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## PREFACE

It is our great pleasure to present the *Proceedings of the 22<sup>nd</sup> International May Conference on Strategic Management*, a collection of contributions that reflect the dedication, creativity, and scholarly excellence of our academic and professional community.

We would like to express our sincere gratitude to all authors who have contributed their time, knowledge, and enthusiasm to this conference. This year, we are especially proud to highlight that the proceedings include contributions from authors representing more than 30 countries, underscoring the international character and growing impact of the conference. The diversity of topics and perspectives presented here highlights the importance of collaboration and continuous dialogue in addressing contemporary challenges.

We extend our deepest appreciation to our main sponsor, the Ministry of Science, Technological Development and Innovation, for its invaluable support and commitment to advancing research and innovation. We are also grateful to our gold sponsors, Zijin Mining and Zijin Copper, whose generous contributions have significantly supported the successful organization of this conference. In addition, we would like to thank our exhibition partner, MDPI, for their collaboration and engagement in promoting academic exchange.

We also extend our appreciation to the reviewers and members of the organizing committee, whose dedication and careful work ensured the quality and success of the conference. Their efforts have been essential in maintaining high academic standards and in bringing this publication to fruition.

Finally, we thank all attendees for their engagement and for fostering a stimulating and supportive environment. We hope that these Proceedings will serve as a valuable resource and inspiration for future research, collaboration, and innovation.

*Thank you!!*

Editors

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## MAPPING ERP SYSTEM ADOPTION THEORIES: INSIGHTS FROM A BIBLIOMETRIC ANALYSIS

Aleksandra Radić\*, Sanela Arsić, Đorđe Nikolić

*University of Belgrade, Technical faculty in Bor, Serbia*

**Abstract:** Understanding the landscape of ERP system adoption has become increasingly important amid rapid digital transformation and the growing reliance on integrated information systems. This paper presents a bibliometric analysis of the literature on ERP systems acceptance, with particular emphasis on theoretical foundations, research trends, and the intellectual structure of the field. The study is based on a dataset of 3,432 publications retrieved from the Scopus database, covering the period from 2015 to 2025. Bibliometric techniques were applied using VOSviewer software to analyse publication performance and construct visual maps of co-authorship, keyword co-occurrence, and co-citation networks. The results show significant growth in scientific output over time, indicating increasing scholarly interest in ERP acceptance. The findings highlight the dominant role of models, particularly the Technology Acceptance Model, as well as the strong interconnection between user acceptance, information systems, and ERP implementation research streams. The study provides valuable insights for researchers by systematically mapping key research themes and collaboration patterns. Furthermore, the paper offers an overview of the current state of the research field and suggests future research directions.

**Keywords:** ERP systems, technology adoption, bibliometric analysis, VOSviewer.

### 1. INTRODUCTION

Following the development of the industrial revolutions, production operations, business processes, and everyday life have changed due to technological innovation. In this context, Technology Adoption (TA) has become a significant topic for academics and practitioners, including managers and business consultants (Yadegari et al., 2024). TA is defined as a sociological model that describes the acceptance of new technologies in relation to users' demographic and psychological characteristics (Xu et al., 2021).

The emergence of Enterprise Resource Planning (ERP) systems has enhanced the optimisation of business processes and their integration with other information systems, thereby increasing organisational competitiveness. ERP is an integrated business information system

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\* Corresponding author: aradic@tfbor.bg.ac.rs

Aleksandra Radić, ORCID: 0000-0003-4253-8004

Sanela Arsić, ORCID: 0000-0002-1957-566X

Đorđe Nikolić, ORCID: 0000-0002-9420-3612

designed to cover most business functions and production processes a company uses to run its operations (Martins & Belfo, 2024). By enabling real-time data sharing and process standardisation across functional areas, ERP systems significantly contribute to organisational efficiency, decision-making quality, and overall competitiveness.

However, despite its numerous benefits, the successful implementation and effective use of ERP systems remain highly dependent on user acceptance. TA is considered an important success factor for ERP implementation (Lai, 2017). Therefore, it is important to have a broader view of ERP adoption theories (Valdebenito & Quelopana, 2018).

