, maximizing revenue potential. Additionally, improved customer relationship management ensures higher retention and sales growth. With improved efficiency and data-driven decision-making, businesses experience sustainable profit growth, positioning themselves for long-term financial success.

The MIS Officer of Trust Knit Industries explained:
"The long-term financial impact of using ERP is cost reduction, increased transparency of operations, and increased profitability."

- **Long-Term Financial Stability**
  Implementing an ERP system supports long-term financial stability by enhancing transparency, reducing costs, and ensuring consistent financial planning. Businesses gain better control over expenses and revenue streams through real-time data analysis. Automated compliance features reduce financial risks and penalties, ensuring regulatory adherence. ERP solutions also aid in strategic planning, enabling businesses to adapt to market fluctuations while maintaining financial security. By streamlining operations and improving efficiency, ERP systems provide a solid foundation for sustainable growth and financial resilience.

  The Merchandiser of Iris Fabrics Limited explained:
  "ERP has a positive impact financially in the long run."

- **High Return on Investment (ROI)**
  ERP systems deliver a high return on investment (ROI) by reducing costs, increasing efficiency, and optimizing resource utilization. Businesses recover implementation costs through improved productivity, better financial management, and enhanced operational performance. Automated reporting and analytics ensure smarter decision-making, leading to cost savings and revenue growth. ERP systems also improve customer service and satisfaction, driving repeat business and long-term profitability. With a well-implemented ERP, organizations gain a competitive edge, ensuring sustainable financial success and long-term value.

- **Reduces Administrative Costs**
  ERP systems significantly reduce administrative costs by automating manual processes and improving operational efficiency. Centralized data management eliminates redundancies, reducing paperwork and administrative labor. Automated financial reporting, payroll processing, and compliance tracking minimize overhead expenses. Streamlined workflow automation reduces time spent on approvals and documentation, improving efficiency. By integrating all business functions into a unified system, ERP reduces errors and operational delays, leading to cost savings. Businesses benefit from lower administrative costs, allowing them to allocate resources more effectively for growth.

5.2.4 Customization and Flexibility

ERP systems' flexibility and customization enable companies to adapt features to their own requirements, guaranteeing maximum scalability and efficiency. With a customizable ERP, businesses may adjust user interfaces, reports, and workflows to meet their operational needs. Adapting to changes in the market, modifications to regulations, and business expansion is

made easier with flexibility. Because cloud-based ERP solutions allow for modular integrations and remote access, they further increase flexibility. ERP systems help firms stay flexible and competitive in a changing market by providing flexible solutions that enhance user experience, process efficiency, and long-term business sustainability.

5.2.4.1. Customization Features Are Most Effective and Adapted to Specific Needs

ERP customization ensures businesses can tailor functionalities to their unique operational requirements, enhancing efficiency and usability. By customizing features such as dashboards, reporting, workflows, and CRM, organizations streamline processes, improve decision-making, and optimize resource allocation. Flexible ERP solutions empower businesses to adapt to evolving market demands, regulatory changes, and internal growth strategies, ensuring long-term operational success and competitive advantage.

- **Custom Dashboards**

  Custom dashboards provide real-time insights, allowing businesses to monitor key performance indicators effectively. Users can personalize dashboards to display relevant metrics, enabling quick decision-making and improved productivity. By integrating various data sources, dashboards enhance visibility across departments, ensuring better collaboration. Custom dashboards simplify complex data visualization, offering executives and employees an intuitive interface for tracking business performance and optimizing operations efficiently.

  The MIS Officer of Trust Knit Industries explained:

  "Customization features, such as custom dashboards and reporting tools, have proven to be the most useful in our organization. The ERP system can adapt to our specific needs through customization features, such as adjusting settings according to processes and activities."

- **Reporting Customization**

  Custom reporting in ERP systems allows businesses to generate tailored reports that meet specific analytical and compliance needs. Users can configure report formats, data fields, and visualization styles to extract relevant insights. Automated reporting enhances accuracy and efficiency by eliminating manual data compilation. By customizing reports, organizations gain deeper financial, operational, and performance insights, driving data-driven decision-making and strategic planning.

  The Assistant Manager of Ritzy Group explained:

  "ERP can show confirmed orders, future orders, and delivery order updates directly on the dashboard. ERP can show live reports to users and management at the same time. ERP helps in making quick decisions by creating customized reports. After this, it has gained acceptance among all types of users."

