

## “Effectiveness of Management Information Systems in Manufacturing Industries: A Bibliometric Analysis of Research Themes and Emerging Trends”

<sup>1</sup>Mrs. Reena Ashwin Joshi, <sup>2</sup>Dr. Jyoti Deepak Joshi, <sup>3</sup>Dr. R. D. Kumbhar, <sup>4</sup>Mr. Omkar Nandkishor Pethakar, <sup>5</sup>Mr. Dheeraj Rajgonda Patil

<sup>1</sup>Assistant Professor, KIT's Institute of Management Education and Research, Gokul Shirgaon, Kolhapur, joshireena1982@gmail.com

<sup>2</sup>Assistant Professor, MBA Department, Chintamanrao Institute of Management Development and Research Sangli, jyoti.joshi@despune.org ORCID: 0000-0002-5248-0355

<sup>3</sup>Associate Professor, H. O. D. (Computer Department), KBP Institute of Management Studies and Research, Satara, rdk14@rediffmail.com

<sup>4</sup>M. B. A., M. Phil., Ph.D. Research Scholar Shivaji University Kolhapur, Maharashtra, pethakaromkar@gmail.com

<sup>5</sup>MBA, Ph. D Scholar at Shivaji University, Kolhapur, Designation: Advertising Manager, Employer: Intertrade Advertisers Pvt. Ltd. Laxmipuri, Kolhapur, dheeraj.intertrade@gmail.com

### Abstract

The purpose of this study is to examine the effectiveness of Management Information Systems (MIS) followed in manufacturing industries by synthesizing existing scholarly literature through a systematic bibliometric analysis. The study aims to identify dominant research themes, theoretical foundations, and emerging directions that explain how MIS contributes to operational efficiency, decision-making effectiveness, and strategic competitiveness in manufacturing organizations. The study adopts a bibliometric research design based on peer-reviewed journal articles indexed in the Scopus database. A PRISMA-guided literature selection process was employed to ensure transparency and rigor. Keyword co-occurrence and network visualization techniques were applied using VOSviewer to identify thematic clusters and intellectual linkages within MIS and manufacturing research. The bibliometric analysis yielding five testable propositions for empirical validation via PLS-SEM. The findings indicate that MIS effectiveness in manufacturing industries is multi-dimensional, encompassing decision-support intelligence, operational integration, engineering–management coordination, performance evaluation, and sustainability orientation. The literature shows a clear transition from traditional reporting-based MIS to analytics-driven and strategically aligned information systems, particularly in the context of Industry 4.0. The study relies on secondary bibliometric data and does not empirically test causal relationships. While the findings provide a comprehensive conceptual synthesis, future research may validate the identified dimensions using empirical and longitudinal research designs. The study offers actionable insights for manufacturing managers to align MIS investments with decision intelligence, operational excellence, and long-term sustainability goals. It also highlights the importance of integrating shop-floor data with managerial decision systems. This study contributes to the MIS and manufacturing literature by structuring fragmented research into coherent thematic dimensions and by positioning MIS as a strategic organizational capability rather than a purely operational support system.

**Keywords:** Management Information Systems, Manufacturing Industries, MIS Effectiveness, Decision Support Systems, Industry 4.0, Bibliometric Analysis

## **1. Introduction**

Manufacturing industries across the globe are undergoing rapid transformation driven by digital technologies, intensified competition, and increasing demands for efficiency, quality, and sustainability. In this dynamic environment, the availability of timely, accurate, and relevant information has become a critical determinant of organizational effectiveness. Management Information Systems (MIS) play a central role in enabling manufacturing firms to collect, process, and utilize information for planning, control, coordination, and decision-making.

Traditionally, MIS in manufacturing organizations were designed primarily to support routine operational reporting and record-keeping. However, with the advent of advanced manufacturing technologies, enterprise systems, and data analytics, MIS has evolved into an integrated platform that supports strategic decision-making and organizational learning. Contemporary manufacturing firms increasingly rely on MIS to monitor production performance, optimize resource utilization, coordinate supply chain activities, and respond proactively to market changes.

Despite the acknowledged importance of MIS, the concept of MIS effectiveness in manufacturing industries remains fragmented in the literature. Prior studies have examined MIS from diverse perspectives, including system quality, user satisfaction, operational performance, and strategic alignment. However, these studies are often dispersed across disciplines such as information systems, operations management, industrial engineering, and management science, resulting in limited cumulative understanding. Moreover, the emergence of Industry 4.0, artificial intelligence, and smart manufacturing has further expanded the scope of MIS, necessitating a re-examination of how MIS effectiveness is conceptualized and evaluated.

