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## **ORGANIZATIONAL CULTURAL DYNAMICS FOR ORGANIZATIONAL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION: A CASE STUDY**

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### **ABSTRACT**

*Enterprise Resource Planning (ERP) is a fully integrated system that links all divisions and aspects of a company on one platform. All departments within an organization can access a single, shared database of information that is powered by modern ERPs, giving businesses real-time decision-making access. The purpose of this paper is to examine the role of organizational cultural dynamics in improving organizational ERP implementation, which has not been explored in past literature. The research site of this study, called Turbo Cheetah to preserve its anonymity, is a leading automobile company in Sri Lanka. This study explores how organizational cultural dynamics influence the organizational ERP implementation in a leading automobile company in Sri Lanka and its journey of institutionalization. The findings provide insight into the internal cultural aspects involved in ERP implementation, specifically open communication, inter-departmental collaboration, and bureaucratic decision-making. The challenges encountered in the process of institutionalization and the journey towards business excellence across the group. This research provides valuable insights that are essential for policymakers, industry professionals, and technology developers in ERP institutionalization. Foregrounding discourse theory extends existing discourse theory-inspired management research. The paper also offers learning points to practitioners by illustrating the rise and fall of the ERP institutionalization story. It further shows how internal cultural dynamics drive ERP implementation, and how ERP has been practically interwoven in the study organization and its journey towards business excellence.*

**Keywords:** Automobile, Cultural Dynamic, ERP, Implementation, Institutionalization

### **1. Introduction**

In recent years, Enterprise Resource Planning (ERP) systems have

become essential to modern organizations, streamlining operations from the supply chain (Ince et al., 2013) to finance and human resources (Plaza, 2016) departments. When organizations take over the ERP implementation, some common questions arise; is investing in ERP effective? And what impact will it have? To address this question from the finance perspective Gessa A, Jimenez A & Sancha (2023) mentioned that Businesses offering cloud-based ERP systems help to overcome financial limitations by lowering investment and associated costs facilitating integration of the supply chain information in a wider range (Gessa et al., 2023). However, the stakeholders must consider the cultural aspect of the organization when implementing ERP, as it influences the employee's attitudes towards technology, business norms, resilience, adaptability, and overall organizational capacity for growth and innovation (AlMuhayfith & Shaiti, 2020). Cultural impact refers to the change in workflow, processes, and organizational structure which can disrupt the norms and practices of the organization (Zaglago et al., 2013).

The major effect that organizational culture varies between the supplier of the ERP and the client has on the effectiveness and achievement of the ERP installation project, having an impact on areas like teamwork, communication, and project results overall (Pahathkumbure & Jayawardane, 2022). When implementing an ERP system requires a proactive strategy to change company culture, resolve resistance to change, and balance cultural identities because these difficulties are frequently the main obstacles to obtaining the full advantages of such installation (Skoumpopoulou & Moss, 2018).

The automobile industry encompasses a wide range of firms and organizations involved in the design, development, manufacturing, marketing, selling, repairing, and modification of motor vehicles. In terms of revenue, the automobile sector is significant from an economic perspective. It is an important sector of the world economy, accounting for 3.65% of GDP, and is regarded as such in many areas, including America, Europe, and Asia (FabbeCostes & Lechaptois, 2022). A well-known company in the automobile industry is Rolls Royce, Company needed to create integrated supply chains, suppliers, partners, and customers. For that, they must be integrated both inside and beyond national borders. To achieve the appropriate level of integration in this endeavor, information technologies and systems like ERP are implemented in Rolls Royce (Yusuf et al., 2004).

The research study is one of the largest automobile companies in Sri Lanka, which is identified as Turbo Cheetah to maintain anonymity. It is Sri Lanka's leading diversified company, which contributes a greater percentage of revenue for Sri Lanka's Gross Domestic Product (GDP).