❖ **Supply Chain Customization**

Customizing supply chain management in ERP systems optimizes inventory tracking, procurement, and logistics operations. Businesses can configure order processing, vendor management, and warehouse workflows to align with operational needs. Real-time visibility into supply chain activities improves efficiency, reduces costs, and ensures timely deliveries. Supply chain customization enhances forecasting accuracy, helping businesses mitigate risks and adapt to changing market conditions seamlessly.

❖ **Customer Relationship Management (CRM) Customization**

CRM customization in ERP systems enhances customer interactions by tailoring sales, marketing, and support functions. Businesses can configure customer segmentation, automated follow-ups, and personalized communication strategies. Custom CRM features improve lead management, customer retention, and service efficiency. Integrated CRM analytics provide valuable insights into customer behavior, enabling businesses to enhance engagement and deliver superior service experiences.

❖ **HR and Payroll Customization**

HR and payroll customization streamlines workforce management by automating employee records, salary processing, and compliance tracking. Businesses can tailor payroll structures, tax calculations, and benefits administration to align with company policies. Custom HR modules facilitate leave management, performance evaluations, and recruitment workflows. By integrating HR customization, organizations improve accuracy, reduce administrative burdens, and enhance employee satisfaction.

❖ **Custom Workflow Automation**

Custom workflow automation in ERP systems eliminates manual inefficiencies, accelerating business operations. Organizations can design workflows that align with specific processes, ensuring seamless approvals, task assignments, and compliance tracking. Automated workflows reduce errors, improve coordination, and enhance productivity across departments. By optimizing workflow automation, businesses achieve greater operational efficiency and cost savings.

The Sr. Executive of Azim Group explained:

"Powerful customization features, such as personalized dashboards, workflow automation, modular functionality, and powerful integration capabilities, allow an ERP system to be tailored to an organization's specific needs."

❖ **Approval Customization**

Approval customization in ERP systems enables businesses to configure hierarchical approval processes, ensuring compliance and accountability. Organizations can define multi-level approvals for financial transactions, purchase orders, and project workflows. Customizing approval structures enhances security, speeds up decision-

making, and reduces bottlenecks. By implementing tailored approval processes, businesses ensure transparency and operational efficiency.

- **Customized Notification and Alert Features**
  Custom notifications and alerts in ERP systems keep employees informed about critical updates, deadlines, and workflow changes. Businesses can configure alerts for inventory shortages, overdue payments, and system errors. Automated notifications enhance communication, ensuring timely responses and proactive decision-making. Custom alerts improve task management, minimizing risks and optimizing business performance effectively.

5.2.4.2. The Flexibility of ERP Systems Helps Quickly Adapt to Changing Market Conditions

ERP systems provide flexibility, allowing businesses to adapt swiftly to evolving market conditions. By integrating scalable modules, companies can modify workflows, add functionalities, and adjust operations as needed. This adaptability ensures organizations stay competitive in fluctuating economic environments. ERP flexibility also supports remote access and multi-device usability, enhancing efficiency. As markets shift, businesses leveraging flexible ERP solutions maintain operational continuity, improve responsiveness, and achieve sustainable growth while optimizing costs and resources effectively.

- **Full Integration System**
  All corporate operations are connected by a fully integrated ERP system, which guarantees smooth data exchange and teamwork. Businesses can improve productivity and decision-making by removing data silos through the integration of finance, supply chain, human resources, and customer management. By eliminating operational bottlenecks and redundancies, real-time data synchronization improves departmental collaboration. A completely integrated ERP guarantees efficient workflow execution, lowers manual labor, and increases accuracy. Through extensive automation and connectivity, businesses have a consolidated platform that increases productivity, promotes efficiency, and drives long-term profitability.

  The Sr. Executive of Azim Group explained:
  "By allowing for customizable workflows, scalable modules, real-time data analytics, integration with other technologies, and customer-centric insights, ERP systems empower organizations to remain agile and responsive in a dynamic business environment."

- **Workflow Optimization**
  Workflow optimization powered by ERPs improves efficiency by streamlining procedures and cutting down on delays. Automated workflows ensure smooth departmental cooperation by removing unnecessary tasks. Businesses can increase compliance and minimize errors by standardizing operations. Workflows that are

optimized improve communication, speed up approvals, and boost productivity. Improved service delivery, lower operating expenses, and increased agility are all advantages for businesses that use ERP for workflow optimization. Better staff performance, more customer happiness, and steady company growth in cutthroat marketplaces are the outcomes of this.