As users' attitudes towards ERP are crucial to their intention to use, intensity of use, and willingness to adapt business processes, these factors depend directly on a positive perception of the system (Kiburu et al., 2023). Hasan et al. (2019) state that a business system is most reliably evaluated by how successful it is perceived to be by its users. Therefore, without a favourable user attitude, even the most sophisticated ERP solution cannot realise its full digital potential. Winkler and Zinsmeister (2019) also identify three important groups of aspects for observing the critical success factors in the implementation of digital technologies: user, technical, and functional. Among the user aspects are indicators of the degree of acceptance of digital technology by users.

Over recent decades, the literature on ERP system acceptance has grown significantly, encompassing diverse methodological approaches, theoretical perspectives, and contextual settings. Numerous theoretical models have been developed to systematically analyse the cognitive, behavioural, and contextual factors that shape the intention to use and the actual use of information systems, thereby enabling a more comprehensive understanding of the complexity of ERP adoption. On this basis, the ERP system acceptance process can be grounded in different conceptual frameworks that explain how various determinants influence technology adoption. This expansion has resulted in fragmented research findings, variations in conceptual frameworks, and the emergence of multiple research streams. For these reasons, recent papers have explored ERP topics and their patterns in the literature.

The research by Isbaih et al. (2024) presents a systematic review and bibliometric analysis of the integration of blockchain technology and ERP systems. A comprehensive literature search in the Scopus database identified 66 relevant publications. The findings indicate that, although blockchain offers transformative opportunities for ERP systems, realising this potential requires overcoming significant technical and organisational challenges. The study by Martins and Belfo (2024) explored a systemic framework for ERP adoption. The authors applied the PRISMA 2020 approach and used VOSviewer to conduct a bibliometric network analysis. The results showed that fifty-nine terms with the highest occurrence were selected to support six identified clusters: (1) infrastructure and technology, (2) leadership and people, (3) processes and performance, (4) implementation and adoption, (5) supplier and implementer, and (6) enterprise and application architecture. The paper by Praharaj and Chhatoi (2025) presents a bibliometric analysis of ERP research patterns. The results indicate a significant rise in single-authored ERP publications and greater contributions from emerging economies. The findings highlight that the most prominent topics are ERP implementation and critical success factors for ERP adoption, with growing interest in sustainability and impact assessment.

However, there remains a significant need for further research on ERP adoption theories, particularly in the current decade. Rapid technological development has heightened the need to explore technology adoption phenomena. Theoretical frameworks explaining ERP acceptance have attracted considerable attention in both academic and practical contexts. Therefore, this paper presents a bibliometric analysis of the literature on ERP system acceptance, with particular emphasis on theoretical foundations, research trends, and influential

contributions. The research objectives are: (1) to begin the analysis from a comprehensive perspective, and (2) to conduct bibliometric analyses using the visualisation software VOSviewer to present the results clearly.

In line with the growing need for a structured understanding of ERP system acceptance, this study contributes to the existing body of knowledge by providing a comprehensive bibliometric analysis of the relevant literature. Furthermore, the findings are intended to help researchers and practitioners identify emerging trends and potential directions for future research, thereby enhancing the understanding and practical application of ERP system adoption theories.

## 2. MATERIALS AND RESEARCH METHOD

This paper presents a bibliometric analysis to provide a deeper understanding of ERP system acceptance over the past decade. The study followed the research process shown in Figure 1.