Based on previous studies, the cultural dynamics and ERP institutionalization within the automobile industry in Sri Lanka have not

been thoroughly investigated. Most prior research has focused on technical components or other industries within the business context. However, cultural impacts on ERP implementation have been less explored. Existing literature primarily addresses how cultural factors influence the success of ERP implementations (Zaglago et al., 2013). Sri Lankan researchers Pahathkumbure and Jayawardane (2022) have analyzed the cultural impact of ERP systems through the perspectives of vendors and suppliers, emphasizing culture as a critical factor in ERP implementation success. Skoumpopoulou and Moss (2018) also identified culture as a significant reason for ERP implementation failures, although their study focused solely on the negative outcomes. By exploring these connections, this research aims to provide understanding and useful suggestions on how the culture impacts the automobile industry with a case study knowledge when institutionalizing ERP systems as a strategic asset to enhance performance and adapt to the dynamic environment by incorporating discourse theory. Therefore, the aim is to explore the cultural dynamics and ERP institutionalizing strategies of Turbo Cheetah Sri Lanka. By exploring these connections, this research aims to provide understanding and useful suggestions on how the culture impacts the automobile industry with a case study knowledge when institutionalizing ERP systems as a strategic asset to enhance performance and adapt to the dynamic environment by incorporating discourse theory. The purpose of the study is to explore how organizational cultural dynamics influence ERP implementation within an organization and assess how ERP has been practically interwoven in the case study organization and Institutionalized. This research provides the success institutionalization story with cultural impact.

### **1.1 Significance of Study**

Previous studies have not emphasized the ERP implementation that results in the cultural change that accompanies the Institutionalization of the system. They have typically considered the change in the business without going deep into every aspect. However, they have played a significant role in the business environment. With the evolution of the automobile industry, the pressure upon existing trends of ERP than then. Accordingly, this research contributes to ERP implications in the automobile industry exploring the cultural impact when institutionalizing ERP.

ERP institutionalization includes strategic alignment, change management, cross-functional support, data management, governance, continuous improvement, leadership support, training and development, user engagement, and performance measurement needed to institutionalize an ERP system within a company.

The initial strategic alignment guarantees that the ERP implementation needs to align with the goals and objectives of the company. For ERP implementation to proceed smoothly and to overcome resistance, change management is essential. A management plan informs all levels of staff members about the advantages of implementing ERP and offers the required assistance and training. Cross-functional cooperation helps to satisfy the various requirements of the organization's various department's workflows and processes. The ERP system's data security and integrity are upheld by data management guidelines and governance frameworks and the continuous improvement creates a culture of constant improvement. Support from the leadership ensures dedication to the implementation of ERP, and extensive training and development initiatives enable staff members to use the system efficiently. User engagement guarantees that the ERP system satisfies end users' needs and increases productivity by promoting end users' participation and sense of ownership. Organizations can monitor the effectiveness of the implementation of ERP using performance. Organizations can effectively institutionalize ERP systems, boosting decision-making skills, increasing operational efficiency, and eventually accomplishing their strategic goals, by concentrating on the above crucial factors.

Along with the introduction Section 2 reviews prior literature on how culture impacts and adaptability when institutionalizing an ERP system in the automobile industry by incorporating discourse theory. Section 3 outlines the research context as well as the methodology adopted, which is the qualitative methodology and case study approach. Field study evidence is offered in Section 4. Section 5 presents a discussion of findings and conclusions.

## **2. Literature Review**

### **2.1. Organizational Cultural Dynamics for Institutionalization**

According to Al-Mashari (2003), the successful implementation of ERP systems within organizations has been a subject of considerable scholarly inquiry due to its potential to transform business processes and enhance efficiency (Al-Mashari et al., 2003). However, while much attention has been paid to technical aspects and project management strategies in ERP implementation, the role of organizational culture in shaping the outcomes of these initiatives has gained recognition (Fui-Hoon Nah et al., 2001).

In the automobile sector, where teamwork and collaboration are critical, cultural changes may be required to facilitate the smooth integration of ERP systems into daily operations (Sumner, n.d.). The automobile industry operates in a globalized setting with cultural diversity. ERP institutionalization must account for cultural differences among regions and subsidiaries. Past studies address the issues of

handling cultural diversity in the implementation of ERP projects. Cultural sensitivity and adaptability are critical in global automobile companies to ensure ERP system effectiveness across varied organizational environments (Chou, 2013).

ERP institutionalization has a wide-ranging cultural impact in the automotive industry, influencing organizational norms, change management strategies, employee behavior, and global diversity. Successful implementation of ERP requires a comprehensive approach that acknowledges and addresses cultural issues, hence creating an appropriate environment for technical integration and organizational transformation.