The Sr. Executive of Rupa Group explained:
"It keeps businesses ahead of the competition through real-time data analytics, automated workflows, inventory management, supply chain optimization, and AI analytics."

- **Advanced Data Analysis**

Businesses may make well-informed strategic decisions based on real-time insights thanks to advanced data analysis in ERP systems. Demand forecasting is improved, inventory is optimized, and trends are identified with the aid of predictive analytics. ERP analytics increase operational efficiency by offering profound insights into market trends, consumer behavior, and financial performance. Making decisions based on data minimizes risks and optimizes growth prospects. Organizations may improve data interpretation and strategic planning, boost business intelligence, spur innovation, and gain long-term competitive advantages by utilizing ERP's advanced analytics capabilities.

The Sr. Accountant of Stuff Limited explained:
"Advanced data analysis, automation and rapid processing, customization according to customer needs."

- **Accurate Decision Making**

ERP solutions increase the accuracy of decisions by offering thorough reporting and real-time data visibility. Current financial, operational, and customer data enable managers to make well-informed decisions. Strategic planning is reliable because automated data validation lowers errors. Profitability is increased, supply chain operations are optimized, and resource allocation is improved by accurate decision-making. ERP-driven analytics improve overall business resilience by enabling companies to react quickly to shifts in the market and customer demands. Organizations can maintain a competitive edge and achieve sustainable growth with accurate data-driven insights.

The Jr. Executive of P.N. Composite Ltd. explained:
"ERP systems allow real-time data to be collected from every department of the organization. Changing market conditions, such as sudden increases in product demand or supply chain problems, can be quickly analyzed and the right decisions can be made."

5.2.5. Customer satisfaction

A company's success is largely determined by how successfully its goods and services meet or surpass the expectations of its customers. Increased loyalty, repeat business, and favorable word-of-mouth recommendations are all correlated with high satisfaction levels. Through operational simplification, on-time delivery, and real-time data availability, ERP systems improve customer satisfaction. CRM integration promotes individualized interactions, while automated customer support technologies speed up response times. By consistently enhancing their goods, services, and customer experience tactics, companies that put a high priority on customer happiness obtain a competitive advantage, cultivate enduring connections, and attain long-term prosperity.

5.2.5.1. Impact of the Implementation of the goRMG ERP

The implementation of goRMG ERP has significantly improved operational efficiency and customer satisfaction. By automating core business functions, reducing errors, and enhancing workflow integration, businesses achieve higher productivity and service quality. The system enables real-time data access, streamlined processes, and better resource management. As a result, companies experience increased accuracy in order fulfillment, improved decision-making, and enhanced responsiveness to customer needs. The goRMG ERP fosters innovation, reduces costs, and ensures long-term business growth by optimizing every aspect of the supply chain and production lifecycle.

- **Fast and Accurate Information**

  goRMG ERP provides businesses with fast and accurate information, ensuring seamless decision-making and operational efficiency. By centralizing data from various departments, the system eliminates inconsistencies and enhances real-time data access. Employees can retrieve critical information instantly, reducing delays in customer service and internal processes. Accurate financial reporting, inventory management, and production updates allow businesses to minimize errors and enhance productivity. This improved access to reliable data enables companies to make informed decisions, respond proactively to market demands, and maintain a competitive edge.

  MIS Officer of Trust Knit Industries explained:

  "The implementation of the goRMG ERP system has improved the quality of service, as it is able to provide fast and accurate information. This has reduced response times and improved the overall customer experience, which has increased customer satisfaction."

- **Fast Order Processing**

  With goRMG ERP, order processing becomes significantly faster and more efficient. Automated workflows reduce manual data entry, minimizing human errors and processing delays. The system integrates order management with inventory and logistics, ensuring seamless coordination and faster fulfillment. Customers benefit from reduced wait times and timely deliveries, improving satisfaction and loyalty. Enhanced

visibility into order statuses enables businesses to provide accurate updates, boosting transparency. By accelerating order processing, companies optimize their supply chain, increase revenue potential, and enhance overall customer experience.

The Sr. Executive of Rupa Group explained:
"It has increased the speed of business through automated and integrated processes and helped in providing quick solutions according to customer needs. error-free orders, automatic quality control, customization system. Real-time inquiry management, fast order processing, automatic order updates. Accurate and timely delivery, multi-channel support, quick problem resolution."