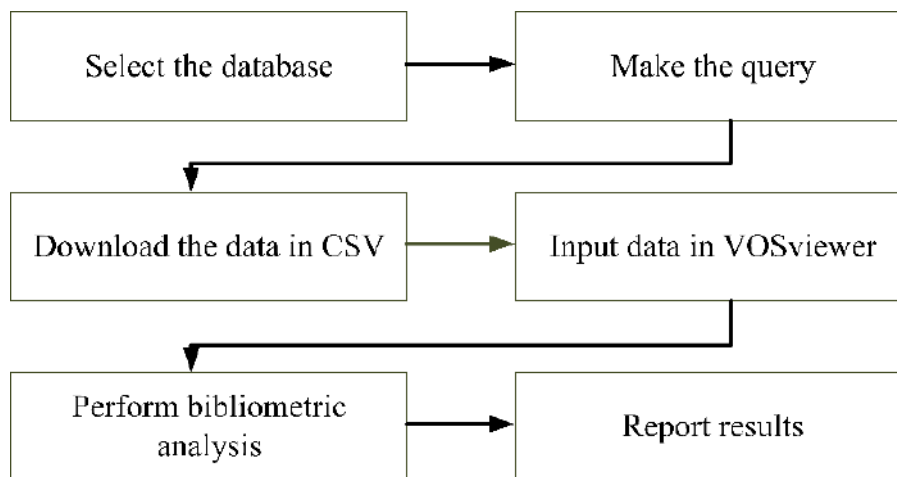


Figure 1. Research process

The first step in the bibliometric analysis is to select an appropriate database for searching publications (Agarwal & Dubey, 2024). In this paper, Scopus was chosen as a leading scientific database, offering a large number of scientific papers. Developed by Elsevier, the largest publisher of scientific journals (Aktürk, 2021), Scopus provides all the bibliometric information required for this type of analysis.

The second step is formulating the query. The previous research study has been consulted for used keywords (Valdebenito & Quelopana, 2018; Xu et al., 2021). On the Scopus website, the following search string was entered: ( ERP OR "enterprise resource planning" ) AND ( "technology adoption" OR "technology adoption theory" OR "technology acceptance theory" OR "technology acceptance" OR "user acceptance" OR "user adoption" ) AND PUBYEAR > 2014 AND PUBYEAR < 2026 AND ( LIMIT-TO ( EXACTKEYWORD , "Information Systems" ) OR LIMIT-TO ( EXACTKEYWORD , "Technology Adoption" ) OR LIMIT-TO ( EXACTKEYWORD , "Enterprise Resource Planning" ) OR LIMIT-TO ( EXACTKEYWORD , "Information Use" ) OR LIMIT-TO ( EXACTKEYWORD , "Technology Acceptance Model" ) OR LIMIT-TO ( EXACTKEYWORD , "Digital Transformation" ) OR LIMIT-TO ( EXACTKEYWORD , "Technology Acceptance" ) OR LIMIT-TO ( EXACTKEYWORD , "Information Technology" ) OR LIMIT-TO ( EXACTKEYWORD , "Erp" ) OR LIMIT-TO ( EXACTKEYWORD , "Utaut" ) OR LIMIT-

TO ( EXACTKEYWORD , "Tam" ) OR LIMIT-TO ( EXACTKEYWORD , "Toe Framework" ) OR LIMIT-TO ( EXACTKEYWORD , "Enterprise Resource Planning Systems" ) OR LIMIT-TO ( EXACTKEYWORD , "Technology-organization-environment Frameworks" ) OR LIMIT-TO ( EXACTKEYWORD , "Erp System" ).

The next step is data extraction. A total of 3,432 scientific publications were retrieved, exceeding the minimum recommended by Rogers et al. (2020), who suggest reviewing at least 200 papers. Publications were sourced from Scopus on 20 March 2026 and exported in Comma-Separated Values (CSV) format, including bibliographic, keyword, and citation information.

Data from the CSV file were imported into VOSviewer (version 1.6.20), a software package specifically designed for constructing bibliometric maps and visualisations. Its advantages include clear visualisation of publication structures and a wide range of analyses. Previous research (Valdebenito & Quelopana, 2018; Xu et al., 2021; Isbaih et al., 2024) has also used this software for bibliometric analysis. Therefore, given its relevance and reliability, this software was used for all analyses in this study.

The final step is to report the findings and discuss the bibliometric mapping results in the context of the existing literature. This includes interpreting visualised networks, identifying key research trends, and analysing relationships among authors, institutions, countries, and keywords. Particular attention is given to uncovering the field's intellectual structure, highlighting dominant research themes, and detecting emerging trends.