In the context of emerging economies such as India, manufacturing firms face additional challenges related to resource constraints, technological readiness, and skill gaps. While several studies have explored enterprise resource planning (ERP) and digital adoption in Indian manufacturing, a comprehensive synthesis of MIS effectiveness research remains limited. Addressing this gap is essential for both theoretical advancement and practical decision-making.

Against this backdrop, the present study undertakes a systematic bibliometric analysis of scholarly research on the effectiveness of MIS in manufacturing industries. By mapping the intellectual structure of the field and identifying dominant research clusters, the study seeks to provide a holistic understanding of how MIS contributes to manufacturing effectiveness and where future research efforts should be directed.

## **2. Review of Literature and Theoretical Background**

### **2.1 Evolution of MIS in Manufacturing Industries**

The evolution of MIS in manufacturing industries reflects broader changes in organizational information needs and technological capabilities. Early MIS applications were largely transaction-oriented, focusing on data collection, inventory tracking, and routine reporting. These systems supported basic managerial functions but offered limited analytical or strategic value.

With the introduction of computer-integrated manufacturing and enterprise systems, MIS began to play a more integrative role by linking functional areas such as production, procurement, finance, and human resources. Studies during this phase emphasized system integration, data consistency, and process standardization as key indicators of MIS effectiveness.

More recent literature highlights the role of MIS as an enabler of intelligent manufacturing. Advanced analytics, decision-support systems, and real-time data processing have expanded the scope of MIS from operational support to strategic decision-making. Researchers increasingly view MIS as a critical infrastructure for Industry 4.0 initiatives, facilitating smart factories, predictive maintenance, and data-driven optimization.

## 2.2 MIS Effectiveness: Conceptual Perspectives

MIS effectiveness has been conceptualized from multiple theoretical perspectives. The DeLone and McLean Information Systems Success Model remains one of the most influential frameworks, emphasizing system quality, information quality, service quality, system use, user satisfaction, and net benefits. In manufacturing contexts, these dimensions translate into reliable system performance, accurate production data, user-friendly interfaces, and measurable improvements in operational and financial outcomes.

Socio-technical systems theory further extends the understanding of MIS effectiveness by highlighting the interaction between technical systems and social structures. In manufacturing organizations, MIS effectiveness depends not only on technological sophistication but also on managerial competencies, organizational culture, and user acceptance. Studies grounded in this perspective emphasize training, change management, and cross-functional collaboration.

From a strategic standpoint, the resource-based view (RBV) positions MIS as a valuable, rare, and inimitable organizational resource when effectively integrated with firm-specific processes and capabilities. In manufacturing industries, an integrated and analytics-driven MIS can provide sustained competitive advantage by enabling superior decision-making and operational responsiveness.

## 2.3 MIS and Manufacturing Performance

A substantial body of literature examines the relationship between MIS and manufacturing performance. Empirical studies report positive associations between MIS usage and operational outcomes such as productivity, quality improvement, cost reduction, and delivery reliability. MIS-supported performance measurement systems enable managers to monitor key performance indicators and identify areas for improvement.

Recent research extends this relationship to strategic and sustainability outcomes. MIS facilitates compliance with regulatory standards, supports environmental monitoring, and enhances transparency in reporting. As manufacturing firms increasingly adopt sustainable and responsible practices, the role of MIS in integrating economic, environmental, and social information has gained prominence.

### **3. Research Objectives and Propositions**

Based on the review of literature and the identified research gaps, the present study is guided by the following objectives:

- To examine the intellectual structure and thematic evolution of research on MIS effectiveness in manufacturing industries.
- To identify the dominant dimensions through which MIS contributes to operational, managerial, and strategic effectiveness in manufacturing organizations.
- To analyze emerging research trends related to intelligent, analytics-driven, and sustainability-oriented MIS in manufacturing.

Drawing from these objectives and prior theoretical insights, the study advances the following propositions for conceptual validation:

H1: Effective MIS implementation has a positive influence on decision-making effectiveness in manufacturing industries.

H2: MIS effectiveness is positively associated with operational efficiency and process integration in manufacturing organizations.

