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The Relationship Between Organisational Culture and ERP Implementation CSFs

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Abstract Enterprise Resource Planning (ERP) systems have become a fundamental part of business infrastructure. However, the high failure rate of ERP implementations points out that there are still many issues that need to be addressed. In an effort to minimize the risk associated to the ERP implementation process, a number of critical success factors (CSFs) have been introduced. However, CSFs are presented as independent from the context, under the false pretense that all ERP implementations are created equal. In this study, we challenged this approach by focusing on the relationship between organisational culture and CSFs associated to the ERP implementation process. We selected a set of highly representative CSFs, which we matched to Hofstede's cultural dimensions through the development of relationship propositions. We conducted an empirical study, contrasting our suggested relationship propositions to the empirical data gathered. We found evidence that organisational culture alters the relevance of several CSFs associated to the ERP implementation process. We believe our findings provide an advantage over a generic conception of CSFs, by improving the cultural fit of the implementation.

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1 Introduction

In this chapter we will start with an overview of the background and the problem area that we will investigate, along with a motivation of its importance. Based on that, we will define our exact research question that we will elaborate throughout our thesis. Furthermore, we will provide the delimitations to our research.

1.1 Background

The business environment keeps on changing dramatically. In order to stay competitive, organisations must continuously improve their business practices and procedures, meaning that all departments and functions within organisations are pushed to upgrade their capability to generate and communicate accurate and timely information (Umble et al., 2003). This is nowadays usually done through highly complex Enterprise Resource Planning (ERP) systems that automate and integrate all the information flowing through an entire organisation into one entity (Umble et al., 2003; Davenport, 1998). Through such systems, organisational information is gathered and stored in one place, optimising business decision-making and operations.

However, ERP implementations are considered to be high-risk projects (Teltumbde, 2000). The chances of successfully implementing an ERP are not encouraging. According to Chen (2001), the failure rate may exceed 50 per cent. Langenwalter (2000) conducted a study that led to similar findings, estimating the failure rate to be between 40 and 60 percent. This high failure rate has driven researchers to attempt identifying the critical success factors (CSFs) in the implementation of ERP systems. Critical success factors (CSFs) are a form guidelines; Rockart and Bullen (1981, p. 7) define them as “the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department or organisation”.

The ERP implementation process is often considered to be homogeneous throughout all organisations (Ngai et al., 2008). The majority of the studies on the subject exhibit an “unambiguous prescriptive orientation” that does not take into account organisational specificities (Kallinikos, 2004, p. 10). Consequently, a single set of CSFs is presented as valid and essentially repeated on different works, disregarding cultural elements (Rabaa’i, 2009). Ngai et al. (2008) stress the importance of conceiving the ERP implementation process as a changing one, and recognise the existence of important differences in CSFs throughout implementations in different countries. In a similar fashion, Shanks et al. (2000, p. 7) state:

“Consulting organisations should be careful when applying ERP systems implementation approaches that have been successful in one culture in another culture.”

1.2 Problem area

A number of academic studies regarding the role of organisational culture in the ERP implementation process have been conducted, warning on the negative consequences of disregarding culture (Rabaa'i, 2009; Kayas et al., 2008; Ngai et al., 2008; Kallinikos, 2004; Davison, 2002; Krumbholz and Maiden, 2001). However, with the exception of Shanks et al.'s (2000) case study on ERP implementations in Australia and China, we were unable to find research that displays how CSFs relate to organisational culture.

We decided to conduct this study in order to compensate this lack of research on the topic. Our academic contribution will be to provide a novel framework to assess the relationships between particular CSFs and distinct aspects of organisational culture. The proposed structure of the framework will make it suitable for quantitative studies with a greater potential of generalisation. Furthermore, the findings of this study will be valuable outside academia. A better understanding of the topic will potentially allow practitioners to cater the CSFs for the ERP implementation process, taking into account the cultural specificities of the target organisation. Thus, improving the chances of a successful ERP implementation.

1.3 Research question and purpose

The identified problem area led to the following research question:

How can the relationships between organisational culture and ERP implementation CSFs be illustrated?

The purpose of this study is to illustrate how CSFs associated to the ERP implementation process relate to organisational culture. This study will challenge the widespread view that asserts that CSFs are of a universal nature, thus not dependent on the characteristics of the contexts they are being applied in. This study aims to show the contingent nature of CSFs associated to the ERP implementation process, by illustrating their relationship with organisational culture.

1.4 Delimitations

The study will be focused solely on the ERP implementation process. Pre-implementation and post-implementation activities will not be reached by this study. Although the findings of this study may be applicable to the implementation of other types of information systems –such as Business Process Management or Customer Relationship Management systems–, only ERP systems are taken into consideration. The choice of ERPs over other types of systems was motivated by the fact that ERPs are considered a fundamental component of the current business environment; Kumar and Van Hillegersberg (2000, p. 24) state that ERPs are considered to be “the price of entry for running a business”.

The study will analyse a limited number of CSFs, provided by an analysis of current and influential literature, on which CSFs for the ERP implementation process are explicitly mentioned. Due to the fact that the literature on the subject is extensive but particularly homogenous (Rabaa'i, 2009), we believe that the CSFs resulting of our analysis will be highly representative of current research on the topic.

Although various models for assessing organisational culture have been provided (Cunha and Cooper, 2002; Gupta and Govindarajan, 2000; Denison and Mishara, 1995; Gordon and DiTomaso, 1992; Deal and Kennedy, 1982), we will only refer to Hofstede's (1980) model. A motivation for this choice will be presented in the following chapter.

2 Theoretical grounds

This chapter presents the theoretical foundations of our study. The literature reviewed here will provide an understanding of the individual elements from which we will develop our framework. The concepts of organisational culture, critical success factors and the relationships between these last two will be explored here.

2.1 Organisational Culture

The theoretical starting point for this study will be provided by Hofstede's cultural dimensions theory. Hofstede (1980) introduced a framework that can be used to assess organisational culture in relation to national culture. His work, predominantly quantitative, is mainly based on data that he collected while working with IBM. While at this organisation, Hofstede analysed the variability of 60,000 responses from over 50 countries. From this analysis, he identified four independent cultural dimensions –Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity and Uncertainty Avoidance–, which became the cornerstone for his work on the characterisation of cultures. In the same study, Hofstede (1980) provided scores on these four dimensions for 40 of the studied countries.

Later on, Hofstede introduced a fifth dimension referred to as “Confucian Dynamism” –also known as “Long/Short Term” orientation– (Hofstede, 1991) in order to improve the theory's fit to Asian cultures (Jones, 2007). This additional dimension was heavily criticised and considered “fatally flawed” (Fang, 2003). Due to its high questionability and low added value, this study will not rely on the fifth dimension suggested by Hofstede (1991). More recently, Hofstede et al. (2010) added a sixth dimension to the author's model: the “Indulgence” dimension. Due to its lack of maturity and low interest for our particular study, it will also be disregarded. Therefore, our focus will be on the four original dimensions of Hofstede's model.

Several elements point out that Hofstede's theory is mature and accepted. Hofstede's research has had a deep effect on academia and practice (Jones, 2007). His work is the most cited in the subject within IS literature (McCoy, 2003). His theory is extensively used to describe cultural differences in organisations and how they effectively influence IS (Shanks et al., 2000). Hofstede's research has also served as the starting point for the development of alternative methods for the characterisation of cultures, such as the work of Dorfman and Howell (1988).

However, due to the groundbreaking nature of his work, Hofstede's theory has been the target of a considerable amount of criticism (Jones, 2007). Authors such as Wu (2006) specifically criticise the data, which they consider to be out of date. Hofstede (1998) replied to this apparent flaw, stating that culture will not change overnight. Additionally, many replication studies verified Hofstede's findings. Søndergaard (1994, p. 451) compiled 61 replication studies of Hofstede's theory, later stating that “the analysis of the replications showed that the differences predicted by Hofstede's dimensions were largely confirmed”.

Table 2.1: Comparison of culture assessment models

	Deal and Kennedy (1982)	Hofstede (1980)	Gordon and DiTomaso (1992)
Definition of organisational culture	"The way we do things around here." (p. 4)	"The collective programming of the mind which distinguishes the members of one human group from another." (p. 25)	"The pattern of shared and stable beliefs and values that are developed within a company across time." (p. 784)
Distinctive characteristics	Simple, easily understandable.	Most widely cited (Bond, 2002), proven replicability (Søndergaard, 1994).	Complex research instrument, very rich measures are used.
Number of dimensions / factors	Two dimensions (two-by-two matrix).	Four dimensions.	Eight factors summarised in three different measures.
Dimensions / factors	Speed of feedback and degree of risk. Later reduced to four, one-dimensional types: Work-hard play-hard, Tough-guy macho culture, Process culture and Bet the company.	Power Distance, Individuality, Masculinity and Uncertainty Avoidance.	Clarity of strategy / Shared goals, Systematic decision-making, Integration / Communication, Innovation / Risk taking, Accountability, Action orientation, Fairness of rewards, Development and promotion from within.
Scale of measurement	Ordinal, "Low" and "High".	Ratio.	Ratio.
Associated study	Not clear. "Data and design are not established credibly" (Schwartz, 1983, p. 566)	Quantitative study.	Quantitative study.
Samples in the associated study	N/A	More than 60,000 samples from one American company, across subsidiaries in 40 countries.	850 samples from 11 American companies in the insurance business.