## **2.2. ERP in Automobile**

ERP is a tool that may be used to manage operations and automate a number of back-office tasks involving technology, help, and human resources. ERP systems are sets of software that combine internal business activities within a company (Jayakody, et al., 2019). ERP's goal is to give management a single, integrated picture of the company that includes transactional activity across all departments and helps it make decisions more quickly and effectively (Skoumpopoulou & Moss, 2018). ERP systems have become essential tools for managing complex business processes in various industries, including the automobile sector. However, the successful implementation of ERP systems does not depend only on technical factors also organizational culture plays a crucial role in shaping how ERP initiatives are adopted and integrated within companies (Ince et al., 2013).

It is essential for industry stakeholders to understand the cultural effects of ERP institutionalization. It impacts not only how employees view and use technology, but also more general business norms, beliefs, and procedures. It also establishes the organization's capacity to recover from setbacks, adjust to shifting market dynamics, and realize creative opportunities (Ince et al., 2013).

Organizational culture, defined as the shared values, beliefs, and norms that guide behavior within an organization (Schein, 2010), exerts a profound influence on the adoption, usage, and outcomes of ERP systems (Aladwani, 2001). "A pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration" is how one defines an organization's culture (Zaglago et al., 2013). If these assumptions have proven to be effective, new members are then taught the proper way to interpret, think, and feel about those problems. ERP system implementations usually need modifications to organizational culture and business procedures (Zaglago et al., 2013). When implementing ERP systems and ensuring their effectiveness, organizational culture is crucial. A number of studies emphasize how the cultural impact aligns with the ERP processes and

organizational goals (Al-Mashari et al., 2003).

In the automobile industry, hierarchical structure and old practices are common. Therefore, cultural resistance to change can provide serious institutionalization issues for ERP in the organization (Barth & Koch, 2019). Managing cultural change is critical for the successful institutionalization of ERP. The importance of proactive management approaches for overcoming cultural obstacles and creating an atmosphere suitable for the institutionalization of ERP. ERP systems must be embraced in the automobile industry, where cultural norms may be deeply ingrained, through effective change management (Agaoglu et al., 2015).

ERP system and adopting the organization's environment affect the success of ERP implementation. ERP system involves selecting suitable software, ensuring the functionalities, and troubleshooting any issue, technology infrastructure, system quality, vendor support, and use of a consultant (Agaoglu et al., 2015). Adopting an organization's environment involves user training, user involvement, top management support, communication and cooperation, clear goals and objectives, project management, business process reengineering, and project team competence (Agaoglu et al., 2015).

This article shows that Pre-implementation, implementation, and post-implementation are the three stages of an ERP implementation project. ERP deployment requires careful planning during the pre-implementation stage to be effective. An organization must have sufficient staff skill levels, vendor support, and resources in the pre-implementation phase to execute an ERP project successfully. It must also allocate resources efficiently to address crucial success factors throughout the implementation phase (Xie et al., 2022).

One of the popular ideas used in the organizational study and the ERP utilization process will be better understood by applying discourse theory. It explained social actions, social structure, and cultural persistence primarily through an explanation of environmental factors. This process established social representations, rules, norms, and routines as authoritative guidelines for organizational behavior (Powell & Bromley, 2015).

### **2.3. Theoretical Framework**

Organizational Discourse theory has its roots in discontent with an organizational studies framework that places a strong emphasis on organizational culture (Grant & Iedema, 2005). Discourse changes what would otherwise be a transparent, or dissolving, and undifferentiated reality depending on the causes into a sustainable, functional, and living world by attempting to impose some sense of stability, order, and predictability. This is done through the tangible statements and markings that serve as the foundation for discourse and expression

(Chia, 2000).

According to Sammon (2004), discourse theories are now widely used across many organizations, and they are becoming more and more important. Discourse analysts attempt to go beyond the "common-sense" definitions and introduce a more "theoretical concept" of discourse, which is "more specific and at the same time broader in its application and provides a definition for this "complex phenomena." This is because the concept of discourse is often left undefined as if its usage were simply common knowledge comments that the "notion" of discourse is essentially "unclear" (Sammon et al., 2004).

The variety of actions required to sustain a discourse and keep alternative discourses out of positions of power are more significant than the discourse's actual components. Therefore, the study of discourse involves more than just the examination of statements and statements; it also involves an examination of the discourse's structures and norms (Mills, 1997).

At first, the ERP institutionalization was viewed as a traditional IT project. However, the project's experience altered the participants' perceptions, and the execution was subsequently recognized as an organizational transformation project supported by technology. Everyone involved in the organization was able to see the worth in their work because of the new technology discourse. The research form is an interpretation case study, which differs from the functionalist tradition in terms of philosophical foundation, methodologies, and presenting styles (Sammon et al., 2004).

