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STAFF EDUCATION AS A KEY SUCCESS FACTOR FOR THE IMPLEMENTATION OF THE INTEGRATED MANAGEMENT SYSTEM "SYMFONIA ERP" IN AN SME COMPANY

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ABSTRACT
The small and medium-sized enterprise sector constitutes the largest set of institutional participants in any country's market economy. Companies in the SME sector face a number of barriers and constraints in their development, which are both internal and external. One of the most significant internal barriers to growth and development faced by companies in any country is the amount of management data generated and its level of complexity, which increases with growth. Data is used to assess the company's operations and make management decisions. It is therefore crucial to set up within the company a system that will allow for the collection and processing of the ever-increasing amount of management data and, on the other hand, the aggregation and presentation of these data in such a way that they form the basis for effective business decisions. This article characterises the key success factors for the successful implementation of the SYMFONIA ERP integrated enterprise management system, among which the first and most important is the education of staff and management in the field. The author pays particular attention to how the process of training staff and management should look like in the ERP system implementation project and why the effective implementation of the training process determines the success or failure of the system implementation.

KEY WORDS: *Company. IT. Information. Development. System. SME. Enterprise. Training. Education.*

ABSTRAKT
Sektor malých a stredných podnikov predstavuje najväčší súbor inštitucionálnych účastníkov trhového hospodárstva každej krajiny. Podniky v sektore MSP čelia pri svojom rozvoji mnohým prekážkam a obmedzeniam, ktoré majú vnútorný aj vonkajší charakter. Jednou z najvýznamnejších vnútorných prekážok rastu a rozvoja, ktorým čelia podniky v každej krajine, je množstvo generovaných údajov o riadení a ich úroveň zložitosti, ktorá sa s rastom zvyšuje. Údaje sa používajú na hodnotenie činnosti spoločnosti a prijímanie manažérskych rozhodnutí. Preto je veľmi dôležité vytvoriť v podniku systém, ktorý umožní zber a spracovanie stále rastúceho množstva údajov o riadení a na druhej strane agregáciu a prezentáciu týchto údajov tak, aby tvorili základ pre efektívne podnikateľské rozhodnutia. Tento článok charakterizuje kľúčové faktory úspechu úspešnej implementácie integrovaného systému riadenia podniku SYMFONIA ERP, medzi ktorými je prvým a najdôležitejším vzdelávanie zamestnancov a manažmentu v tejto oblasti. Autor venuje osobitnú pozornosť tomu, ako by mal vyzerať proces vzdelávania zamestnancov a manažmentu v projekte implementácie systému ERP a prečo efektívna realizácia vzdelávacieho procesu rozhoduje o úspechu alebo neúspechu implementácie systému.

KĽÚČOVÉ SLOVÁ: Spoločnosť. Informačné technológie. Informácie. Vývoj. Systém. Malé a stredné podniky. Podnik. Školenia. Vzdelávanie.

INTRUDUCTION
Integrated management systems have been present in the management structures of companies for more than 30 years. Their role is to assess the company's situation and support managers in making management decisions. They are the main source of information about what is happening in the company, and this is done by collecting and integrating in one place all the information concerning the company's activities and affecting its functioning.

As Jelonek (2018, p. 5) writes, at the foundation of the application of information technology in company management lay, on the one hand, the digital transformation and globalisation, including in the area of business, and, on the other hand, the emerging awareness of the need to use information technology in company operations and the increasing dependence of business on the rapid acquisition of the key resource that information has become (Kisielnicki, 2013, p. 19).

For these reasons, an increasing number of companies have decided and will decide to base their business models on integrated management systems. Wilk (2001, p. 11) points out that the concept of an integrated management system is based on the assumption that it is not enough to know the company's components in order to make management decisions, but that it is crucial to show, understand and exploit the synergies resulting from the integration of a lot of information in one place. However, following Adamczewski (2006, pp. 94-95), it should be clearly emphasised that information technology in itself is not responsible for the success or failure of a company's operations, and the key role in this matter is played by a human being who, on the one hand, records all information concerning the company's business operations in the system and, on the other hand, uses this information to make management decisions affecting the company's future.

This is why the involvement of company employees in the process is so important when implementing an integrated management system. This is reflected, on the one hand, in their participation in the implementation and parameterisation of the system and, on the other, in their training in its proper use. In this article, the author focuses on one of the key elements of the integrated management system implementation process, i.e. employee training. The author indicates why it is so important and how it should look like in order for the system implementation to bring the expected results.

INTEGRATED MANAGEMENT SYSTEM
In proceeding with the analysis of the problems identified in this article, it is necessary to begin by defining the term integrated management information system.

As Lech (2003, p. 12) writes, "a management information system is an information system used to support the management process of a business organisation, implemented by means of IT".

Soja (2009, pp. 25-251) draws attention to the constituent element of the cited definition and characterises the system as planning and forecasting-based mechanisms whose task is to support enterprise management and which integrate all areas of its activity.

The majority of systems currently on the market are universal systems, meaning that they contain a set of standardised functions, which, however, can be adapted to the specific needs and requirements of the user. Integrated management systems are so-called transactional systems, due to the fact that they allow the registration and processing of documents relating to economic events taking place in the company's activity.

Integrated management systems are divided into functional areas, which in essence overlap with the functions of the company performed by it. The most important such areas include:

- Finance and accounting
- Logistics
- Production
- Human resources and payroll
- Warehousing
- Administration

The number of functions coincides with the level of complexity of the company's structure and activities. However, these areas are typical of the functioning of most companies.