Simpler alternative models for assessing organisational cultures such as Deal and Kennedy's (1982), which merely enounce different types of cultures, were considered unsuitable for this study because they do not fit our goal of identifying distinct cultural elements and their relationship with CSFs. Multidimensional approaches such as Gordon and DiTomaso's (1992) were initially considered suitable. However, the maturity exhibited by Hofstede's model along

with its wide acceptance in IS literature (McCoy, 2003) made it preferable to adopt this theory as our frame of reference. Table 2.1 presents a review of Deal and Kennedy's (1982), Hofstede's (1980) and Gordon and DiTomaso's (1992) models for assessing cultural specificities.

Hofstede's (1980) theory has been chosen because of its multidimensional approach and its high level of maturity; this theory allows us to easily decompose cultural specificities in highly differentiated dimensions, using a proven framework. Hofstede's multidimensional approach allows us to establish clear relationships between distinct –and independent– dimensions of culture and CSFs. Since Hofstede's theory is based on the independence of its cultural dimensions, any extension to the author's model may threaten its consistency. Additionally, extending this model would not allow us to benefit from the proven replicability of Hofstede's model. Therefore, we will only consider the four original cultural dimensions suggested in Hofstede (1980). In the following sections, each of these dimensions will be discussed in detail.

2.1.1 Power Distance (PD)

The power distance (PD) is the degree of inequality that exists between a more powerful and a less powerful person. This dimension refers to up to which point power and wealth inequality is tolerated, and is reflected in organisational hierarchy. Hofstede's model also implies that individuals from high PD countries would be more task-oriented than people-oriented (Bochner and Hesketh, 1994). Scandinavian countries such as Sweden and Denmark score low, while countries dominated by more conservative societies such as the Arabian countries, India and Malaysia display a high score (Hofstede, 1980). Several key differences between low power distance and high power distance environments can be seen in Table 2.2.

Table 2.2: Key differences between low power distance and high power distance environments.
Adapted from Hofstede et al. (2010; p. 57, 59).

Low Power Distance	High Power Distance
Inequalities among people should be minimised.	Inequalities among people are expected and desired.
Parents treat children as equals.	Parents teach children obedience.
Decentralisation is popular.	Centralisation is popular.
Subordinates expect to be consulted.	Subordinates expect to be told what to do.
The ideal boss is a resourceful democrat.	The ideal boss is a benevolent autocrat or "good father".

2.1.2 Individualism (ID)

Individualism (ID) refers to up to which degree persons are perceived as a separate entity within a society (Hofstede, 1980). In one extreme, the individual exists as a clearly distinct entity, while in the other extreme of the continuum the distinction between the individual and

the group is blurred and the individuals' perception on themselves considers their cultural surroundings (Bochner and Hesketh, 1994). Collectivism has an inverse relationship with individualism –the lower the individualism is, the higher the collectivism is– and therefore should be addressed as a single dimension (Hofstede et al., 2010). Anglo-Saxon countries such as the USA, Australia and the UK score the highest on the Individualism dimension. Scandinavian countries such as Sweden and Denmark also score high. The lowest individuality scores are witnessed in Latin American countries such as Guatemala, Ecuador and Panama (Hofstede, 1980). Several key differences between collectivist and individualist environments can be seen in Table 2.3.

Table 2.3: Key differences between collectivist and individualist environments. Adapted from Hofstede et al. (2010; p. 92, 104).

Collectivist	Individualist
Children learn to think in terms of "we".	Children learn to think in terms of "I".
Diplomas provide entry to higher status groups.	Diplomas increase economic worth and/or self-respect.
The employer-employee relationship is basically moral, like a family link.	The employer-employee relationship is a contract between parties on a labour market.
Management is management of groups.	Management is management of individuals.
Relationship prevails over task.	Task prevails over relationship.

2.1.3 Masculinity (MF)

The masculinity (MF) dimension indicates to which extent “masculine” (tough) values such as performance and competition prevail over “feminine” (tender) values such as personal relationships and quality of life (Hofstede, 1980). Vitell et al. (1993) suggest that a more masculine society may contribute to the engagement in unethical behaviour. In a similar fashion to individualism and collectivism, masculinity and femininity maintain an inverse relationship –the lower the masculinity is, the higher the femininity is (Hofstede et al., 2010).

Table 2.4: Key differences between feminine and masculine environments. Adapted from Hofstede et al. (2010; p. 132, 142).

Feminine	Masculine
Relationships and quality of life are important.	Challenge, earnings, recognition, and advancement are important.
Both men and women should be modest.	Men should be assertive, ambitious and tough.
Failing in school is a minor incident.	Failing in school is a disaster.
Women and men teach young children.	Women teach young children.
Friendliness in teachers is appreciated.	Brilliance in teachers is admired.

Diverse countries such as Japan, Austria and Venezuela lead the masculinity ranking. Sweden scores the lowest, followed by Norway, the Netherlands and Denmark (Hofstede, 1980). Several key differences between feminine and masculine environments can be seen in Table 2.4.

2.1.4 Uncertainty Avoidance (UA)

The uncertainty avoidance (UA) dimension refers to which degree people avoid a lack of structure or uncertain events (Hofstede, 1980). A high score on UA translates to stronger needs for structure and clear rules and guidelines, while a low UA score translates into a higher acceptance of uncertain events and lax structures. Greece and Portugal score the highest, while Singapore scores the lowest. The Scandinavian countries also score very low, with the exception of Norway, which scores significantly higher than Sweden and Denmark (Hofstede, 1980). Several key differences between low uncertainty avoidance and high uncertainty avoidance environments can be seen in Table 2.5.

Table 2.5: Key differences between low uncertainty avoidance and high uncertainty avoidance environments. Adapted from Hofstede et al. (2010; p. 176, 189).

Low Uncertainty Avoidance	High Uncertainty Avoidance
Uncertainty is a normal feature of life, and each day is accepted as it comes.	The uncertainty inherent in life is a continuous threat that must be fought.
Low stress and low anxiety.	High stress and high anxiety.
Work hard only when needed.	There is an emotional need to be busy and an inner urge to work hard.
Top managers are concerned with strategy.	Top managers are concerned with daily operations.
Better at invention, worse at implementation.	Worse at invention, better at implementation.

2.2 Critical Success Factors

The implementation of an ERP system is a disruptive process that relates to several aspects of an organisation. A successful implementation can bring considerable benefits, while a failed one can have negative, or even disastrous, consequences (Holland and Light, 1999a; Markus et al., 2000). Due to the critical nature of the process, organisations interested in implementing an ERP need to devise a clear implementation path. Holland and Light (1999a, p. 31) suggest that organisations should ask themselves two questions: (1) “How can ERP systems be implemented successfully?” (2) “What are the critical success factors for an ERP implementation?”

Academics have defined CSFs in numerous ways, slightly disagreeing on the nature of the concept but agreeing on the overall meaning: CSFs provide guidelines to achieve a successful outcome. Table 2.6 presents different definitions of the concept.

Table 2.6: Different definitions of CSFs.

Boynlon and Zmud (1984, p. 18)	"Critical success factors are those few things that must go well to ensure success for a manager or an organisation, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance."
Rockart (1979, p. 85)	"Critical success factors thus are, for any business, the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization. They are the few key areas where 'things must go right' for the business to flourish."
Huotari and Wilson (2001, para. 4.)	"In any organization certain factors will be critical to the success of that organization, in the sense that, if objectives associated with the factors are not achieved, the organization will fail - perhaps catastrophically so."

Although the definitions presented share the same overall meaning, it is not clear from those definitions where from CSFs emerge. According to Rockart and Bullen (1981), five sources of CSFs exist:

- *Industry*: Specific characteristics of the industry an organisation operates in will have an impact on the resulting CSFs; for example, the supply of highly skilled professionals will be of more importance in knowledge-intensive industries such as IT.
- *Competitive strategy and Industry position*: The resulting set of CSFs will vary along industry position. Organisations leaders in their industry will prioritise different areas than its non-leading peers.
- *Temporal factors*: Changes within the organisation might raise concern over certain areas, establishing temporal factors; for example, the upraisal of a strike might lead the organisation to become increasingly concerned in this area.
- *Managerial position*: Rockart and Bullen (1981) state that CSFs can be specific to an organisation or to an individual. If CSFs are considered from an individual's point of view, their managerial position will have an effect on the resulting CSFs. For example, a middle manager will probably be more concerned about subordinate's performance, while a C-level executive will potentially have their focus on strategic goals.
- *Environmental factors*: The characteristics of the environment the organisation is immersed in may trigger CSFs. For example, operating in an unstable political environment will raise concern in that area.