### **3. Methodology**

This research study uses qualitative methodology along with a case study approach to address the articulated research questions. These chosen methodologies are considered most appropriate for exploring the details of the case study, shaped by its unique context where the qualitative approach explores the Institutionalization of ERP, exploring the cultural impact in the Automobile Industry. Focusing on a specific automobile company, the study aims to explore how an organization's culture dynamics impact ERP implementation and how the organization adapted to the changes. By utilizing qualitative methods, the study aims to offer a clear understanding of the subject matter, capturing its complexity and depth. The case study approach allows for an in-depth investigation of a specific case within its practical scenario (Hietala & Päivärinta, 2021).

Data collection for the study was initiated with a pilot study done at the end of April 2024 at the head office of Turbo Cheetah with the senior managers of the Human Resource and supply chain departments, who have 10 years of experience in the field of this organization. Through the information collected from the pilot interview, the scope,

methodology, issue, and theory were defined. Further, it triggered the idea of the cultural impact through discourse theory when implementing the ERP since the pandemic until now. After completing the pilot study, the main study was conducted from May to June 2024 with the senior functional managers from other departments and the users who directly engaged in the ERP implementation project at Turbo Cheetah. The data gathered in this manner provided valuable insights to improve the cultural challenges raised, by practices in Turbo Cheetah. Throughout the pilot and main studies, in-depth interviews were carried out with nine participants who were chosen from various head office hierarchical levels based on their significance to the issues under investigation. This type of data is known to help examine the interpretations that individuals make of their experiences, allowing for a comprehensive understanding of the issues under investigation. Each interview lasted between 30 minutes to 1.5 hours. Additionally, clarifications and further information were obtained through several rounds of telephone conversations with various managers. The table below shows the interviewees' details.

**Table 1:** List of Interviewees.

No	Designation	Responsibilities/Area of Work
1	Senior Advisory	Guide problem-solving and organization growth or individuals' improvement in the organization.
2	Senior Business Controller	Making financial reports and presenting the performance according to the organization's guidelines and control.
3	Senior Manager Treasury	Oversees daily treasure operations in all aspects of the organization and forecasts debts to meet financial obligations.
4	Manager Sales Analyst	Identify industry trends and create sales forecasts while analyzing sales data to meet new business opportunities.
5	Global IT/IS Manager	Ensuring the technical infrastructure across the global team to provide high-quality IT solutions to the organization.
6	Procurement Manager	To support stakeholders and to achieve objectives, procure values for the group of suppliers.
7	Consultant	Identify the scope of each project and work with clients while understanding their needs.
8	Sales Operations Manager	Reviewing priorities to ensure achievement of the sales target while responsible for data-to-day sales administration.
9	Training Specialist	Develop and implement training initiatives to improve workforce performance.

*Source: Author's Compilation.*



#### 4. Results and Discussion

Most of the literature articles discuss that successful ERP implementation within an organization is significantly influenced by organizational cultural dynamics. Examining the data suggests that organizations engaged in ERP implementation face challenges not only due to the technical and functional demands of the system but also due to the cultural interplay between the various collaborating organizations. In the case study, it was observed that collaboration between different organizational cultures created obstacles and opportunities during the implementation process.

##### 4.1. The Discourse of ERP Implementation and Strategic Alignment

The ERP implementation of the organization aligns with the discourse of strategic alignment and globalization. The transition was necessary for the organization to have a centralized ERP system for the evolution of business growth and efficiency.

Senior advisory mentioned that,

*“Earlier we were diversified, and we were using an auto line system for business operations. But now we have shifted to SAP S/4HANA which has made the organization centralized. For example, earlier we were using the Hsenid system for HR operations, now we have integrated all the departments into SAP. So, this system is the single point of operation. By the late 20th century Turbo Cheetah started to be involved in other industries as well. So, we became one of the leading listed companies in Sri Lanka. Due to that reason, we need to integrate all industries. We moved to ERP implementation as our strategy.”*

The discourse shows that the organization’s transition from a decentralized system to a more structured and centralized system is a strategic plan for business growth. The language used in the interview portrays that the ERP is not just a tool but a symbol of innovation and advancement.