- **Automated Production and Shipping Process**

goRMG ERP automates production and shipping processes, ensuring higher efficiency and cost savings. The system schedules production tasks, manages inventory levels, and tracks shipments in real-time. Automated workflows eliminate bottlenecks, reducing lead times and improving productivity. Integrated logistics features ensure accurate shipment tracking, minimizing delays and reducing operational costs. Businesses can streamline manufacturing and distribution, ensuring on-time delivery and improved supply chain efficiency. This automation enhances overall workflow, enabling companies to meet customer demands promptly and effectively.

The Assistant Manager of Ritzy Group explained:
"The goRMG ERP system has automated the production and shipping process, making it easier to maintain product quality."

- **Providing Quick Solutions According to Customer Needs**

The goRMG ERP system empowers businesses to provide quick and effective solutions tailored to customer needs. By integrating customer data with order and service management, companies can anticipate issues and address them proactively. Real-time access to customer preferences and purchase history allows personalized service, enhancing satisfaction. Automated support features, such as chatbots and self-service portals, further improve response times. With better communication and streamlined issue resolution, businesses build stronger customer relationships and maintain high service quality.

The Sr. Executive of Rupa Group explained:
"It has increased the speed of business through automated and integrated processes and helped in providing quick solutions according to customer needs. Error-free orders, automatic quality control, customization system."

- **Improved Quality of Service**

The implementation of goRMG ERP has significantly enhanced service quality by standardizing processes and ensuring operational excellence. Automated task

management, real-time reporting, and workflow optimization reduce inefficiencies and errors. Businesses can deliver consistent, high-quality products and services by adhering to streamlined protocols. Improved coordination across departments enhances responsiveness, reducing delays in issue resolution. With greater accuracy, efficiency, and transparency, businesses can exceed customer expectations, increase loyalty, and gain a stronger market reputation.

The Executive of Yongtai Industries Bangladesh explained:
"The implementation of goRMG ERP has significantly improved service quality, response time, and customer experience. This is largely possible through automated processing, real-time data analysis, and improved customer relationship management."

5.2.5.2. The Most Useful ERP Feature

Among the numerous functionalities of ERP systems, real-time data access, automation, and integration are the most useful. These features help businesses streamline processes, enhance decision-making, and reduce inefficiencies. With a centralized database, employees can track inventory, monitor production, and manage customer interactions seamlessly. The integration of different business functions into one platform increases efficiency and accuracy. ERP systems significantly improve business operations by eliminating redundant tasks and ensuring a smooth workflow, resulting in better service delivery and increased customer satisfaction.

- **Live Reports**

  Live reports provide real-time insights into business operations, allowing managers to make informed decisions quickly. ERP-generated reports display key performance indicators, financial statements, inventory levels, and sales metrics, ensuring data accuracy and accessibility. By automating report generation, businesses reduce manual data collection and errors. Live reports improve transparency, enabling faster issue resolution and better strategic planning. Organizations utilizing live reporting features experience improved efficiency, enhanced decision-making, and greater operational control, ensuring a competitive edge in today's fast-paced business environment.

  The Assistant Manager of Nassa Group explained:
  "ERP can show confirmed orders, future orders, and delivery order updates directly on the dashboard. ERP can show live reports to users and management at the same time. ERP helps in making quick decisions by creating customized reports. After this, it has gained acceptance among all types of users."

- **Stock Management is Automated**

  Automated stock management in ERP systems enhances inventory control by tracking stock levels, reducing waste, and preventing shortages. With real-time updates, businesses can optimize procurement, avoiding overstocking and understocking issues.

The system triggers automatic reordering based on demand patterns, ensuring seamless supply chain operations. By integrating stock management with other business processes, ERP systems improve warehouse efficiency, lower operational costs, and enhance customer satisfaction by ensuring timely order fulfillment and accurate inventory tracking.

- **Production Tracking System**

  A production tracking system in ERP enables businesses to monitor manufacturing processes in real-time. This feature enhances efficiency by providing real-time updates on work progress, material usage, and production schedules. Automated tracking reduces errors, ensures compliance, and improves coordination between departments. Businesses can identify bottlenecks and streamline workflows, increasing productivity and minimizing delays. The system enhances visibility into production metrics, allowing for better forecasting, cost control, and resource allocation, resulting in improved overall efficiency.

- **Order Tracking**

  Order tracking in ERP systems provides businesses with complete visibility into the order fulfillment process. Customers and employees can monitor order statuses, shipment progress, and estimated delivery times in real-time. This feature enhances transparency, reduces customer inquiries, and improves service quality. Automated alerts notify stakeholders about delays, ensuring proactive issue resolution. By integrating order tracking with inventory and logistics, ERP systems optimize supply chain management, leading to increased efficiency, reduced errors, and higher customer satisfaction.