2.3 Relationships

As mentioned earlier, the topic of how organisational culture relates to CSFs associated to the ERP implementation remains unexplored. With the exception of Shanks et al.'s (2000) case study on two ERP implementations in Australia and China, we were unable to find studies on this particular topic. However, several authors have pointed out that there is a strong relationship between organisational culture and ERP implementation process.

Davison (2002), Rabaa'i (2009) and Krumbholz and Maiden (2001) specifically stated that there is a relationship between the organisational culture and the overall success of the ERP

implementation (see Table 2.7). Thus, providing strong evidence of a potential connection between organisational culture and CSFs associated to the ERP implementation process.

Table 2.7: Statements linking organisational culture to ERP implementation success.

Davison (2002, p. 111)	"Awareness of cultural differences and preferences will certainly improve the assessment of ERP suitability and any subsequent implementation. This implies that a one-size-fits-all or one-business-model-fits-all approach is unlikely to be successful. Developers and consultants need to adapt their products and services for different cultural markets."
Rabaa'i (2009, p. 3)	"Implementing ERPs successfully however is problematic, costly and complex, and often shows high failure rates or even abandonment due to lack of fit with the business or social culture."
Krumbholz and Maiden (2001, p. 186)	"This importance of culture is hardly surprising. [...] In Europe, the picture is even more complex because companies also have diverse national cultures which influence this organisational culture and make the successful implementation of multi-national ERP solutions difficult."

Authors such as Ngai et al. (2008) suggest that culture –both at a national and at an organisational level– is a CSF itself. We do not agree with this statement and we consider it to be misleading and ethically questionable. A CSF is an area in which things must go right in order to attain success (Boynlon and Zmud, 1984, p. 18); suggesting that culture is a CSF implies oversimplifying it in terms of success or failure, thus ruling out diversity and overall discarding the possibility of different cultures to be successful in different ways. We believe aiming at a cultural fit –as suggested by Davison (2002) and Rabaa'i (2009)– is more likely to direct the organisation towards a successful ERP implementation.

2.4 Summary

In this chapter, we provided the theoretical foundations of our study. The following points provide an overview of the three main topics discussed above, which directly relate to our research question.

Research question: *How can the relationships (2) between organisational culture (1) and ERP implementation CSFs (3) be illustrated?*

- 1 We chose Hofstede's cultural dimensions theory as a mean for assessing organisational culture.
- 2 We presented evidence suggesting a connection between organisational culture and critical success factors associated to the ERP implementation process.
- 3 We explored the concept of critical success factors, and we presented how these relate to the ERP implementation process.

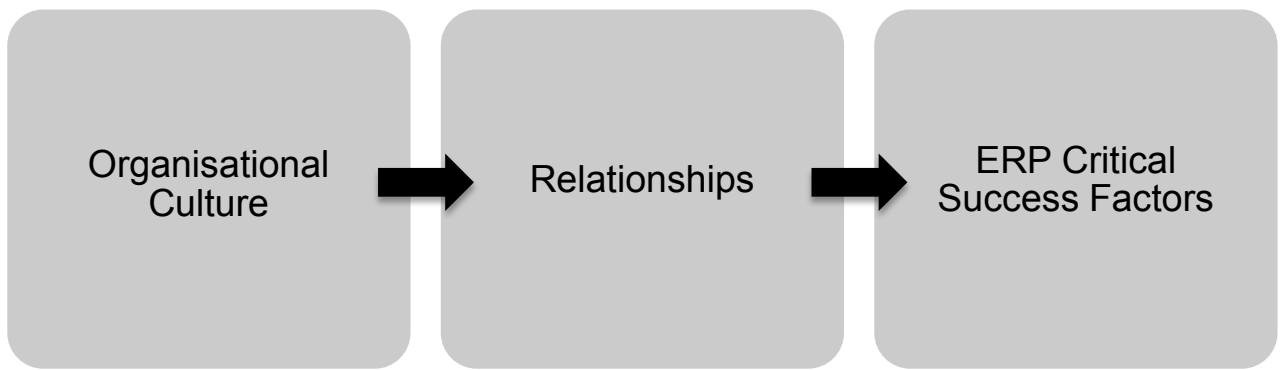


Figure 2.1: Initial research framework.

Based on these three elements discussed above, we developed our initial framework, presented in Figure 2.1. This framework will provide the guidelines for our research.

3 Research methods

In this chapter we will describe the methods used to conduct our research. We will start presenting the method that will be used to select CSFs, followed by the method used to develop relationship propositions between cultural dimensions and CSFs. Furthermore, the empirical data collection and analysis method will be presented. We will conclude the chapter with a discussion on research quality and ethical issues.

In order to conduct research, it is necessary to have a research structure consisting of clearly defined steps to be carried out regarding a specific problem area (Yin, 2009). Prior to engaging in research, a review of the relevant literature was conducted. In the process, relevant topics such as the CSFs associated to the ERP implementation process and organisational culture were discussed. The review provided us with our initial research framework, which provides a clear path for the rest of the study, as shown in the research process presented in Figure 3.1.



Figure 3.1: Research process

The research process consists of the following steps:

- 1 The most influential literature on the topic of CSFs associated to the ERP implementation process will be reviewed, that will provide the final list of CSFs.
- 2 We will analyse the connection between the CSFs obtained in the previous step and Hofstede's cultural dimensions. From this, we will develop relationship propositions.
- 3 Based on the relationship propositions developed in the previous step, we will develop an interview guide. Using this guide, we will collect empirical data.
- 4 We will present the empirical data obtained in the previous step. We will discuss the contrast between the developed relationship propositions and the empirical data presented. This will allow us to answer our research question and conclude this study.

Our study is not of predictive nature; we are interested in “how” organisational culture relates to CSFs associated to the ERP implementation process. Research that focuses on the “how” rather than the “what”, “who” and “where” can be considered explanatory (Yin, 2009). Explanatory research involves developing causal relationships, rather than making predictions

(De Vaus, 2001). Although connected, causality and prediction are two distinct concepts. De Vaus (2001, p. 4) states:

“Good prediction does not depend on causal relationships. Nor does the ability to predict accurately demonstrate anything about causality.”

Our aim is to study the causal relationships between organisational culture and CSFs associated to the ERP implementation process and state them in the form of propositions, without measuring the strength of these relationships –which would make our study predictive. As Zikmund (1984, p. 20) states, “At the explanatory level, a proposition is the logical linkage among concepts.”

We believe that this topic would highly benefit from quantitative studies to complement our qualitative findings. It is not our aim to reach a high level of generalisation, but rather provide in-depth explanations of causal relationships between organisational culture and CSFs associated to the ERP implementation process. A quantitative study would certainly improve the generalisation potential of our findings. However, the lack of research on this area makes a qualitative study more suitable than a quantitative study, as it provides the necessary initial insight on the topic.

Britten et al. (1995, p. 105) state that “Qualitative methods are particularly appropriate when researching a previously unexplored topic, or one that is poorly understood or ill defined.” Tashakkori and Teddlie (1998, p. 47) state that it is advisable for researchers to start with "qualitative data collection and analysis on a relatively unexplored topic, using the results to design a subsequent quantitative phase of the study". Qualitative research is more suitable than quantitative research when the focus is on uncovering causal relationships (Miles and Huberman, 1994), since it can identify the underlying mechanisms rather than mere relationships. Miles and Huberman (1994, p. 147) state:

“The conventional view is that qualitative studies are only good for exploratory forays, for developing hypotheses-and that strong explanations, including causal attributions, can be derived only through quantitative studies. [...] We consider this view mistaken. Seeing that experimental group had effect X and that controls did not tell us nothing about what went on in the ‘black box’. We don’t understand how or why it happened, and can only guess at the mechanisms involved.”

3.1 Method for the selection of CSFs

In order to select the most representative CSFs, an appropriate selection approach must be chosen. Since the CSFs associated to the ERP implementation are not universally agreed on,

we will consider multiple sources. Thus, we will analyse the most widely cited current literature on the subject and combine their findings. This will allow us to obtain a list containing the most representative factors mentioned in current literature. We will select the CSFs following a structured set of guidelines which we present below.

Step 1: Level of Analysis. The first step is to determine the unit of analysis, which in our case will be journal articles as they are peer-reviewed. The relevant articles on the subject will then be searched for using SciVerse Scopus database accessed through Lund University Library system, based on their title and the following criteria: it must contain the keywords “success” or “critical factors” as well as the term ERP. Since extensive research on the subject has been conducted, only the most widely cited relevant articles will be selected for further investigation.

