Appendix ①

Questionnaire

Effectiveness of Enterprise Resource Planning on Enterprise Productivity – A Study on the Refineries of Assam

Dear Respondent,

Greetings! The undersigned is doing his Ph. D on the topic as mentioned above under the supervision of Dr. Dibyojyoti Bhattacharjee, Associate Professor, Department of Business Administration, Assam University. As part of the study, you are kindly requested to fill up the following questionnaire. It will take around 15 minutes to complete it. If necessary, a follow-up exercise might be done to explore the issues in hand in a more detailed manner.

The data so collected will be kept confidential and strictly used for the study as mentioned above. No individual data will be furnished in any form in any report. Only the aggregate data will be used to do the analysis and report the findings. In

answering each question, please be as objective as possible remembering that subjectivity will camouflage the real answer. It would help the study if you don't tick a box for example, because the answer sounds more like what you want to hear but rather, indicate an answer which in your opinion accurately represents the present situation vis-à-vis the questions asked.

Thanking you in advance for your participation in the completion of this questionnaire.

Yours truly,
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Section 1: Respondent Information
Kindly fill in the following details which will enable us to know you better.

1. Employee Grade   : _____
     (As per your company)

2. Department   : _____

3. Age (As on your last B'day)   : _____

4. Gender   : 1. Male   ☐

                   2. Female   ☐

5. Experience   : _____
     (Overall experience in months)

6. Reporting Employees : 1. Yes ☐

2. No ☐

7. SAP Trained : 1. Yes ☐

2. No ☐

If <u>yes</u>,

1. Less than 7 days ☐

2. 7 to less than 15 days ☐

3. 15 days to less than a Month ☐

4. Others ☐

If <u>others</u>,

please specify completed months :_____

8. SAP Application User Level : 1. Developer ☐

2. Business Expert ☐

3. Professional ☐

4. Limited Professional ☐

5. Business Information ☐

6. Others ☐

If <u>others</u>,

please specify : _____

9. SAP Module(s) Used : _____

10. SAP Experience : _____

(in months. If less than a month, enter 1)

(Please refer to the next page for Section 2)

Section 2: Idea on Enterprise Productivity
This section takes your view on enterprise productivity. Please answer all the questions.

11. Have you attended any programme (training/awareness) on productivity?

      1. Yes ☐

      2. No ☐

      If <u>yes</u>, how many programmes have you attended? :_____

12. Have you come across the term Enterprise Productivity?

      1. Yes ☐

      2. No ☐

13. How will you define Enterprise Productivity?

    You can select multiple options for this question.

      1. Efficiency & working smarter   ☐

      2. Good Service & satisfaction   ☐

      3. Increasing profits   ☐

      4. Reducing wastes   ☐

      5. Lowering costs   ☐

      6. Meeting targets   ☐

      7. Improving market share   ☐

      8. Others   ☐

      If <u>others</u>, please specify   : _____

14. Do you think Enterprise Productivity should be measured?

      1. Yes   ☐

      2. No   ☐

      3. Can't Say   ☐

      If <u>yes</u>, please specify   : _____

Section 3: Enterprise Productivity because of the use of ERP (SAP)

This section takes your opinion on productivity issues as a result of the use of ERP (SAP) system in your organization. Please answer all the questions.

15. According to you, what is the frequency of your use of the ERP (SAP) system?

1. Less than 20% of my work time ☐

2. Between 20% - 40% of my work time ☐

3. Between 40% - 60% of my work time ☐

4. Between 60% - 80% of my work time ☐

5. More than 80% of my work time ☐

16. ERP (SAP) has reduced:

	Cost	1. Yes	2. No	3. Can't Say
(a)	Operational costs through shared services	☐	☐	☐
(b)	Operational costs by bringing in end-to-end process transformation	☐	☐	☐
(c)	Operational costs by integrating operations	☐	☐	☐
(d)	Explicit opportunity costs	☐	☐	☐
(e)	Implicit opportunity costs	☐	☐	☐
(f)	Infrastructure costs	☐	☐	☐
(g)	External coordination costs	☐	☐	☐
(h)	Internal coordination costs	☐	☐	☐
(i)	Direct bargaining costs	☐	☐	☐
(j)	Indirect bargaining costs	☐	☐	☐
(k)	Prevention costs	☐	☐	☐
(l)	Appraisal costs	☐	☐	☐
(m)	Internal failure costs	☐	☐	☐
(n)	External failure costs	☐	☐	☐

17. In your opinion, the introduction of ERP (SAP) has increased enterprise productivity by:

	Statement	1. Yes	2. No	3. Can't Say
(a)	Creating a productive workplace culture	☐	☐	☐
(b)	Helping in organizing the work	☐	☐	☐
(c)	Helping in better collaboration	☐	☐	☐
(d)	Improving effectiveness	☐	☐	☐
(e)	Improving communications	☐	☐	☐
(f)	Enhancing decision making	☐	☐	☐
(g)	Improving organizational responsiveness	☐	☐	☐
(h)	Improving relations with customers/vendors	☐	☐	☐
(i)	Decreasing control / formalities	☐	☐	☐
(j)	Improving process efficiency	☐	☐	☐
(k)	Leading to process improvements	☐	☐	☐
(l)	Automating more business processes	☐	☐	☐
(m)	Reducing Inventory	☐	☐	☐

(Please refer to the next page for the Next Question)

18. Give your _ratings_ regarding the importance level of ERP (SAP) for the following:

	Statement	1. Very Important	2. Important	3. Neutral	4. Not Important	5. Not at all Important
(a)	Collecting information	☐	☐	☐	☐	☐
(b)	Maintaining records	☐	☐	☐	☐	☐
(c)	Creating reports	☐	☐	☐	☐	☐
(d)	Improving business performance inside the organization	☐	☐	☐	☐	☐
(e)	Providing more knowledge concerning the company and business processes	☐	☐	☐	☐	☐
(f)	Integrating with other departments and teams	☐	☐	☐	☐	☐
(g)	Communicating with peers	☐	☐	☐	☐	☐
(h)	Communicating with superiors	☐	☐	☐	☐	☐
(i)	Saving time in doing my job	☐	☐	☐	☐	☐
(j)	Reducing the number of tasks needed to finish my work	☐	☐	☐	☐	☐
(k)	Reducing the number of errors I make on my job	☐	☐	☐	☐	☐
(l)	Reducing the time needed to deliver products or services	☐	☐	☐	☐	☐