

## ABSTRACT

Enterprise systems (ES) impose changes on users in many areas: job content, interpersonal relationships, decision-making approaches, and work status. Change management is critical to successful ES implementation. A complete understanding of reasons and behaviors of different types of user resistance can lead to better management strategies and desired outcomes. Applying Delphi techniques with in-depth interviews with 12 project managers of more than one hundred ES projects, the study found that managerial and operational users resist enterprise systems in different ways and require different management strategies. Managerial users resisted using enterprise systems mainly due to confidence in their own way of making decisions and low perceived value of the system. They tended to express their doubts and negative feelings in meetings with top managers and consultants, and required more participative strategies to clarify their understanding of ES benefits. Resistance from operational users came mainly from excessive workloads, increased monitoring, and insufficient knowledge of ES. These users tended to blame others for errors as well as complaining the difficulties of using the system. It is suggested that users receive process training with proper rewards and clear communication from direct managers.

**Keywords:** Enterprise systems, resistance to change, change management, user behaviors, managing resistance.

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