Step 2: Categorisation. During this step it has to be decided whether to categorise according to a predefined set of concepts or not, which will mean that the list of concepts will emerge incrementally in a more interactive categorisation. As extensive research on the subject has already been done, categories or prioritised lists of CSFs already exist, and we will use those to map our results from the data collection to the existing categories from the literature. As not all selected articles use the same designation for their CSF categories, we will use those that reflect the overall meaning of individual CSFs from the selected articles.

Step 3: Level of Generalisation. It has to be decided on the right level of generalization, and in our case phrases or words with relatively comparable implied meanings will be documented under the same category. This means that possible references to CSFs from the selected articles will be connected to the already existing categories from literature, keeping in mind, as Strauss and Corbin (1990) suggest, that the data should be connected to the most logically related category.

Step 4: Translation rules. During this step, translations rules have to be created, as they are especially important to avoid over- or under-generalisation. Beside this, the translation rules will be important to ensure consistency and effectiveness. The following translation rules for the selection of CSFs have been created:

- First, all selected articles will be carefully read, highlighting any implications within the text to CSFs. As explained in Step 2, lists of CSFs are already available, so the initial mapping of the CSFs to the categories will be conducted as well.
- Secondly, all highlighted possible CSFs from the previous step will be re-examined to determine their similarities, giving them their final positions in the categories.
- Third, in order to avoid over- or under-generalisations, the categories will be compared to each other to see whether they can be merged or divided in more meaningful categories.

Step 5: Frequencies. As we want to provide a list with the most widely cited CSFs, which is intended to show the relative importance of CSFs, we are interested in the frequency. During this step, as we are interested on which CSFs appear more often than others in order to rank them according to their relative importance, we are counting the frequencies of CSF occurrences.

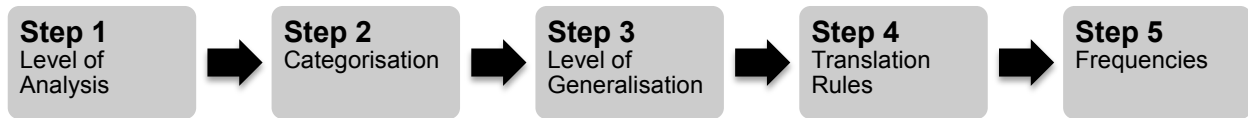


Figure 3.2: CSF selection steps

Following all these steps will provide us with our final list of the most widely cited CSFs along with their frequencies of occurrence, which will be used in the next stage of our study for the development of relationship propositions. A summary of these steps can be seen in Figure 3.2.

3.2 Method for the development of relationship propositions

We believe our proposition-based approach will provide solid foundations for further research –both of qualitative and quantitative kind. As mentioned before, our focus is on explaining the causal relationships existing between organisational culture and CSFs associated to the ERP implementation process, rather than establishing criteria to predict their behaviour. Through relationship propositions, we aim at determining how specific aspects of organisational culture can influence the relevance of particular CSFs. The relationship propositions connecting these two elements of our framework will be developed following the steps presented below.

Step 1: Removal of Irrelevant CSFs. Each of the most widely cited CSFs –previously obtained in our study- will be the subject of a review process to determine if organisational culture can considerably affect their relevance.

The criteria used to determine if organisational culture can significantly impact the relevance of a CSF will be the following:

- *The CSF is predominantly of behavioural rather than of technical type.* We decided to discard technical factors as they present a high level of autonomy from cultural characteristics (Smith and Marx, 1994).
- *The CSF is not exclusive to executive management.* We decided not to consider those factors on which achieving success is a sole responsibility of the top management, since top managers' behaviour is independent from the organisational culture (Duffin, 1993).

Step 2: Identification of Cultural Components. The main cultural components of the remaining CSFs will be summarised. This will be done through a review of the literature aimed at capturing the foundational ideas of that specific CSF in relation to organisational culture. Our focus will be on general statements that indicate how success on that particular area relates to organisational factors such as user acceptance and their involvement in the decision-making activities.

Step 3: Suggestion of Relationships. A brainstorming session will be conducted to find possible connections between the main cultural components of the CSFs and cultural dimensions. CSFs will be matched to at least one cultural dimension. In some cases, we expect the connections to be clear. Specifically the Uncertainty Avoidance and Power Distance dimensions have deeper and more visible effects on organisations (Hofstede, 1983). However, we also expect some of the connections found to be more complex and counter-intuitive.

Step 4: Justification of Assumptions. We will review literature searching for evidence allowing us to back up the assumptions made on the previous step. We expect most of the assumptions to be common business and IT knowledge. Nevertheless, every assumption made will be backed up by an appropriate source to guarantee the quality of the resulting propositions, to be developed on the next step.

Step 5: Summarisation. The relationships will be summarised in the form of propositions. These propositions will state how the value exhibited by a particular cultural dimension affects the relevance of a CSF. A CSF will be considered more relevant when the cultural specificities of the organisation make achieving success in that area harder, or especially important. In an inverse fashion, a CSF will be considered less relevant when the organisational culture causes success in that specific area to be easier to achieve or less important for the overall success of the project.

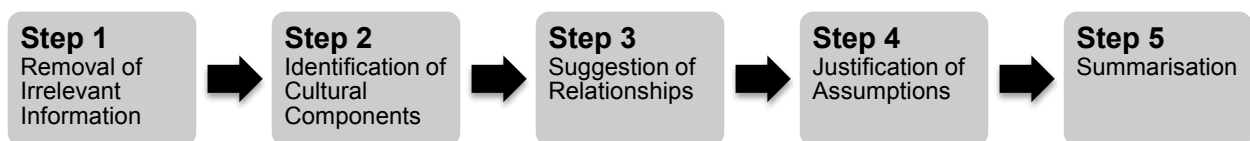


Figure 3.3: Proposition development steps.

Following the steps mentioned above will provide us with our final list of relationship propositions, which will be contrasted against the empirical data collected in the next stage of the research process. A summary of these steps can be seen in Figure 3.3.

3.3 Method for the collection and analysis of data

In order to appropriately select a research method for collecting and analysing data, the

characteristics of our research question and our initial framework have to be considered. Therefore, our choice of method has to be consistent with explanatory research. Additionally, since the topic remains unexplored, the selected method should provide insight without constricting our potential findings.

We decided to use an explanatory effects matrix as suggested by Miles and Huberman (1994). This instrument is aimed at explanatory qualitative studies, and therefore suits our study particularly well. Explanatory effects matrixes rely on interviews for collecting empirical data, contrasting the propositions developed by the researchers with the statements made by the interviewees. A simple example of an explanatory effects matrix can be seen in Table 3.1. The “Assessment” value is not established by the interviewee, but instead constitutes the researcher’s interpretation.

Table 3.1: Simple example of an explanatory effects matrix.

	Assessment	Effect
Michael	↑	“Extracurricular activities make me be in a better mood and I feel like because of this I perform better at school.”
John	↑	“I am an athlete. Playing sports gives me more energy to study.”
Thomas	↓	“Doing extracurricular activities means less time for school, and therefore a lower academic performance.”
<i>This explanatory effects matrix displays interviewee statements when inquired on the impact that extracurricular activities have on academic performance.</i>		

Miles and Huberman (1994) suggest using semistructured interviews to gather the necessary data to use within explanatory effects matrixes. Additionally, these kind of interviews present several benefits. These interviews are not characterised by a strict structure with predefined questions, but rather consist out of guidelines (Kvale and Brinkmann, 2009). Thus, allowing use to direct the interviews towards our areas of interest and helping us get more precise results.

3.4 Research quality

We will address research quality by focusing on the issues of construct validity, internal validity, external validity and reliability as suggested by Rowley (2002). We present the author’s definition for each of these issues along with our plan of action to deal with each specific concern in Table 3.2.

Table 3.2: Plan of action for addressing research quality, as suggested by Rowley (2002).

	Rowley's (2002, p. 20) strategy	Plan of action
Construct validity	“Establishing correct operational measures for the concepts being studied. This is concerned with exposing and reducing subjectivity, by linking data collection questions and measures to research questions and propositions.”	<ul style="list-style-type: none"> • We have already linked our initial research framework to our research question. • We will clearly state our findings in the form of propositions, following our research framework. • As mentioned previously, using an explanatory effect matrix will allow us to clearly link the stated propositions to our data collection questions.
Internal validity	“Establishing a causal relationship whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships.”	<ul style="list-style-type: none"> • We will ground our propositions on academic literature. • The logical procedure used to derive our propositions will be made explicit. • Using semistructured interviews, we will aim at capturing in-depth explanations of the relationships the interviewee is being asked about.
External validity	“Establishing the domain to which a study's findings can be generalised. Generalisation is based on replication logic”.	<ul style="list-style-type: none"> • The domain to which this study's findings can be generalised is limited, as it was discussed in the beginning of this chapter.
Reliability	“Demonstrating that the operations of a study - such as the data collection produced can be repeated with the same results. This is achieved through thorough documentation of procedures and appropriate recording keeping.”	<ul style="list-style-type: none"> • The methods used to conduct our study were explicated and summarised the form of concise figures. • The interviews will be recorded and transcribed verbatim. • The instrument used for data collection, the explanatory research matrix, summarises interviewee statements in a way that they can be easily traced.