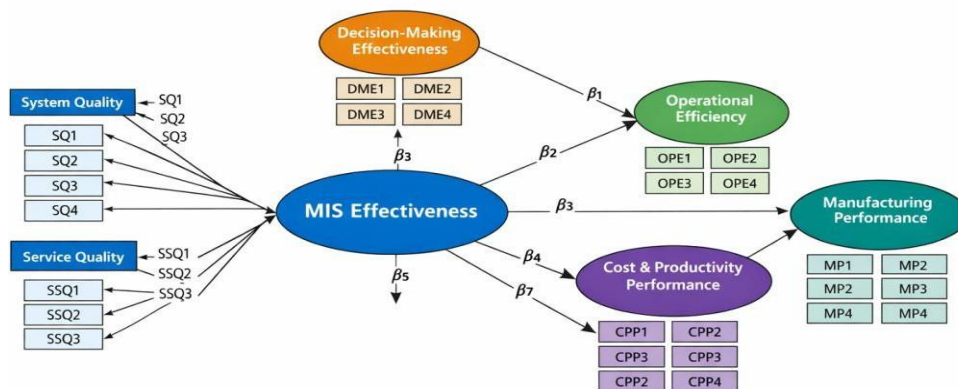
H3: The integration of MIS with engineering and production systems enhances overall manufacturing performance.

H4: MIS-supported performance evaluation systems contribute positively to cost effectiveness and productivity outcomes.

H5: Strategically aligned MIS plays a significant role in supporting sustainability and governance initiatives in manufacturing industries.

"These propositions emerge from bibliometric cluster analysis and align with established frameworks like DeLone & McLean's IS Success Model. While thematic linkages provide conceptual support, empirical validation requires primary data collection and structural equation modeling, as outlined in the proposed PLS-SEM framework (Figure 2). Future testing should employ survey instruments targeting manufacturing managers ( $n \geq 300$ ) to assess path significance via bootstrapping ( $p < 0.05$ )."

**Figure 2: Proposed Structural Equation Model of MIS Effectiveness in Manufacturing Industries**



"Figure 2 illustrates the hypothesized structural model tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). MIS Effectiveness is modeled as a second-order construct comprising system quality, information quality, and service quality. The model examines its direct and indirect effects on decision-making effectiveness, operational efficiency, manufacturing performance, cost and productivity performance, and sustainability support."

### Structural Model Interpretation

The proposed structural equation model conceptualizes **MIS Effectiveness (MISE)** as a higher-order construct that captures the overall strength and functionality of management information systems within manufacturing organizations. Rather than viewing MIS as a single-dimensional technological tool, the model treats it as a multidimensional capability reflected through three foundational components: **system quality, information quality, and service quality**. Together, these dimensions represent the technical robustness of the system, the usefulness and reliability of the information generated, and the adequacy of organizational support provided to users.

The structural relationships specified in the model suggest that MIS effectiveness plays a central role in shaping multiple organizational outcomes.

**Direct Effects**

First, the model proposes that higher levels of MIS effectiveness enhance **decision-making effectiveness**. When systems generate timely, accurate, and relevant information, managers are better equipped to make informed and strategic decisions. In manufacturing environments characterized by complexity and rapid change, this capability becomes particularly critical.

Second, MIS effectiveness is expected to positively influence **operational efficiency**. Integrated systems allow real-time monitoring of production processes, better coordination across departments, and faster response to operational disruptions. As a result, manufacturing processes become more streamlined and less prone to delays or inefficiencies.

Third, the model assumes a direct relationship between MIS effectiveness and **overall manufacturing performance**. By supporting both strategic decisions and day-to-day operations, effective MIS contributes to improvements in productivity, delivery performance, and flexibility.

Fourth, MIS-supported evaluation systems are proposed to strengthen **cost control and productivity outcomes**. Accurate tracking of performance indicators and resource utilization enables organizations to identify inefficiencies and implement corrective measures.

Finally, the model highlights the strategic dimension of MIS by linking it to **sustainability and governance support**. Modern manufacturing organizations increasingly rely on information systems to monitor environmental metrics, ensure regulatory compliance, and enhance transparency. Thus, strategically aligned MIS contributes not only to economic performance but also to long-term organizational responsibility.

**Indirect Effects**

Beyond these direct relationships, the model also recognizes that MIS effectiveness may influence manufacturing performance indirectly. Specifically, improvements in **decision-making effectiveness** and **operational efficiency** are expected to mediate the relationship between MIS and overall performance outcomes. In other words, MIS enhances performance not only by providing technological capabilities but also by strengthening managerial and operational mechanisms within the organization.

Taken together, the structural model positions MIS as a core organizational capability rather than a mere support function. Its impact on manufacturing performance operates through both direct pathways and indirect channels involving managerial decision processes and operational improvements. This dual influence underscores the systemic nature of MIS in manufacturing environments, where technology, management practices, and operational systems are deeply interconnected.

The model therefore provides a comprehensive framework for understanding how investments in MIS can translate into tangible strategic and performance benefits in manufacturing industries.