### **3. RESULTS AND DISCUSSION**

This section presents the results and offers a detailed discussion of the findings using both performance mapping and bibliometric mapping techniques. Performance mapping provides a visual and quantitative analysis of the effectiveness and efficiency of the processes under study, while bibliometric mapping offers insights into the intellectual structure and research trends within the relevant literature.

#### **3.1. Performance mapping**

Performance mapping is a descriptive method used to evaluate publication and citation metrics, such as the total number of publications and citations. An analysis of publication counts, measured by the number of documents produced each year, shows a clear upward trend, indicating increasing scholarly interest and activity in the subject area. This growth suggests a dynamic and expanding research landscape, with more academics contributing to and engaging with the topic in recent years (see Figure 2).

In 2015, there were 244 publications, while by the end of the period considered in 2025, there were 471 publications. Among the extracted publications, 2,888 documents have received 109,829 citations, excluding self-citations, and the h-index is 140.

Among 3,432 extracted references, 66.7% are conference papers, 25.6% are articles, 3.7% are review articles, 0.7% are book chapters, and the remainder fall into other categories.

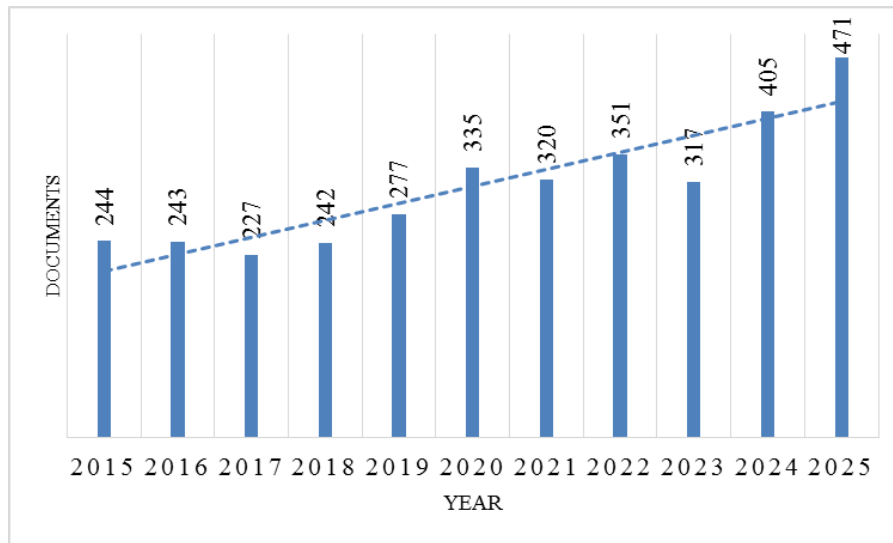


Figure 2. Documents by year

Of the total analysed documents, 1,940 (26.4%) belong to Computer Science, 1,331 (18.1%) to Business, Management and Accounting, 951 (13.0%) to Social Science, 759 (10.3%) to Decision Science, 736 (10.0%) to Engineering, and the remainder to a heterogeneous range of disciplines, including Mathematics, Economics, Energy, and Psychology. This indicates that Computer Science and Business, Management and Accounting are the leading subjects.

Analysing the geographic distribution provides insight into the research levels of different regions. Examining the number of documents per country, the United States, China, and Malaysia have the largest number of scientific publications. This finding is consistent with that of Valdebenito and Quelopana (2018).

### 3.2. Bibliometric mapping

Science mapping analyses the influences and strengths of relationships among references. The results can be enhanced through network analysis, which typically involves evaluating network metrics, clustering, and visualisation.

A co-authorship analysis was conducted, and the results are presented graphically in Figure 3. A minimum threshold of five documents per author was set. Of 8 945 authors, 87 meet this threshold. These authors form two interconnected clusters. Among them, Lutfi A. has 15 publications and 1 278 citations, with a total link strength of 38. The second most influential author is Alsyouf A., with 15 co-authored publications, 1 096 citations, and a total link strength of 36. The third is Amlaiah M.A., with 7 co-authored publications, 773 citations, and a total link strength of 31.