The MIS Officer of Trust Knit Industries explained:

"ERP features include order tracking, real-time inventory updates, and customer support integration. These features help provide customers with faster service and accurate information, which improves their satisfaction and service quality."

5.2.5.3. Suggestions for Improving the ERP System

Continuous improvements in ERP systems ensure enhanced efficiency and user experience. Businesses should focus on optimizing system performance, integrating advanced features, and addressing user feedback. Enhancing automation, refining data analytics, and improving interoperability with third-party applications can streamline operations. Upgrading security measures and increasing customization options make ERP more adaptable to business needs. By incorporating the latest technological advancements and ensuring periodic system evaluations, organizations can maximize ERP's effectiveness, drive productivity, and sustain long-term operational success.

- **User-Friendly Interfaces**

  A user-friendly interface is crucial for ERP adoption and efficiency. Simplified navigation, intuitive design, and customizable dashboards improve usability and reduce training time. Clear menu structures and automated suggestions help users complete tasks with minimal effort. Responsive design ensures accessibility across devices, enhancing workforce productivity. By prioritizing an ergonomic interface, businesses can reduce errors, increase engagement, and ensure smooth operations. A well-designed ERP interface enhances user satisfaction and contributes to a seamless workflow across various business functions.

  The MIS Officer of Trust Knit Industries explained:

  "To improve the ERP system, more customization options and user-friendly interfaces should be provided. In addition, regular updates and training are required to strengthen the system's functionality and security"

- **Regular Updates and Training Are Required**

  To maintain ERP efficiency, regular updates and continuous training are essential. Frequent software updates introduce new features, fix bugs, and improve security. Providing ongoing training ensures employees can effectively use the system and adapt to enhancements. Workshops, tutorials, and user manuals keep staff informed about updates and best practices. A structured training program enhances user proficiency, minimizes resistance to change, and maximizes ERP utilization, ensuring businesses achieve their operational goals efficiently.

  The Executive of Yongtai Industries Bangladesh explained:

  "Some practical suggestions can be given to further improve the performance and customer satisfaction of ERP systems: User-friendly interface, integration and customization, mobile access, data security, training and support, continuous updates and maintenance, data analytics and reporting, scalability."

- **Security Enhancements**

  ERP security is critical for protecting sensitive business data. Implementing multi-factor authentication, encryption, and access control measures strengthens data security. Regular security audits and updates protect against cyber threats and unauthorized access. Role-based permissions ensure only authorized personnel access specific modules. Automated alerts for suspicious activities help prevent data breaches. Strengthening ERP security measures fosters trust, ensures compliance with industry regulations, and safeguards business assets from potential vulnerabilities.

  The Sr. Executive of Rupa Group explained:

  "To improve the functionality and user experience of the ERP system, improvements can be made such as UI/UX improvements, automated reporting, integration facilities,

use of AI technology, security enhancements, etc. Regular updates and receiving user feedback are also important."

- **Use of AI Technology**

  Integrating AI into ERP systems enhances automation, decision-making, and predictive analytics. AI-powered chatbots improve customer support by providing instant responses. Machine learning algorithms optimize demand forecasting, supply chain management, and resource allocation. Automated data processing reduces manual workload, increasing efficiency. AI-driven insights help businesses identify trends, streamline operations, and make informed decisions. By leveraging AI technology, ERP systems become more adaptive, intelligent, and capable of enhancing overall business performance.

- **Mobile-Friendly Version**

  Modern ERP systems must be mobile-friendly to support remote work and real-time data access. A mobile-compatible ERP allows employees to manage inventory, track orders, and approve workflows from any location. Cloud-based accessibility ensures secure data retrieval on smartphones and tablets. Push notifications keep users informed about important updates. By enhancing mobile compatibility, businesses improve agility, increase efficiency, and enable decision-makers to respond quickly to operational needs, ensuring seamless business continuity and improved productivity.

The Deputy Manager of GMS Knit Composite Ltd. explained:

"Customizing the system to meet the needs and demands of the users - Designing a simple, user-friendly, and responsive UI. Adding mobile-friendly features.