3.5 Ethical issues

As mentioned before, this study will rely on interviews for collecting empirical data. Thus, it is necessary to address the issue of ethics. According to Kvale and Brinkmann (2009), ethics is a concern during the whole interview process; it is necessary to consider ethical issues from the beginning up until the end of the process. For this purpose, we decided to follow the four guidelines suggested by the authors: informed consent, confidentiality, consequences and role of the researchers.

Informed Consent. We will inform participants about the purpose of our study and the main characteristics of its design; before asking questions directly related to our framework, we will introduce the interviewees to our topic through a briefing procedure. We will communicate the interviewees that participation in our study is completely voluntary and that they have the right to withdraw from the interview at their will.

Confidentiality. We will not disclose any information that allows the participants to be identified. Since the interviews will be transcribed verbatim, they will be reviewed to assure that no information that jeopardises the interviewee's confidentiality will be revealed. All references to particular people and companies in the transcript will be anonymised. In the case of companies, only their industry and the country they operate in will be disclosed.

Consequences. In order to minimise potential negative consequences for the interviewees, they will be offered the chance to review the interview transcripts. Additionally, they will have the chance to correct any misunderstandings that may have occurred.

Role of the Researchers. As researchers, we are the "main instrument for obtaining knowledge" (Kvale and Brinkmann, 2009, p. 74) in our research and therefore we need to be well aware of the moral and professional responsibility that is expected from us. Additionally, Kvale and Brinkmann (2009) argue that the quality of the research quality is of ethical concern. By implementing the research quality strategies suggested by Rowley (2002) and following the plan of action described in the previous section, we believe we will attain an appropriate standard of scientific quality.

4 Selection of CSFs

In order to be able to develop the relationship propositions between organisational culture and CSFs, first a list of CSFs had to be determined. In the following chapter the final list of selected CSFs along with a summary of them will be provided, see table 4.2.



In order to get the list of CSFs, we followed the steps described in Section 3.1, collecting those articles that were cited fifty times or more. After following these steps, we were able to categorise the embedded concepts of ten articles to the predefined critical success factors for ERP implementation shown in Table 4.1.

Table 4.1: Mapping of article concepts to predefined CSFs from literature.

Critical Success Factors	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	Freq.
Change Management	●	●	●	●	●	●	●	●	●	●	10
Top Management Support	●	●	●	●	●	●	●	●	●	●	10
Project Management	●	●	●	●	●	●	●	●	●	●	10
User Training	●	●		●	●	●	●	●	●	●	9
Business Plan and Vision	●	●	●		●	●	●	●		●	8
Project Team		●	●	●	●	●	●		●	●	8
Stable Legacy Systems	●	●	●		●			●	●	●	7
BPR and Customization avoidance	●	●	●	●	●	●			●	●	7
Project Champion	●		●	●	●		●		●	●	7
Effective Communication and Reporting	●	●	●	●	●			●	●		7
System Testing and Troubleshooting		●		●	●	●		●		●	6
Consultant Selection		●		●	●	●					4
Data Conversion			●			●		●	●		4

The articles from which the CSFs were extracted are shown in Table 4.2.

Table 4.2: The articles from which the selected CSFs were extracted.

A1: Holland and Light (1999a)	A6: Hong and Kim (2002)
A2: Markus et al. (2000)	A7: Umble et al. (2003)
A3: Nah et al. (2001)	A8: Al-Mashari et al. (2003)
A4: Amoako-Gyampah (2004)	A9: Sun et al. (2005)
A5: Finney and Corbett (2007)	A10: Soja (2006)

Change Management. According to Nah et al. (2001) change management is important throughout the entire life cycle of ERP implementation. It is a structured approach required to prepare users for the desired future ERP, reducing their resistance through positively influencing new system awareness. These positive user attitudes might be achieved through training and building awareness about the benefits and necessity for an ERP system (Aladwani, 2001; Holland et al., 1999b).

Top Management Support. It is essential for an ERP implementation to have the support of the top management throughout the implementation. The ERP implementation project must align with the strategic business goals, and the top management must be convinced to achieve approval for the project as well as be willing to allocate resources to the implementation (Nah et al., 2001; Ngai et al., 2008).

Project Management. It is of crucial importance for ERP implementation as a success factor, as it allows organisations to plan, manage and observe numerous activities in different stages of the implementation (Ngai et al., 2008). It is important to define the critical paths of the project, in fact a clear and well-defined project plan is essential including all major milestones, goals, scope, etc. (Ngai et al., 2008; Nah et al., 2001). Project management does not involve only planning stages, but must be present through the whole implementation cycle. Additionally, performance must be measured at a regular basis, usually at the pre-set milestones, in order to be able to manage and control a project more efficiently making sure that business goals are being achieved. (Ngai et al., 2008; Nah et al., 2001) This includes analysis of user feedback as well as exchange of information between project teams, both preferably with a standardized report so that the data can be easily be assessed (Holland et al., 1999b; Summer, 1999; Nah et al., 2001).

User Training. One of the steps in ERP implementation is the training of the users. Although this is one of the steps that are closer to the final stage of the implementation, it is certainly not less important. Very often training of users is taken lightly by companies that implement the ERP and because of that this factor is one of the most common reasons why implementations fail (Somers and Nelson, 2004). The main goal of training is to provide and increased level of employees' knowledge (Sternad and Bobek, 2006). On that way good training will provide greater organisational performance to the company and also increased satisfaction of users with new system that is implemented (Bradford and Florin, 2003).

Business Plan and Vision. A clear connection between business goals and IS strategy must be provided, through a clear organisational vision and objectives. (Finney and Corbett, 2007)

Strategic and tangible benefits must be defined by a business plan, as well as goals. (Nah et al., 2001). It is very important to have both while implementing ERP, as in one hand it will help to keep track of the implementation progress while on the other it is beneficial for stakeholder motivation.

Project Team. This factor is characterised with several attributes and those are project team competences, knowledge and organisation of the team (Sternad and Bobek, 2006). The project team represent companies' inner strength in ERP implementation. Based on that, members of that team should be chosen carefully. It is recommended that members should be employees that are best in doing their job in company and that have good reputation and flexibility (Umble et. al, 2003). On that way they will be able to push the project of ERP implementation forward. This will be done through the planning of the project, assigning responsibilities for various activities, determining due dates and resources planning (Umble et al., 2003). A characteristic of project teams is that they are used more intensively in the beginning of implementation process than later during the post-implementation phase (Somers and Nelson, 2004).

Stable Legacy Systems. According to Holland and Light (1999a, p. 31) those are systems that “encapsulate the existing business processes, organisation structure, culture, and information technology“. A stable legacy system is essential as it influences success of an organisation. Depending on its complexity it influences technical organisational change required (Holland and Light, 1999a).

BPR and Customisation avoidance. Business Process Reengineering (BPR) provides a clear definition on how an organisation will run after ERP implementation which is considered to be its driving technology (Finney and Corbett, 2007; Al-Mashari, 2002). This factor is important as ERP packages may not be suitable, and in fact incompatible with the requirements and business processes of the organisation. (Ngai et al., 2008). According to Summer (1999) the business process should be modified, rather than the ERP package, in accordance with the requirements of the organisation, which is a success factor. In fact minimum customization of the ERP system is important as it reduces risks, the possibility of error, and costs. Beside this, it opens the door for ERP system upgrades from which the organisation might benefit and which otherwise, if the system was modified to a significant extent, would be impossible.

Project Champion. ERP can be looked as a new technology that is going to be implemented in a company. Every new item introduced to employees is followed by certain resistance towards that newness. Accordingly the same behaviour is noticed with ERP implementation. One of the factors that is dealing with this problem is Project Champion. According to Somers and Nelson (2004) Project Champion represent a critical enabling factor in process of ERP implementation, whose main role is to help in acceptance of ERP as a newness in a company. Project champion is usually a person that posses experience from this area of expertise, who will be able to marketing and motivate the users to accept that newness in form of a ERP system (Sternad and Bobek, 2006). One of the tools on that way to motivate the employees is

to promote that support of top management for the ERP project (Chua and Lim, 2009). In that sense the project champion is usually someone from the middle management with the task to defend the project of ERP implementation at all times and to resolve problems that can occur on that way (Doom et al., 2010).

Effective Communication and Reporting. This factor is very important at all levels of an organisation for a successful ERP implementation. Effective communication begins from the communication within the project teams to the promotion of the project progress throughout the organisation (Summer, 1999; Nah et al., 2001; Ngai et al., 2008).

System Testing and Troubleshooting. Various software packages are required to integrate the ERP system within the organisation, which is a complex task and should be accomplished properly. (Ngai et al., 2008). For this reason the system should be tested throughout its implementation to ensure that the software functions as planned. Besides this, troubleshooting for errors is a critical task, and the organisation should for this reason work closely with consultant to resolve the problems (Ngai et al., 2008; Nah et al., 2001; Holland et al., 1999b).