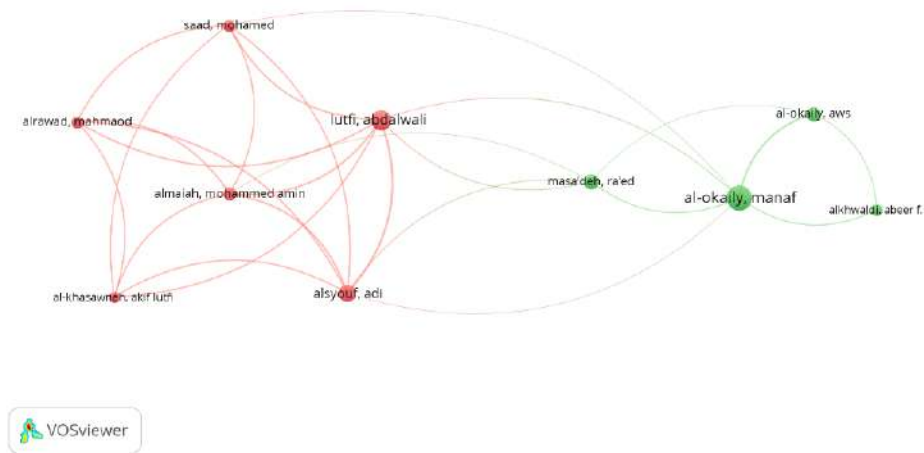


Figure 3. Bibliometric map on co-authorship unit of authors

A co-authorship unit analysis of organisations was also conducted. With a minimum of three documents per organisation, 104 of 6 894 organisations met the threshold. The results are presented in Figure 4. According to the findings, there are two clusters of authors that interact with one another.

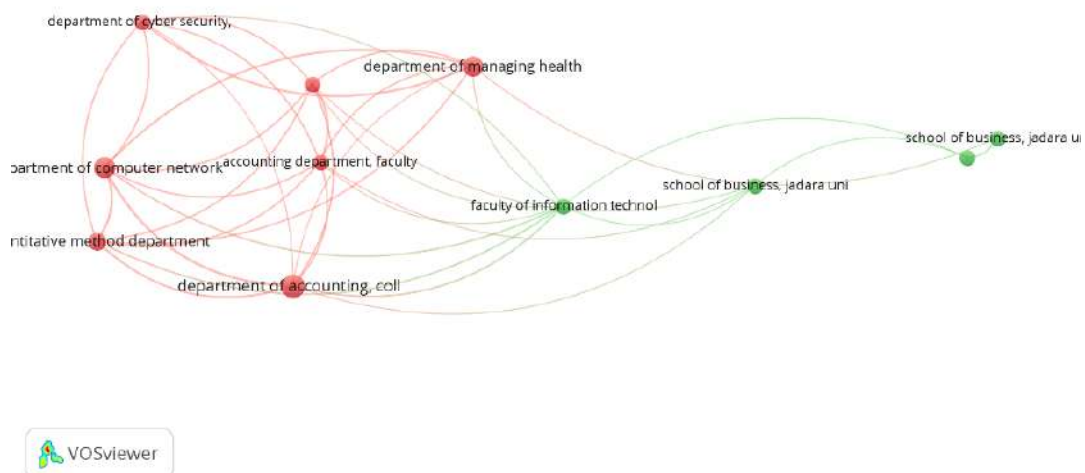


Figure 4. Bibliometric map on co-authorship unit of organisations

A co-authorship analysis of countries was also conducted. With a minimum of five documents per country, 80 of 136 countries met the threshold. The results are presented in Figure 5. The analysis identifies seven clusters. Countries sharing the same colour belong to the same cluster and are more likely to collaborate. Based on co-authorship, the United States is the most productive country, with 446 documents, 21 108 citations, and a total link strength of 316. The United States is followed by the United Kingdom (251 documents, 16 344 citations, and a total link strength of 292) and Malaysia (297 documents, 12 181 citations, and a total link strength of 281).