5.3 Thematic Coding and Categorization

Thematic Coding and Categorization Table

Category	Themes	Specific Codes	Description
Ease of Use	Challenges face using the goRMG ERP	Lack of training	Insufficient training limits user proficiency, leading to inefficiencies and errors in ERP utilization.
		Slow performance	System lag and slow processing times reduce productivity and delay operations.
		Reporting complications	Inconsistent or complex report generation hinders data-driven decision-making.
		Technical issues	Frequent system glitches disrupt workflow and require constant troubleshooting.
		Complex Interfaces	A non-intuitive interface increases user frustration and slows down task execution.
	Usability of an ERP system affects employee speed, efficiency, and customer response time	Automated data entry and processing	Automation reduces manual input errors and speeds up transaction processing.
		Fast decision making	Instant access to real-time insights enables quick and informed business decisions.
		Real-time data access	Live data availability enhances accuracy and operational efficiency.
Operational Efficiency	ERP systems are automated and efficient for productivity and workflow	Production planning automation	ERP streamlines production scheduling, reducing lead times and optimizing resources.
		Reduces time wastage	Eliminating redundant tasks increases efficiency and operational speed.
		Reduces manual work	Automated processes minimize labor-intensive tasks and boost productivity.
	ERP features increase customer satisfaction	Real-time reporting and analytics features	Instant data analysis improves decision-making and business forecasting.

		Self-service portal	Employees and customers can independently access necessary information, reducing dependency on support teams.
		Customer Relationship Management	Integrated CRM enhances customer engagement, retention, and service quality.
Cost-Effectiveness	Financial benefits gained by using an ERP system	Reduce operational costs	Automation and streamlined processes lower overall business expenses.
		Reduce time wastage	Optimized workflows prevent delays and increase efficiency.
		Production cost reduction	Efficient resource management minimizes waste and unnecessary expenditures.
		Finance & Accounting integration	Seamless financial tracking improves budgeting and compliance.
	The long-term financial impact of using ERP	Increased profitability	Optimized operations and reduced costs drive higher revenue generation.
		Long-term financial stability	ERP ensures sustainable growth through efficient resource and financial management.
		High return on investment (ROI)	Cost savings and productivity improvements yield significant financial returns.
		Reduces administrative costs	Automated workflows eliminate manual paperwork and administrative overhead.
Customization and Flexibility	Customization features are most effective and adapted to the specific needs	Custom dashboards	Personalized dashboards provide instant insights tailored to user roles.
		Reporting Customization	Configurable reports allow businesses to analyze data based on specific needs.
		Supply Chain Customization	Flexible supply chain management optimizes procurement and logistics.

		Customer Relationship Management (CRM) Customization	Tailored CRM solutions enhance customer engagement and service efficiency.
		HR and Payroll Customization	Automated HR and payroll processes simplify workforce management.
		Custom Workflow Automation	Configurable workflows enhance process efficiency and compliance.
		Approval Customization	Multi-tier approval processes streamline decision-making and accountability.
		Customized notification and alert features	Automated alerts enhance responsiveness to critical business events.
	The flexibility of ERP systems helps quickly adapt to changing market conditions	Full integration system	Unified systems ensure seamless connectivity between business functions.
		Workflow optimization	ERP streamlines task execution, reducing inefficiencies and bottlenecks.
		Advanced data analysis	Predictive analytics provide actionable insights for strategic planning.
		Accurate decision making	Reliable data access ensures well-informed and timely business decisions.
Customer Satisfaction	Impact of the implementation of the goRMG ERP	Fast and accurate information	ERP ensures real-time accuracy in business reporting and operations.
		Fast order processing	Automated order management accelerates fulfillment and reduces errors.
		Automated the production and shipping process	Seamless coordination improves efficiency in manufacturing and logistics.
		Providing quick solutions according to	Real-time insights enable businesses to respond rapidly to customer demands.

		customer needs	
		Improved the quality of service	ERP enhances service consistency and customer satisfaction.
	The most useful ERP feature	Live reports	Instant reporting enables proactive business adjustments and performance tracking.
		Stock Management is automated	Automated stock tracking prevents shortages and overstocking.
		Production Tracking system	Real-time production monitoring enhances efficiency and resource planning.
		Order Tracking	Automated order tracking improves transparency and customer experience.
	Suggestions for improving the ERP system	User-friendly interfaces	Intuitive ERP designs reduce learning curves and enhance usability.
		Regular updates and training are required	Continuous learning and software updates optimize ERP performance.
		Security enhancements	Advanced security features protect sensitive business data and compliance.
		Use of AI technology	AI-driven automation enhances data analysis and decision-making.
		Mobile-friendly version	Mobile ERP access enables real-time decision-making and remote work flexibility.