Consultant Selection. Implementation of ERP is always a big expense for one company independent of its size. In this circumstance companies tend to minimize the costs but also the mistakes and failures of implementation. To be able to do that, they need to possess very good knowledge about the area of ERP. As usually companies don't have specific knowledge about certain areas during the implementation of an ERP they turn to consultants. Although in the beginning this seems just as another expense in the process of ERP implementation, selection of right consultant will help the company not only to minimize the costs but also to implement and later use the system efficiently. As today's ERP market is expanding very quickly, it is characterized with a lack of quality consultants (Al-Mashari, Al-Mudimigh and Zairi, 2003). For this reason, if the company wants to have maximum benefits from the ERP implementation, choosing the right consultants must be thoroughly considered.

Data Conversion. Implementation of ERP is usually done as an upgrade of some old information system in a company. Based on that, it is necessary to transfer all the data from the old system to the new ERP that is going to be implemented. Therefore this is one of the preconditions that is needed to be done so that ERP could start working properly. In case that job of data conversion is not done right difficulties will occur in ERP functioning (Sternad and Bobek, 2006). An important aspect of this process is the integrated nature of ERP systems, were the bad migration of data in one segment will cause problems in different parts of the ERP system which gives even more importance to this process (Umble et al., 2003). Based on that, it is necessary to understand and to pay full attention to the realisation of this process.

5 Development of relationship propositions

In the following chapter, the relationship propositions connecting organisational culture and CSFs associated to the ERP implementation process will be developed. For this purpose, we followed the methodology presented in Section 3.2.



As previously discussed, in order to develop the relationship propositions we first have to examine which of the identified CSFs are relevant. Those CSFs that are not relevant for our study, as they do not have a strong connection with organisational culture, will be excluded as shown in Table 5.1. As mentioned in Section 3.2, the criteria that will be used to determine if a CSF is relevant to our study will be the following:

- *The CSF is predominantly of behavioural rather than of technical type.* Technical factors will be discarded as they present a high level of autonomy from cultural characteristics (Smith and Marx, 1994).
- *The CSF is not exclusive to executive management.* Factors on which achieving success is a sole responsibility of the top management will be discarded, since top managers' behaviour is independent from the organisational culture (Duffin, 1993).

Table 5.1: Removal of irrelevant CSFs.

CSF	Included
Change Management	Yes.
Top Management Support	No. This CSF is exclusive to executive management.
Project Management	Yes.
User Training	Yes.
Business Plan and Vision	No. This CSF is exclusive to executive management.
Project Team	Yes.
Stable Legacy Systems	No. This CSF is predominantly technical.
BPR and Customization avoidance	Yes.
Project Champion	Yes.
Effective Communication and Reporting	Yes.
System Testing and Troubleshooting	No. This CSF is predominantly technical.
Consultant Selection	No. This CSF is exclusive to executive management.
Data Conversion	No. This CSF is predominantly technical.

Applying the methodology presented in Section 3.2, we obtained the relationship propositions and extended our initial framework. The resulting extended can be seen in Figure 5.1. As it can be witnessed in the figure, relationship propositions were stated for the cultural dimensions Power Distance, Individualism and Uncertainty Avoidance. Masculinity was not

found to have a considerable impact on any of the selected CSFs. This is consistent with the findings of Gunasekaran (2008, p. 76), who states “This study revealed masculinity dimension does not provide much impact on ERP implementation.”

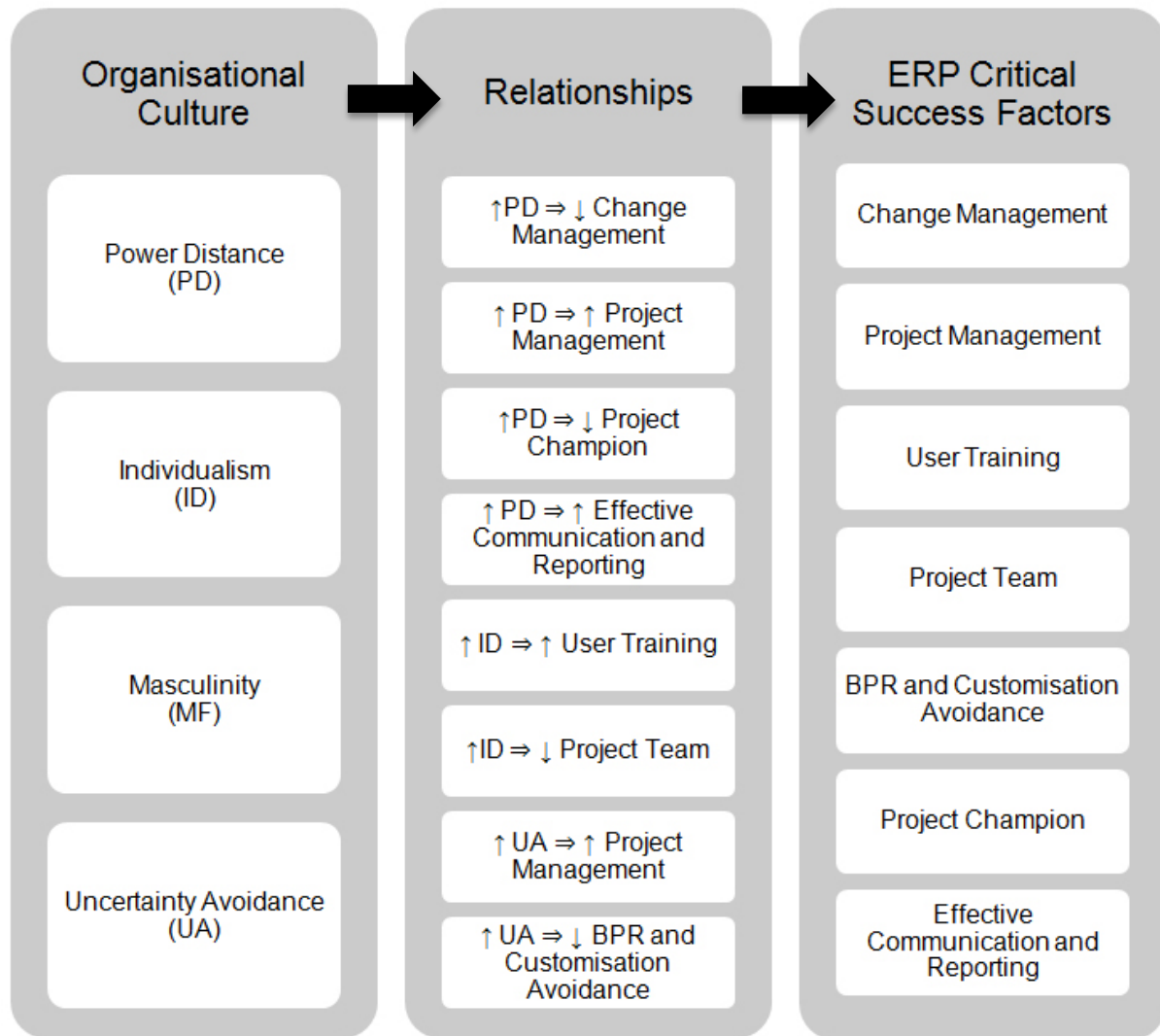


Figure 5.1: Extended framework.

The relationship propositions connecting organisational culture and CSFs associated to the ERP implementation process will be stated in the following sections. The propositions presented are supported by academic literature; the derivation procedure that led to each proposition is made explicit.

5.1 Power Distance and Change Management (CSF P1)

Liu and Seddon (2009, p. 723) define change management as "the structured approach that enables the transition from the current state to a desired future state [...] this includes building user acceptance of the project, overcoming organisational resistance to change and educating about the benefits and needs for an ERP system". An emphasis in the need of achieving user acceptance and a positive employee attitude when implementing an ERP can be witnessed in

current literature (Finney and Corbett, 2007). However, driving user acceptance means a different thing throughout different organisational cultures.

Hofstede et al. (2010) defines the Power Distance dimension as the extent to which members of a group expect and accept that power is distributed unequally. In organisational cultures that exhibit a low power distance, bosses relate to their employees in a consultative way, making their employees part of the decision making process. According to Hofstede et al. (2010) this is not just accepted by both parties, but it is also a matter of expectation: employees expect to be consulted, and they expect their voices to have an impact on the final decision.

Implementing an ERP is seen as a top-down strategic decision that is prone to find resistance from within the organisation and needs to be marketed to neutralise such resistance (Aladwani, 2001). Practises of such characteristics can be considered paternalistic (Lee, 2001), which find resistance in low-power-distance organisations (Hofstede et al., 2010). Within the context of an organisation with a low power distance, it can be easily seen how a highly disruptive, chiefly unilateral decision such as implementing an ERP might be a source of conflict. The top management cannot just settle with enumerating the benefits associated to the ERP in order to gain user acceptance. In this case, change management assumes the form of damage control, to make a paternalistic decision fit into a consultative organisational culture.