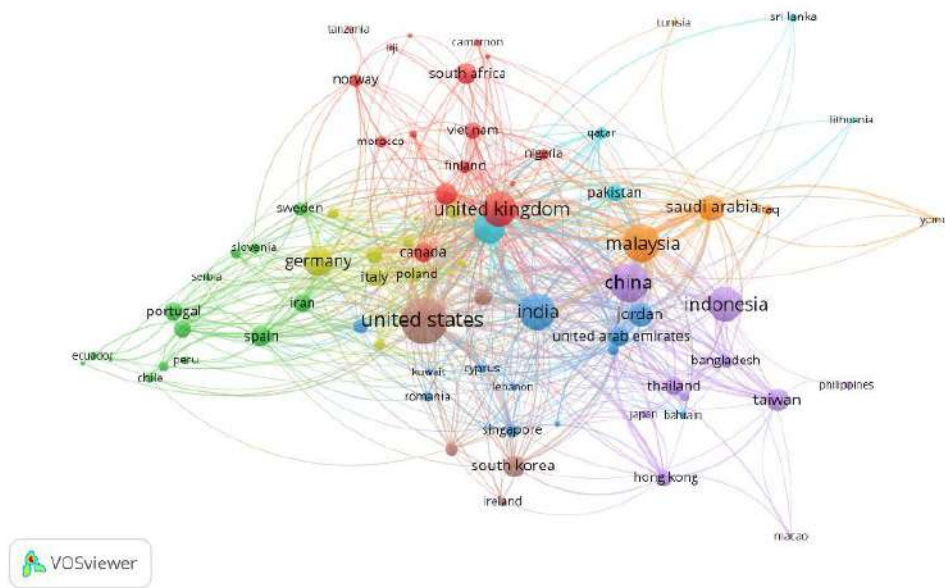


Figure 5. Bibliometric map on co-authorship unit of countries

Furthermore, a co-occurrence analysis of keyword units was conducted. With a minimum keyword occurrence set at five, 1 280 out of 14 061 keywords met this threshold. The results are presented in Figure 6.

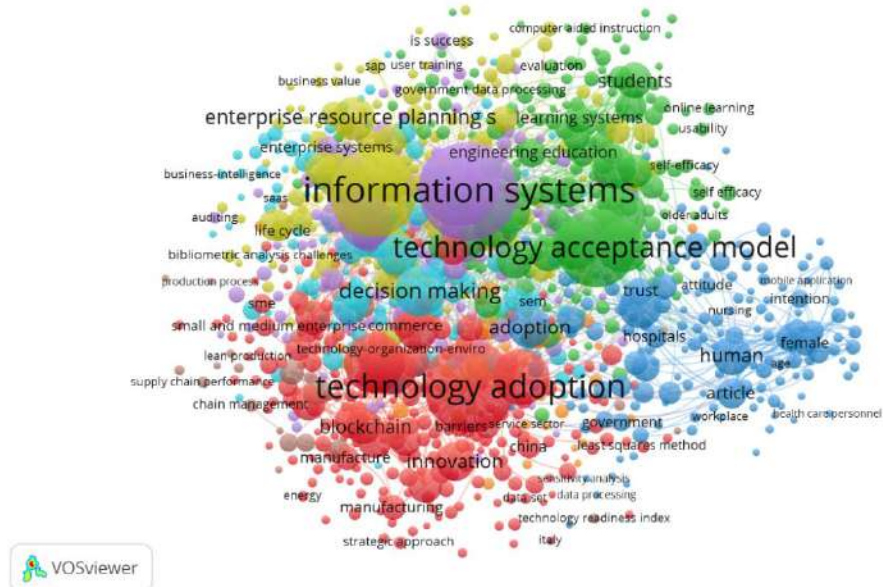


Figure 6. Bibliometric map on co-occurrence of keywords

Bibliometric mapping identified several research clusters, including information systems, the technology acceptance model, technology adoption, and ERP. This demonstrates a strong interconnection between behavioural models and organisational contexts that tend towards digitalisation.

The TAM model is widely regarded as the most influential TA concept. This is logical, as it has long been considered one of the most comprehensive and robust models for analysing

technological adoption in general (Valdebenito & Quelopana, 2018). Furthermore, Xu et al. (2021) noted that research on TA theories has gained particular importance since the TAM model appeared in the literature. The same study also highlighted that, among the 20 most frequently used keywords, the TAM model ranked third, after “information technology” in first place and “user acceptance” in second place.