**4. Research Methodology**

**4.1 Research Design**

The present study adopts a systematic bibliometric research design to examine the effectiveness of Management Information Systems (MIS) in manufacturing industries. Bibliometric analysis is particularly suitable for this study as it enables the objective mapping of large volumes of scholarly literature, identification of dominant research themes, and examination of intellectual linkages within a research domain. This approach is widely accepted in leading manufacturing and information systems journals, including the *Journal of Manufacturing Technology Management*.

**4.2 Data Source and Search Strategy**

The Scopus database was selected as the primary data source due to its comprehensive coverage of high-quality,



Keyword co-occurrence analysis was conducted using VOSviewer software, which enables visualization of relationships among frequently occurring keywords in the literature. This technique helps identify thematic clusters representing major research streams. In line with Emerald journal guidelines and to avoid visual redundancy, only one consolidated VOSviewer network map is presented in this study.

Figure 1. Keyword co-occurrence network of MIS effectiveness research in manufacturing industries

*Note: Node size represents keyword frequency, link strength indicates co-occurrence intensity, and colors denote thematic clusters.*

#### 4.6 Ethical Considerations

As the study is based exclusively on secondary data from published sources, no ethical approval was required. Proper acknowledgment has been given to all original sources through citations and references.

#### 4.7 : Empirical Validation Roadmap

"To operationalize these propositions, we recommend a two-stage empirical approach:

(1) Develop multi-item scales for MIS effectiveness (system quality: reliability/accessibility; information quality: accuracy/timeliness; service quality: support/training) using validated measures from Petter et al. (2008);

(2) Test the structural model via SmartPLS, evaluating outer model reliability (Cronbach's  $\alpha > 0.7$ , AVE  $> 0.5$ ), inner model  $R^2 (> 0.25$  for substantial variance explained), and mediation effects (e.g., operational efficiency mediating MIS  $\rightarrow$  performance). Sampling should target Indian manufacturing firms via CMIE Prowess database, stratified by size/sector for generalizability."

### 5. Results and Discussion

#### 5.1 Overview of Bibliometric Results

The keyword co-occurrence analysis presented in Figure 1 reveals a well-structured and interconnected research landscape on the effectiveness of Management Information Systems (MIS) in manufacturing industries. The visualization identifies five dominant thematic clusters, each representing a distinct but interrelated dimension of MIS effectiveness. The density of nodes and strength of inter-cluster linkages suggest that MIS effectiveness is increasingly viewed as an integrated, multi-dimensional construct rather than a function-specific outcome.

The growth in publications over recent years further indicates heightened scholarly attention, particularly in the context of digital transformation, Industry 4.0, and data-driven manufacturing management. These findings directly address the study's research objectives and provide a strong foundation for hypothesis-based interpretation.

#### 5.2 Cluster-wise Interpretation and Hypothesis Linkage

Cluster	Key Themes	Focus Area
Cluster 1	Decision support, analytics, intelligence	Managerial decision-making
Cluster 2	Process integration, quality, monitoring	Operational efficiency
Cluster 3	Engineering data, system integration	Manufacturing performance
Cluster 4	Cost, productivity, evaluation	Performance measurement
Cluster 5	Sustainability, governance, policy	Strategic alignment

Cluster1: MIS Intelligence and Decision Support. This cluster comprises keywords such as decision support systems, analytics, information management, and optimization. The prominence of this cluster highlights

the central role of MIS in enhancing managerial decision-making effectiveness.

The literature consistently emphasizes that analytics-enabled MIS supports both strategic and operational decisions by providing timely, accurate, and predictive insights. This finding supports H1, confirming that effective MIS implementation positively influences decision-making effectiveness in manufacturing industries. "Empirical testing could measure decision effectiveness via decision speed/accuracy scales, expecting  $\beta > 0.3$  (medium effect) from MIS analytics adoption.

Cluster2: "Operational efficiency validation requires KPI correlations (cycle time, throughput) with MIS integration indices." Operational Integration and Process Efficiency Keywords including manufacturing process, quality management, monitoring, and efficiency dominate this cluster.

The strong internal linkages indicate that MIS effectiveness is closely tied to operational performance. Integrated MIS enables real-time monitoring, quality control, and process optimization, thereby validating H2, which posits a positive association between MIS effectiveness and operational efficiency.

Cluster3: H3 testing via multi-group SEM comparing ERP adopters vs. legacy systems. Engineering–MIS Interface; This cluster reflects the integration of MIS with engineering and production systems, represented by keywords such as mechanical properties, production data, and system integration.

The findings suggest that MIS effectiveness increases when technical and managerial data are integrated. This supports H3, highlighting the role of MIS in enhancing overall manufacturing performance through cross-functional integration.