Chapter 6: Discussion and Conclusion

6.1. Discussion

The ready-made garment (RMG) industry in Bangladesh has seen a revolution in operational efficiency thanks to the deployment of ERP systems, particularly goRMG ERP. Productivity and customer satisfaction have increased significantly as a result of the system's capacity to automate procedures, integrate several corporate operations, and offer real-time data access. The decrease in manual burden, which has simplified processes and reduced errors, is one of the main advantages seen. Employees may concentrate on strategic work instead of tedious administrative duties with automated processes, which guarantees a more efficient use of resources.

Additionally, the analytics and real-time reporting features have improved decision-making. Companies can now more accurately monitor financial transactions, production schedules, and inventory levels, which improves forecasting and budgeting. Lead times have decreased and overall supply chain efficiency has increased as a result of the automation of production planning and shipping procedures. ERP systems that integrate accounting and finance also guarantee improved financial control, which raises long-term stability and profitability.

Notwithstanding these benefits, obstacles including technical problems, poor performance, and a lack of training have prevented ERP implementation from reaching its full potential. Due to complicated interfaces and inadequate training programs, many staff have trouble adjusting to the system. Periodic system slowdowns can reduce efficiency, necessitating ongoing IT assistance and system optimization. ERP adoption can be greatly increased and its advantages can be maximized by addressing these problems through frequent training sessions and system improvements.

Customization and flexibility have also played a vital role in ensuring that businesses can tailor ERP functionalities to meet their specific needs. Features such as custom dashboards, workflow automation, and CRM customization allow organizations to optimize their processes effectively. Moreover, security enhancements and AI-driven automation are necessary to safeguard data integrity and improve predictive analytics. In conclusion, the goRMG ERP system has positively impacted the RMG sector by improving efficiency, reducing operational costs, and enhancing customer satisfaction. However, continuous improvements, including user training, system optimization, and AI integration, will be essential for maintaining its effectiveness and ensuring long-term sustainability in the industry.

6.2. Conclusion

The results of the study show that by integrating different company processes, increasing productivity, and strengthening decision-making skills, ERP systems—in particular, goRMG ERP—have drastically changed business operations in the RMG sector. Production planning, inventory control, and finance operations have all been automated, which has increased productivity overall, streamlined procedures, and cut expenses. Businesses that have used ERP systems have claimed higher ROI, long-term financial stability, and increased profitability, proving the system's efficacy in accomplishing organizational objectives.

The importance of real-time data access in enhancing operational decision-making is among the study's main conclusions. Managers can react quickly to changes in the market, allocate resources optimally, and guarantee on-time delivery when they have immediate access to vital business data. By improving service quality and offering prompt solutions to customer needs, self-service portals and CRM integration have also helped to increase customer satisfaction.

But the study also emphasizes the difficulties in implementing ERP, such as complicated user interfaces, technological issues, and insufficient training. Businesses must spend money on staff training, frequent software updates, and technical support since these problems prevent the whole system from being utilized. Strengthening system security is also necessary to shield private company information from online attacks.

Businesses must constantly improve their ERP strategy by integrating cutting-edge technology like artificial intelligence (AI) and machine learning to guarantee the long-term success of ERP deployments. While mobile-friendly ERP solutions can increase accessibility and user engagement, AI-driven predictive analytics can improve decision-making. Furthermore, resolving issues and adapting the system to changing company needs require constant cooperation between ERP suppliers and end users.

In conclusion, even though ERP systems have a lot to offer the RMG sector, their efficacy is dependent on ongoing development, user education, and technology breakthroughs. Businesses can optimize ERP systems' potential and guarantee long-term competitiveness in the global market by embracing innovation and resolving existing constraints.

Chapter 7: Recommendations and Limitations

7.1. Recommendations

- **Enhance User Training and Support:**
  - Implement comprehensive training programs for employees to improve ERP adoption.
  - Conduct regular workshops and refresher courses to update users on system enhancements.
  - Provide accessible user manuals and online support portals for troubleshooting.
- **Optimize System Performance:**
  - Upgrade system infrastructure to reduce slowdowns and enhance processing speed.
  - Implement periodic maintenance and software updates to ensure smooth operation.
  - Improve integration with third-party applications for seamless data exchange.
- **Improve Customization and Flexibility:**
  - Allow businesses to tailor ERP modules to meet their specific operational needs.
  - Provide advanced customization features such as configurable dashboards and reporting tools.
  - Enable user-friendly modifications without requiring extensive IT expertise.
- **Strengthen Data Security Measures:**
  - Implement multi-layered security protocols to prevent data breaches.
  - Regularly update encryption techniques and access control policies.
  - Conduct periodic security audits to identify and address vulnerabilities.
- **Integrate AI and Automation Features:**
  - Utilize AI-driven predictive analytics to enhance decision-making.
  - Automate routine tasks to reduce manual workload and improve efficiency.
  - Implement chatbots and automated responses for better customer service.