Within these functional areas, the business operations that concern them are recorded. The domain and key property of a management system is therefore the concentration of operational data in one place (a single database), which makes it possible to obtain the necessary information quickly and efficiently and to obtain information in various cross-sections, confluences and conjunctions.

Such an integrated management system is the "Symfonia ERP" software, which is designed to comprehensively manage the company in various areas of operation - from finance and accounting, through human resources and payroll, sales support, to production and warehouse management. The system allows the handling of the company's key business processes and is open to integration with other systems already in place or planned for future implementation.

There is, therefore, a direct correlation between the functioning of an integrated management system in a company and the growth of its value through good decision-making. And, as Jelonek (2018, pp. 109-110) writes, this is the paradigm of modern business management, as research results clearly show a positive correlation between the functioning of the management system and an increase in the company's efficiency.

STAFF TRAINING AS A KEY SUCCESS FACTOR IN THE IMPLEMENTATION OF THE *SYMPHONY ERP* INTEGRATED MANAGEMENT SYSTEM

In order to achieve success in increasing the company's operational efficiency and value through the implementation of an integrated management system, it is therefore necessary, as Woźniak, Kłos, Patalas (2008, pp. 8-10) write, to

- selecting a system that meets the expectations and needs of the company
- parameterisation of the system to its needs.

Wachnik (2016, pp. 70-73) identifies more than a dozen key success factors in implementing an integrated management system, which can be divided into three main groups:

- factors of a technical and financial nature (e.g. equipment, furniture, premises, financial resources, etc.).
- factors of a logistical nature (e.g. implementation plan, implementation schedule, parameterisation of the system, organisation of the company's operations during implementation, etc.).
- factors of a human nature (e.g. implementation team, employee resistance, employee involvement, behavioural attitudes, employee training, etc.).

Soja (2009, pp. 251-253), Wachnik (2016, pp. 70-73) and Banaszak, Kłos and Mleczko (2016, pp. 256-257) in their research clearly indicate that the main problem reported in integrated management system implementations is the problem related to human nature factors (more than 1/3 of all problem reports), and in the detailed list of problems in this area the one that causes particularly much difficulty in the effective use of the management system is the problem with training in the use of the system during implementation. They emphasise unequivocally that a lack of training, a small amount of training or a mismatch between training and the needs of the end users contributes enormously to later errors in use, a failure to take advantage of the full possibilities offered by the system. The importance of this problem is also emphasised by Pawlus (, pp. 90-91), who points out directly that the company's results depend on the level of knowledge presented by system users, and the knowledge gained pays off in the form of efficient work on the system, lack of errors or, finally, faster acquisition of high-quality information and, ultimately, more effective management decisions.

Given the importance of the problem in the successful implementation and effective use of an integrated company management system, it is therefore worth reflecting briefly on it and how companies should deal with it.

It goes without saying that:
- training should be included in the system implementation plan,
- a list of persons to be trained should be prepared
- training materials should be prepared
- a detailed training schedule should be prepared

and in this article the author will not address these issues. The reader's attention will be drawn to a number of issues that do not seem obvious at first glance, the analysis and proper approach to which may determine whether or not a system implementation will be successful.

In the classic approach to this issue, training is the phase that immediately precedes the testing of the implemented management system. However, this is not an effective solution to ensure the long-term proper functioning of the system. Practitioners of integrated management system implementations propose a change in the way companies approach this issue. Lech (2003, pp. 119-120) points out that training should begin at the stage of implementing a new system, and the best way to do this is to involve the system users in the implementation process. Such an approach allows users to become more familiar with the system, to report problems or ideas for improvements on an ongoing basis and to break the mental barrier, a starch against the functionalization of the new solution in the company.

Chomuszko (2016, p. 141) adds that it is very important in the area of training to select the people who should take part in it, and the company's policy on the operation of the system should be the deciding criteria. He also draws attention to the structure of training, asking whether training should be provided for all users of the system (in-line training) or whether such training should only be provided for key users who then train further users (cascade training).

Parys (2012, p. 267) adds that in training, as much emphasis as on the technical dimension of system operation and maintenance should be placed on the so-called business aspect of system operation. It is therefore very important to point out the purpose of the implementation and to make its users aware that the integrated system is a number of interacting elements. The user must be aware that the operation of the entire system is determined by those elements over which it has direct influence. He or she should therefore know why he or she is performing a certain task, a certain activity, what the purpose is and, above all, how his or her activity affects the actions of others and the whole system.

Parys goes on to point out another important aspect to take into account, which is to find out the needs of the trainee, their expectations and preferences for the operation of the system, and to link these to the programme and schedule of the training planned to be carried out.

CONCLUSIONS

Given the level of complexity of the integrated management system, which is also externalized in the process of its implementation, it is important to bear in mind the potential barriers to implementation

and success factors, the correct identification, analysis and, above all, preparation of action plans taking them into account directly affect the effectiveness of the use of the system for management. Among these factors, the author only highlighted training. However, in the author's opinion, this is one of the most important elements conditioning the proper operation of the system and, consequently, the advisability of its implementation, as the lack of knowledge of the system, its functionalities, the incorrect use of its potential and mistakes in its use may contribute to decision-making errors, which may be fatal for the enterprise.

Therefore, companies should pay particular attention to eliminating human barriers in the process of system implementation. And one of the most effective tools to support this process is staff training.

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