The next analysis focuses on the co-citation of cited documents. This type of analysis enables the identification of research trends within the field, as well as the assessment of the proximity between relevant studies. A minimum citation threshold of five was applied, resulting in 270 documents meeting the criterion out of a total of 3,432 cited references. The results of this analysis are presented in Figure 7.

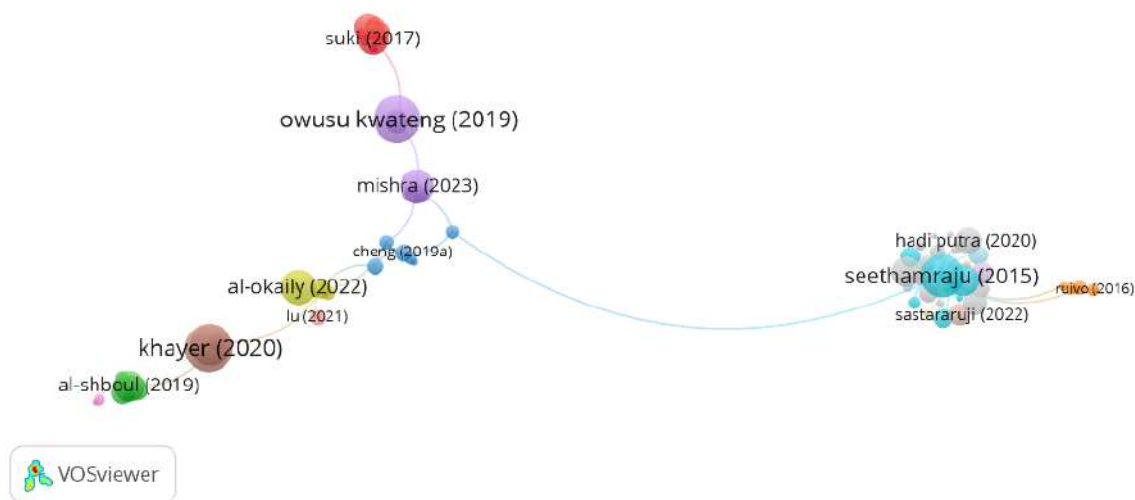


Figure 7. Bibliometric map on co-citation unit of cited references

The reference with the most valuable number of links is „Adoption of software as a service (SaaS) enterprise resource planning (ERP) systems in small and medium sized enterprises (SMEs)“, published in the journal *Information systems frontiers* by Seethamraju (2015). According to the results from VOSviewer, this reference has 210 citations and 29 links.

#### 4. CONCLUSION

This paper provides a comprehensive overview of ERP technology adoption theory from 2015 to 2025. After querying the Scopus database, 3 432 publications with reference information were retrieved. The publication structure, keyword co-occurrence, and author collaboration networks were visualised using VOSviewer. By systematically mapping key research themes, influential authors, and collaboration patterns, the paper offers insights into the intellectual structure and development of this research field. Most of the extracted publications are journal articles in computer science.

The results confirm the strong and continuing growth of academic interest in ERP system adoption, emphasising theoretical contributions. Behavioural models predominate, with TAM as the central theoretical framework, and there is increasing integration of organisational and technological perspectives. The identified keyword clusters and co-citation patterns indicate a highly interconnected research field, in which user acceptance, information systems, and ERP system implementation are major research streams.

However, this study has certain limitations. The analysis covers only the last ten years, which may result in the omission of important publications prior to 2015. Another limitation is the use of only one database, which could lead to the omission of contributions from other databases or platforms. Furthermore, the PRISMA diagram approach was not included in the study.

Future research should consider analysing a longer period and combining multiple bibliometric visualisation tools to gain a deeper understanding. Additionally, future work could explore new hybrid human-AI approaches for preparing bibliometric reviews, incorporating the PRISMA approach. Such approaches could offer deeper insights into emerging trends and support the development of more robust and comprehensive frameworks for understanding ERP system acceptance in the context of ongoing digital transformation.

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