The discourse theory normalizes this kind of frame which requires investment and commitment from the organization. As a statement from a senior business controller,

*“Due to the process involved in ERP implementation, it was a significant investment to the organization. The implementation was costly as it was a complex system associated with various customizations, integrations, deployment, and training. Despite the high cost, the ERP system improved the effectiveness of the organization.”*

The discussion about ERP implementation highly emphasizes the relationship between organizational identity, language, and strategy. The discourse around this discussion shifts from the cost-related concern to the future and innovation of the organization. By including

the discourse theory in the analysis, it is observed the organization's communication techniques contribute to justifying the implementation of ERP as a vital step for future investment, innovation, and organizational growth.

#### **4.2. Cultural Dynamic and Discourse Challenges in ERP Implementation**

The ERP implementation process is deeply affected by organizational cultural dynamics. The culture not only affects the technical adoption but also the human side of the organization. Shifting from the previous system to ERP involved a very huge amount of workload for the employees in their routine. The senior manager of treasury noted that,

*"When we were moving to the new ERP System, we had to enter all data into the new system due to that reason we had to work longer hours than actual working hours. Because of that some of our employees were frustrated. Even some resigned from their job as well."*

The hierarchical structure in the organization was challenging for the employees to raise their concerns during the transition noticed by the sales operations manager,

*"We noticed that the hierarchical culture made it difficult for lower-level employees to voice concerns or provide feedback about the new system. This led to some issues going unnoticed until they became bigger problems. We had to adapt our approach by encouraging more open communication and feedback loops."*

Discourse theory helps to analyze how the communication pattern within a tight hierarchy can restrict the feedback, making it a barrier for the organization for a successful adaptation. To overcome this issue, it requires a shift in discourse, focusing on empowerment and open communication.

Similarly, the Procurement manager noted that the resistance faced by the senior employees in adaptation to the new system indicated a generational gap.

*"We have had a lot of senior employees who are attached to us for long periods, also age-wise they are seniors as well. Handling this new system became hard for them. We noticed that our Y generation and Z generation employees understood the system easily, but senior employees got some struggle."*

This shows how the ERP implementation introduced a new discourse framework within the organization among the younger and older generation. Explaining opportunities for ERP systems, training, and celebrating small wins helps to reshape the discourse and overcome the employee's perceptions. The training specialist mentioned that,

*"We identify due to the ERP implementation employees got more feared, and disputes happened between them. So, we arranged*

*some workshops related to ERP, gave an overview of ERP, and informed them to them. Also, we arranged some training sessions to understand the system. One effective strategy was to involve employees from all levels in the implementation process. By making them feel part of the change, we reduced resistance. We also created ERP champions within each department who acted as go-to people for their colleagues. Regular communication and celebrating small wins also helped in maintaining morale and engagement.”*

The language used and cultural practices show the slow shift to the discourse that is required to bring all the employees aligned to the new system. The training specialist mentioned the communicational challenges faced during the pandemic period when implementing the ERP system.

*“Unfortunately, our ERP implementation and pandemic happened at the same time. So, we had online sessions to get training. Myself and 3 of my colleagues joined the sessions. Compared to physical training, online training was hard. Because of some of the things we had to study by ourselves. The service provider gave us a deadline for the task. So, performing that task also became hard in the pandemic time.”*

The procurement manager mentioned that,

*“When the integrated ERP system was established, every department was required to function as a single organization, which aided in bridging cultural barriers and facilitating collaborations between departments. Post-implementation, we've seen a shift towards a more data-driven culture. Employees are now more reliant on data for decision-making. There's also a greater emphasis on collaboration and cross-departmental communication, thanks to the integrated nature of the ERP system.”*

Concerns raised by employees about their threat in position were taken into account and solved by the sales operations manager who mentioned,

*“Our Employees expressed their concerns about the possible threat to their positions or workflows, which led to hesitancy in new ERP processes. We overcame this by engaging in a lot of proactive communication and changing some managerial methods.”*

The ERP implementation often plays a vital role in the culture of an organization. When analyzing the discourse theory, the language positioning and communication patterns centralized the culture. The implementation introduces new workflows, norms, and practices with certain terminologies which reduces traditional work habits and creates new expectations. When illustrating the interview, the new implementation presented some threats to employees compared to their

normal routines. However, with time, the discourse theory related to ERP has reinforced the perception of the employees and aligned them with the logic of the system. Somehow cultural impact was uneven and an organization's ability to manage shifts in culture ensures its ability to embrace discursive shifts while culture getting internalized in the organization.