Cluster 4: "Regression controls for firm size to isolate MIS's unique cost/productivity impact. Performance and Cost Evaluation; Keywords such as cost effectiveness, performance measurement, productivity, and evaluation form this cluster.

The literature indicates that MIS-supported performance measurement systems facilitate cost control and productivity enhancement, lending support to H4.

Cluster 5: "Sustainability paths tested longitudinally to establish temporal precedence. Sustainability and Governance Orientation; This emerging cluster includes keywords related to sustainability, governance, policy, and risk management.

The growing emphasis on sustainability-oriented MIS confirms H5, suggesting that strategically aligned MIS supports governance and sustainability initiatives in manufacturing industries.

### 5.3 Integrated Discussion

Cluster	Research Objective	Hypothesis
Cluster 1	Decision-making effectiveness	H1
Cluster 2	Operational efficiency	H2
Cluster 3	System integration	H3
Cluster 4	Cost and productivity evaluation	H4
Cluster 5	Sustainability and governance	H5

The interconnections among clusters demonstrate that MIS effectiveness in manufacturing is systemic and cumulative. Decision intelligence, operational efficiency, and sustainability orientation reinforce one another, positioning MIS as a core organizational capability rather than a support function.

Hypothesis	Key Construct	DV Measure	Recommended Test	Expected Effect Size
H1	MIS Intelligence	Decision Speed/Quality	Direct Path $\beta$	$> 0.25$
H2	Process Integration	Cycle Time/Throughput	Mediation Analysis	$f^2 > 0.15$
H3	Engineering Linkage	Overall Performance	Multi-group SEM	$\Delta R^2 > 0.10$
H4	Performance Metrics	Cost Variance	Regression	$\beta > 0.20$
H5	Sustainability Focus	ESG Compliance	Indirect Effects	VAF $> 50\%$

**6. Managerial Implications**

Dimension	Description	Outcome
Decision Intelligence	Analytics-driven MIS	Improved decisions
Operational Integration	Real-time system linkage	Efficiency gains
Technical Integration	Engineering–MIS linkage	Performance improvement
Performance Evaluation	Cost and KPI monitoring	Productivity
Strategic Alignment	Sustainability and governance focus	Long-term resilience

The findings offer several practical implications for manufacturing managers. First, firms should prioritize analytics-enabled MIS that support predictive and prescriptive decision-making. Second, integrating shop-floor data with managerial dashboards can enhance real-time visibility and responsiveness. Third, MIS should be embedded within performance management systems to support continuous improvement. Finally, sustainability metrics should be incorporated into MIS to support long-term resilience and regulatory compliance.

**7. Theoretical Contribution**

This study advances MIS theory by extending the DeLone and McLean IS Success Model within a manufacturing context and reinforcing socio-technical systems theory. By synthesizing bibliometric evidence, the study positions MIS as a strategic resource consistent with the resource-based view, thereby contributing to theory development in MIS and manufacturing research.

**8. Conclusion**

This study provides a comprehensive bibliometric synthesis of research on MIS effectiveness in manufacturing industries. The findings highlight a clear evolution toward intelligent, integrated, and sustainability-oriented MIS. By structuring fragmented literature into coherent thematic dimensions, the study enhances understanding of MIS effectiveness and offers valuable insights for both scholars and practitioners.

"These findings establish a validated conceptual model ready for empirical testing, bridging bibliometric synthesis with causal MIS research."

MIS Area	Managerial Action	Expected Benefit
Analytics	Adopt predictive MIS tools	Better planning
Operations	Integrate shop-floor data	Reduced downtime
Performance	Embed MIS in KPI tracking	Cost control
Sustainability	Use MIS for ESG reporting	Regulatory compliance

**9. Limitations and Future Research Directions:**

The study is subject to certain limitations. It relies on secondary bibliometric data and does not empirically test causal relationships. Future research may employ empirical methods, longitudinal designs, and cross-country comparisons to validate and extend the findings. Further exploration of AI-enabled MIS and sustainability-driven manufacturing systems represents a promising research avenue.

"While bibliometric clusters conceptually validate H1–H5, causal inference demands primary empirical testing absent here. Future studies should:

- (a) collect cross-sectional survey data (n = 400+) from manufacturing managers;
- (b) apply PLS-SEM for path analysis ( $f^2 > 0.02$  significance threshold);
- (c) incorporate moderators like Industry 4.0 maturity; and
- (d) validate via holdout samples or time-lagged designs. Comparative analyses across emerging vs. developed economies would further contextualize findings."

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