7.2. Limitations

- **Limited Sample Size**
  The study was conducted with a relatively small sample size, focusing on employees of Skylark Soft Ltd. While their insights provide valuable perspectives, a larger and more diverse sample across multiple RMG companies could offer more generalized findings.

- **Qualitative Approach Constraints**
  This research primarily relies on qualitative data gathered through interviews and thematic analysis. While this approach provides in-depth insights, it lacks statistical generalizability. A mixed-methods approach incorporating quantitative analysis could strengthen the findings.

- **Time Constraints**
  The research was conducted within a limited timeframe, which restricted the depth of data collection and analysis. A longer study period might have allowed for a more comprehensive examination of ERP impacts over time.

- **Focus on a Single Company**
  Since the study is based on Skylark Soft Ltd., the findings may not be fully representative of the entire RMG sector in Bangladesh. Future research could expand to multiple organizations to compare results across different ERP implementations.

- **Dependence on Self-Reported Data**
  The study relies on responses from employees, which may be subject to personal biases or recall limitations. Triangulating the findings with additional objective performance data could enhance accuracy.

- **Lack of Longitudinal Analysis**
  The study captures ERP implementation effects at a single point in time rather than tracking its impact over an extended period. A longitudinal study could provide deeper insights into long-term ERP benefits and challenges.

7.3 Future Research Suggestions

Future research on Enterprise Resource Planning (ERP) systems can focus on several key areas to enhance functionality, adaptability, and overall impact. One promising direction is the integration of Artificial Intelligence (AI) and Machine Learning (ML) to improve ERP capabilities. Research can explore how AI-driven automation and predictive analytics can optimize decision-making and operational efficiency. Additionally, the adoption of cloud-based ERP solutions presents both opportunities and challenges, necessitating an in-depth analysis of their advantages over traditional systems, as well as concerns related to data security and accessibility. The development of industry-specific ERP modules tailored to unique business requirements. Understanding the need for customization and identifying strategies to enhance ERP adaptability across various sectors can provide valuable insights for system developers and business leaders. Moreover, improving user experience and interface design is essential to

increasing ERP adoption and usability. Research can investigate how simplified, user-centric interfaces reduce complexity and improve overall system efficiency.

Impact of ERP on organizational performance can provide valuable empirical evidence on its effectiveness. Case studies on successful ERP implementations can shed light on best practices, while comprehensive analyses can examine how ERP influences financial performance, productivity, and customer satisfaction. By addressing these research areas, businesses can further optimize ERP solutions to meet evolving industry demands.

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Appendix

Demographic Data

Name:

Age:

Gender:

Company/Organization:

Designation:

Department:

Years of Experience:

Have you used the goRMG ERP system?

- **Ease of Use**
  1. What challenges or problems do employees typically face when using the goRMG ERP system, and how useful do they find it in their daily work?
  2. How does the usability of an ERP system affect employee speed, efficiency, and customer response time?
- **Operational Efficiency**
  1. How has the goRMG ERP system automated and efficient your organization's productivity and workflow?
  2. Which specific ERP features are helpful in increasing customer satisfaction, and have the greatest impact on operational efficiency?
- **Cost-Effectiveness**
  1. What financial benefits has your organization gained from using an ERP system, and how is it helping you save costs?
  2. What is the long-term financial impact of using ERP and how does it balance customer satisfaction and service quality?
- **Customization and Flexibility**
  1. Which customization features have proven to be the most effective, and how can the ERP system be adapted to the specific needs of your organization?
  2. How does the flexibility of ERP systems help you quickly adapt to changing market conditions and customer needs?

❖ **Customer satisfaction**

1. What impact has the implementation of the goRMG ERP system had on service quality, response time, and overall customer experience?
2. What specific ERP features do customers find most useful, and how do these features contribute to their satisfaction with your organization's services?
3. Do you have any suggestions for improving the ERP system?

Impact of ERP System Features on Customer Satisfaction in the RMG Sector in Bangladesh: A study on Skylark Soft Ltd.

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