Table 5.2: Derivation of proposition CSF P1.

Description	Source
P1 Implementing an ERP is a top-down (unilateral) strategic decision that needs to be “marketed” to be accepted.	Aladwani (2001).
P2 Paternalism and authoritarianism are both branches of patriarchy, which are characterised by unilateral decision-making.	Lee (2001).
P3 The unilateral strategic decision of implementing an ERP can be considered patriarchal.	P1 and P2.
P4 The lower the power distance, the less the employees accept a patriarchal management style.	Hofstede et al., (2010).
P5 The lower the power distance, the less the employees will accept the decision of implementing an ERP without it being “marketed” properly.	P3 and P4.
P6 Obtaining user acceptance is the most emphasised aspect of change management.	Finney and Corbett (2007).
P7 The lower the power distance, the more relevant change management is.	P5 and P6.

In those cases in which the power distance is high, employees expect their bosses to behave autocratically or paternalistically, and the majority prefers their bosses to behave this way rather than following a consultative style. In a high power distance context, “the ideal boss is a benevolent autocrat or ‘good father’” (Hofstede et al., 2010, p. 59). Within this context,

change management as a structured approach to gain user acceptance becomes less relevant. When comparing ERP implementations in Australia and China, Shanks et al. (2000, p. 6) state that in cultures with high power distance such as the Chinese, change management is not important: "What top management insists on will happen. Change management in the Chinese context is then not important. Change is accepted if it is demanded". Table 5.2 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P1 The CSF "Change Management" becomes less relevant as the cultural dimension "Power Distance" increases, because change management becomes easier.

5.2 Power Distance and Project Management (CSF P2)

There is a basic, highly significant difference between general management and project management: In the first there is a well-defined managerial hierarchy, while in the second this is rarely true (Harrison and Lock, 2004). Hofstede (1983) states that "project management assumes a village market model of organisations". The "village market" model, as presented by the author, is characterised by the absence of an absolute hierarchy, flexible rules and reliance on negotiation. Hofstede (1983) then states that the project management approach "does not come naturally in societies in which people have a pyramid, machine or family model of organisation". The author is sceptical about project management being realisable in high power distance contexts, namely in "pyramid" and "family" organisational models, stating that for those cases "it will probably be best to translate the project organisation into a one-way hierarchy of the line-and-staff type" (Hofstede, 1983, p.47).

Muriithi and Crawford (2003, p. 316) state that the design and implementation phases of a project require a particularly a low power distance, as this enables the team to effectively control the project. The authors then emphasise the importance of cultural factors in the determining the success of a project management approach, concluding: "African cultures are collectivist, have high power distance, and score moderately on uncertainty avoidance and masculinity. [...] The combination of difficult internal and external environments make project success elusive in African organisations."

Table 5.3: Derivation of proposition CSF P2.

	Description	Source
P1	The higher the power distance, the more inflexible the hierarchies are.	Hofstede et al. (2010).
P2	Project management requires flexible organisational hierarchies i.e. a "village market" model.	Hofstede (1983).
P3	The higher the power distance, the more difficult it will be to conceal the organisational hierarchy with the project management approach.	P1 and P2.

The importance of the CSF "Project Management" grows as the power distance increases.

The project management approach emerged from the low power distance, low uncertainty avoidance “village market” model, and is particularly applicable to this context. Thus, applying the project management approach to an organisation that exhibits a higher power distance will require the organisation to make compromises or to reconsider the approach (Hofstede, 1983). Table 5.3 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P2 The CSF “Project Management” becomes more relevant as the cultural dimension “Power Distance” increases, because project management approach becomes harder to apply.

5.3 Power Distance and Project Champion (CSF P3)

Markham et al. (1991, p. 219) define the role of project champion as "A role where individuals are strong advocates for a project and generate positive behavioural support for an innovation during its development or work on behalf of the project in the face of organisational neutrality or opposition". However, as discussed previously, the resistance that the organisational culture might exhibit is dependent on its power distance.

Schon (1963) understands the role of project champion as role that entails considerable power and prestige, and cuts across different functions of the organisational hierarchy. Hofstede et al. (2010) states that high power distance organisations will attempt to centralise as much power as possible. Since project championship is associated to high power, it becomes a good candidate to be absorbed by top management. Additionally, emotional factors associated to the authority figure need to be considered to understand how the role project champion might be regarded in different cultural contexts. Hofstede et al. (2010, p. 59) states that in a high power distance context, "hierarchy in organisations reflects existential inequality between higher and lower levels". Within this context, the authority of the project champion might threaten the strong emotional foundations of the subordinate-superior relations.

Roure (2001, p. 678) found significant differences in the role of project champion in France and Germany, which he attributed to the different power distance exhibited by those countries. The author states: "In France, a high power distance culture, the hierarchical level of the champion plays a crucial role in getting top management involved in innovation development, but not in Germany, a lower power distance culture". In a similar fashion, Shanks et al. (2000, p. 6) suggest how the project champion role differs in a high power distance culture (China) from a lower power distance culture (Australia): "in the Chinese context, the concept of a champion, as distinct from top management, it is not important because the top manager is perceived to be a champion. By contrast, in the Australian context, the champion is often a subordinate. In the Chinese context such a champion would be seen as a challenge would be seen as a challenge to the authority and position of top management". Table 5.4 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

Table 5.4: Derivation of proposition CSF P3.

Description	Source
P1 The higher the power distance, the more power the top management absorbs.	Hofstede et al. (2010).
P2 The role of project champion entails considerable power and prestige.	Schon (1963).
P3 The higher the power distance, the blurrier the distinction between project championship and top management.	P1 and P2.
P4 The project champion is a strong advocate of the project who looks to generate support for it.	Markham et al. (1991).
P5 The higher the power distance, the less reliant on support from subordinates the organisation is.	Hofstede et al. (2010).
P6 The higher the power distance, the lower the requirement of project championship and the blurrier its distinction with top management.	P3, P4 and P5.

CSF P3 The CSF “Project Champion” becomes less relevant as the cultural dimension “Power Distance” increases, because project championship becomes less required and less differentiated from top management.

5.4 Power Distance and Effective Communication and Reporting (CSF P4)

Good communication throughout the organisation is recognised to be a necessity, particularly in knowledge-intensive environments (Whelan et al., 2010; Mengis and Eppler, 2008). ERP implementations are indeed knowledge-intensive processes and require effective communication, as evidenced by our compilation of the most widely cited CSFs.

Power distance is indeed an indicator of the distance between a more powerful employee and a less powerful employee (Hofstede et al., 2010). Thus, its effect on the quality of communication is expected. The lower the power distance, the flatter the organisation is. Additionally, in low power distance contexts, the employees are involved in the decision-making process, deriving into a richer and more interactive process. In this context, communication works both ways: the less powerful employee consults the more powerful employee, but also the latter consults the first (Hofstede et al., 2010).

Table 5.5: Derivation of proposition CSF P4.

Description	Source
P1 The lower the power distance, the flatter the organisation is and the more managers involve their subordinates into the decision-making process.	Hofstede et al. (2010).
P2 Involving employees and flattening the organisation both encourage better communication.	Wahl and Hartley (2008).
P3 The lower the power distance, the better communication is.	P1 and P2.

A flatter organisation and the involvement of employees –both symptoms of a low power distance organisation– contribute to better communication (Wahl and Hartley, 2008). The CSF “Effective Communication and Reporting” then becomes more relevant as the power distance increases, because the factors that encourage communication are not present and thus achieving good communication is challenging. Table 5.5 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P4 The CSF “Effective Communication and Reporting” becomes more relevant as the cultural dimension “Power Distance” increases, because communication is harder.

5.5 Individualism and User Training (CSF P5)

As evidenced by our selection of the most widely cited CSFs, user training is considered to be a highly critical area of the ERP implementation process. User training transforms the organisation and might have to be complemented with other activities, such as the review of compensation plans and the restructuring of the available personnel (Finney and Corbett, 2007).

Training employees is a sizeable investment that is often underfunded: User training stands for 8% of the average budget for an ERP implementation, while in actuality user training stands for 30% of the total cost (Beatty and Williams, 2006). As with any investment, organisations look forward to protect the investment made on user training and maximise its return.

The connection between employee turnover and user training is very intuitive, and has been pointed out by a number of authors (Forrier and Sels, 2003; Quercioli, 2005; Glance et al., 1997). Higher employee turnover means that developing talent is harder and more expensive, and usually derives into organisations adopting retention measures.

Hofstede et al. (2010) points out that in individualist cultures, people learn to only look after themselves and their most immediate family. Therefore, it is not surprising that employees in individualist cultures are more likely to pursue self-development over the interest of the organisation and exhibit a higher rate of employee turnover (Felfe et al., 2008).

Table 5.6: Derivation of proposition CSF P5.

