

REVIEWER'S REPORT

Manuscript No.: IJAR-55431

Title: Critical Success of Enterprise Resource Planning Implementation: A Model of Its Impact on Business Process Innovation for B2B Service Industry

Recommendation:

Accept as it is

Accept after minor revision ...✓.....

Accept after major revision.....

Do not accept (Reasons below)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity		✓		
Significance		✓		

Reviewer Name: **Sudhanshu Sekhar Tripathy**

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewer's name.

Reviewer's Comment for Publication

The manuscript presents a well-structured and theoretically grounded investigation into the relationships between Critical Success Factors (CSFs), Critical Success Indicators (CSIs), and Business Process Innovation (BPI in the B2B service industry. By integrating the TOE framework, the DeLone and McLean IS Success Model, and Business Process Reengineering theory, the study offers a coherent and meaningful contribution to the ERP implementation literature. The use of PLS-SEM is appropriate, the sample size is justified, and the empirical results are clearly reported and aligned with the stated hypotheses.

The paper demonstrates strong relevance to both academia and practice, particularly for managers and decision-makers involved in ERP adoption and digital transformation initiatives in service-oriented organizations. The findings provide actionable insights into how organizational support, human resource capability, and technological readiness translate into measurable ERP outcomes and, subsequently, process innovation.

REVIEWER'S REPORT

Overall, the manuscript is scientifically sound, methodologically rigorous, and clearly written. Minor refinements related to clarity and presentation may further strengthen the paper, but these do not detract from its overall quality or contribution. **I recommend the manuscript for publication, subject to minor revisions.**

1. Scope & Relevance

The manuscript fits well within the journal's scope, particularly in information systems, ERP implementation, and business process innovation. The focus on the B2B service industry is relevant and timely, and the integration of ERP success with process innovation provides applied value.

2. Structure & Technical Presentation

The paper follows a standard academic structure (Introduction, Literature Review, Theory, Methodology, Results, Discussion, Conclusion). Tables and statistical outputs are generally clear. However, the manuscript is **very lengthy**, with some redundancy in the literature review and theory sections.

3. Methodological / Analytical Details

The methodology is sound and clearly explained.

- Use of **PLS-SEM** is appropriate.
- Sample size justification using **G*Power** is correct.
- Reliability, convergent validity, and discriminant validity are adequately reported.

However:

- The **sampling frame and context (NCR)** need clearer justification for generalizability.
- Some paths in the structural model are non-significant but not critically discussed.
- Mediation is mentioned but not deeply analyzed or interpreted.

REVIEWER'S REPORT

4. References & Citations

References are **sufficient, recent, and well-aligned** with ERP, IS Success, TOE, and BPR theories. The manuscript demonstrates strong engagement with recent (2020–2024) literature.

5. Language & Style

The English is generally understandable and suitable for scholarly communication. However:

- There are **repetitions**, overly long sentences, and minor grammatical issues.
- Some sections read more like a dissertation than a journal article.

6. Key Strengths

- Strong theoretical grounding (TOE, DeLone & McLean, BPR).
- Robust quantitative methodology and statistical validation.
- Practical implications for managers in B2B service firms.
- Clear linkage between ERP implementation outcomes and business process innovation.

7. Areas for Improvement

- Reduce redundancy in the literature review and theory sections.
- Improve clarity and conciseness of explanations.
- Strengthen discussion of **non-significant paths** and their implications.
- Better articulate the **novel contribution** beyond confirming established models.
- Minor formatting and language corrections required.

The manuscript is **scientifically sound, relevant, and methodologically robust**, and it makes a meaningful contribution to ERP and business process innovation literature. However, before acceptance, the authors should address issues related to clarity, conciseness, interpretation of results, and language refinement.