### **4.3. The Adaptability of Implementing the ERP Systems**

Global IT/IS Manager emphasized the importance of a Flexible approach during the implementation,

*“Our businesses adopted a flexible approach to ERP implementation, enabling changes depending on changing demands and challenges. Rather than strictly following pre-defined plans, we remained flexible and adaptable throughout the execution phase.”*

The discourse of flexibility emphasizes the ability to respond and evolve to the changing requirements of the implementation process. This is shown in the approach the consultant stated,

*“We had to provide some training programs to all our employees to adopt the ERP system. The program was developed to help employees with future changes. Therefore, they reduce resistance. Also, we collaborated across departments and functions to address challenges faced in implementation. This encourages them to share their knowledge and solve the difficulties that arise. My advice would be to focus on changing management as much as on the technical aspects of the implementation. Engage your employees early, communicate clearly and often, and provide adequate training and support. Be prepared for challenges and have a flexible approach to address them.”*

In this context, the discourse theory shows how the language of flexibility and change management emphasizes the different nature of ERP implementation. Discourse promotes adaptation and manages the social processes of change. The flexibility reflects the need to adjust to changing conditions, whereas the change management shows the need to involve employees in the process. The discourse in change management illustrates how language is used to negotiate resistance and create collaboration throughout the company. By presenting training sessions and cross-departmental collaboration as answers to possible disagreements and making employees become active participants in the ERP adaptation process. By including the discourse theory, it shows how power and language influence the adaptation in the organization.

## **5. Conclusion and Implications**

The Sri Lankan automobile industry is a vast ecosystem that involves

various players working together to meet the transportation of consumers. Based on the purpose of the study where the study shows that the organizational cultural dynamics play a major role in ERP implementation. The acceptance and resistance of the ERP system in the organization depends on the cultural changes. The culture of the organization has both positive and negative impacts on the organization when implementing an ERP system. As a result, the strategic decisions and employees in the organization are affected. Through the case study organization, it was identified that any cultural change that arises has a negative impact on the implementation where the organization had to work closely with the employees to overcome the issue. Through this, we can identify how project management and the organization are well-planned with the project which can be favorable to the organization. Resistance to change is the biggest cultural aspect that arises from the fear of learning and losing opportunities. Furthermore, this research studies how the ERP has been closely blended and matched with the organizational culture and how it has been institutionalized in the organization in a practical way where everyone can be more attentive in any work. When implementing a new ERP system, the 'change' becomes the main point where cultural norms and beliefs will get changed and the organization pays more attention to it. When organizations focus on changing management it can drive success.

In conclusion, the results emphasize how language and communication techniques played a vital role in implementing an ERP system incorporating discourse theory. Effective communication is crucial for achieving successful ERP outcomes, as demonstrated by the organization's ability to address concerns and promote adaptation while managing cultural and structural shifts through discourse theory.

The study has several limitations that impact the findings. First, generalizing the results may be a challenge because one cannot assume that the same themes will emerge from the stories of employees within organizations. Then there have been many advancements in technology, but arguably none as drastic as the advancements made in the auto industry. With this, the new ERP system of Turbo Cheetah, the organization described above has shown technological advancement with the institutionalization of ERP that explores the cultural impact in the organization.

Thereafter, the researchers did not have access to the proprietary materials of the companies, which could provide complementary insights into their corporate culture. The company's history was limited by time. Then the researcher bias is another possible limitation, as well as the complexity of variables, such as those related to the cultural context. Industry executives emphasize that the need for ERP implementation is still there even in the face of declining orders. This emphasizes maintaining competitiveness against strong

competitors and surrounding nations.

Being a single-case design, the inability to generalize findings to other contexts and the impossibility of inferring causality is also a limitation. External validity cannot be established since all the evidence for these analyses comes from a single case. Ethical bonds and resource limits should be addressed as well. This attempts to provide the Sri Lankan automobile industry with the tools needed to overcome obstacles and maintain its position in the international market by making strategic suggestions. While the majority of the above-mentioned limitations may undermine the credibility of the study, the transparent recognition of them rather adds some weight to the research by eliminating several blind spots and showing the readers where further research is necessary.

This research article provides valuable insights that are essential for policymakers, industry professionals, and technology developers in ERP institutionalization. The paper also offers learning points to other organizations by illustrating the rise and fall of the ERP institutionalization story. In conclusion, maintaining its technological advancement in ERP edge is essential to long-term performance and adaptability in the ever-changing global automobile market.

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