	Description	Source
P1	Higher individualism translates into higher employee turnover.	Felfe et al. (2008).
P2	The higher the employee turnover, the more measures required to retain talent and the higher the overall investment in training.	Forrier and Sels (2003).
P3	The higher the individualism within an organisation, the more measures required to retain talent and the more investment in training required.	P1 and P2.

Consequently, individualism and user training can be linked through employee retention. The CSF “User Training” becomes more relevant as the dimension Individualism increases, because retaining the developed talent becomes harder and that calls for additional retention measures and derives into increased training costs. Table 5.6 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P5 The CSF “User Training” becomes more relevant as the cultural dimension “Individualism” increases, because retaining talent becomes harder.

5.6 Individualism and Project Team (CSF P6)

Building a project team usually entails taking employees out of their comfort zone to assign them to an ad-hoc, temporary position. Employees might exhibit resistance when faced with this challenge, and organisational culture plays an important part here. Project management is an idea that emerged in an individualist context, and thus it is better suited for that context (Hofstede, 1983). Collectivist cultures exhibit a high degree of interdependency (Hofstede et al., 2010) and thus are less suitable for the project management approach.

In project management, “the task comes before the relationship” (Hofstede, 1983, p. 46). In a collectivist context, the relationships between employees prevail over the task being carried out, thus creating a higher identification of the employee with its position. This identification of the employee with their position will potentially translate into increased reluctance to change roles, even temporarily (Hofstede, 1983).

Table 5.7: Derivation of proposition CSF P6.

	Description	Source
P1	Higher individualism means higher focus on one’s own task achievement.	Schwartz and Bilsky (1987).
P2	“In project management, very clearly, the task comes before the relationship. Project management is an idea born of an individualist culture.”	Hofstede (1983, p. 46).
P3	The higher the individualism within an organisation, the more focus on individual task achievement and thus the easier project management can be implemented.	P1 and P2.

The CSF “Project Team” becomes more relevant as the dimension Individualism decreases. This is because less individualistic cultures exhibit higher reluctance to work on a task-oriented fashion, which is one of the foundations of the project management approach. Table 5.7 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P6 The CSF “Project Team” becomes less relevant as the cultural dimension “Individualism” increases, because the involved employees exhibit less resistance.

5.7 Uncertainty Avoidance and Project Management (CSF P7)

Being in control of uncertainty lies at the very core of project management; uncertainty management is inherent in most projects that require formal project management, and comprises risk management (Merna and Al-Thani, 2008). Risk is in fact tightly linked to the notion of uncertainty, and is seen as the uncertainty associated with a future event (Banks, 2004).

In ordinary speech the word "risk" has a negative connotation, implying that such uncertainty is associated to something undesirable. However, as understood in project management, a particular risk can have either a negative or a positive impact. Risk is "An uncertain event or condition, that if it occurs, has positive or negative effect on a project's objective" (PMI, 2000, p. 127). Risk is then a source of ambiguity, and project management -specifically risk management- aims at controlling such ambiguity.

Then, a key question arises: How much ambiguity is tolerable? Hofstede et al. (2010) states that this varies amongst cultures, and has non-rational roots. Hofstede et al. (2010) then defines uncertainty avoidance as "the extent to which the members of a culture feel threatened by ambiguous or unknown situations". From those grounds, he develops the previously discussed Uncertainty Avoidance dimension.

Higher uncertainty avoidance implies higher reliance on structures (Hofstede, 1980), while project management implies lower reliance on organisational structure (Crawford and Costello, 2000). Thus, high uncertainty avoidance and project management are notions that are hard to conciliate. Organisational cultures that exhibit high uncertainty avoidance will adopt a more traditional approach towards risk management, reliant on hierarchy and on less versatile sets of rules (Hofstede, 1983). Thus, jeopardising the flexibility required for project management to be viable. When working within a project scheme, "the people involved must have a tolerance for ambiguity" (Hofstede, 1983).

Table 5.8: Derivation of proposition CSF P7.

Description	Source
P1 Higher uncertainty avoidance implies higher reliance on structures.	Hofstede (1980).
P2 Higher adoption of project management implies less reliance on the organisational structure.	Crawford and Costello (2000).
P3 Higher uncertainty avoidance and higher reliance on the project management approach are contradictory.	P1 and P2.

We therefore suggest that the CSF "Project Management" becomes of higher relevance in organisational cultures with higher uncertainty avoidance, since the project management approach defies their cultural foundations. As the uncertainty associated with the project grows, this rejection intensifies (Hofstede, 1983). As discussed previously, the risks associated to the ERP implementation process are regarded as high, thus increasing the relevance of this

point; even if a particular organisation has experience with the project management approach, the high risks associated to the ERP implementation process might exceed its uncertainty tolerance threshold, threatening the whole project. Table 5.8 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P7 The CSF “Project Management” becomes more relevant as the cultural dimension “Uncertainty Avoidance” increases, because the project management approach becomes harder to apply.

5.8 Uncertainty Avoidance and BPR and Customisation Avoidance (CSF P8)

Extensively customising an ERP dramatically raises the cost of the solution. To the increased amount of work required during the implementation, other complications add up. Organisations with heavily customised ERPs might not be able to benefit from vendor upgrades and will find it harder to support the system (Davis, 1998).

Additionally, ERPs incorporate best practices, which are proven ways of carrying out a process. Customising these processes will jeopardise the ability of the organisation to benefit from them (Gould, 2005). Unless the reasons for the customisation are well grounded, this will negatively affect the organisation’s performance. Although completely avoiding customisation is usually not recommended, the customisation of an ERP should be done to meet strategic goals and not to meet the preferences of each individual user (Haines, 2009).

Regarding this area, organisations that exhibit high uncertainty avoidance will have an advantage over low uncertainty avoidance organisations. In a high uncertainty avoidance context, employees thrive on rules and hold onto them. Hofstede et al. (2010) states that the need for rules does not necessarily have to be grounded on rationality. In this context, the employees prefer an environment constricted by rules regardless of whether these rules will work or not.

Table 5.9: Derivation of proposition CSF P8.

	Description	Source
P1	In a high uncertainty avoidance context, an emotional need for rules exists regardless of whether these rules will work or not.	Hofstede et al. (2010).
P2	Most customisation requests do not emerge at a strategic level, but from the users of the system. These users push to customise the system because they believe to be excessively constrained by the ERP rules.	Haines (2009).
P3	The higher the uncertainty avoidance, the less likely users will find themselves excessively constrained by the ERP rules and push to customise the system.	P1 and P2.

If employees prefer certainty to flexibility, they will not push to introduce custom features in

the system. The CSF “BPR and Customisation Avoidance” then becomes more relevant as the uncertainty avoidance decreases, because employees reject the best practices incorporated into the ERP and demand more flexibility, pushing the organisation to deliver a more customised solution. Hence, in a low uncertainty avoidance context, this issue will require special attention. Table 5.9 shows the statements used to derive the resulting proposition, their sources and the relationship between them.

CSF P8 The CSF “BPR and Customisation Avoidance” becomes less relevant as the cultural dimension “Uncertainty Avoidance” increases, because the organisation is better prepared to deal with a rigid structure.

5.9 Summary of propositions on CSFs

A summary displaying the relationship propositions along with their implications is presented in Table 5.10. These implications are used as identifiers for each proposition in our extended model.

Table 5.10: Summary of propositions on CSFs.

	Description	Implication
CSF P1	The CSF “Change Management” becomes less relevant as the cultural dimension “Power Distance” increases, because change management becomes easier.	↑ PD ⇒ ↓ Change Management
CSF P2	The CSF “Project Management” becomes more relevant as the cultural dimension “Power Distance” increases, because project management approach becomes harder to apply.	↑ PD ⇒ ↑ Project Management
CSF P3	The CSF “Project Champion” becomes less relevant as the cultural dimension “Power Distance” increases, because project championship becomes less required and less differentiated from top management.	↑ PD ⇒ ↓ Project Champion
CSF P4	The CSF “Effective Communication and Reporting” becomes more relevant as the cultural dimension “Power Distance” increases, because communication is harder.	↑ PD ⇒ ↑ Effective Communication and Reporting
CSF P5	The CSF “User Training” becomes more relevant as the cultural dimension “Individualism” increases, because retaining talent becomes harder.	↑ ID ⇒ ↑ User Training
CSF P6	The CSF “Project Team” becomes less relevant as the cultural dimension “Individualism” increases, because the involved employees exhibit less resistance.	↑ ID ⇒ ↓ Project Team
CSF P7	The CSF “Project Management” becomes more relevant as the cultural dimension “Uncertainty Avoidance” increases, because the project management approach becomes harder to apply.	↑ UA ⇒ ↑ Project Management
CSF P8	The CSF “BPR and Customisation Avoidance” becomes less relevant as the cultural dimension “Uncertainty Avoidance” increases, because the organisation is better prepared to deal with a rigid structure.	↑ UA ⇒ ↓ BPR and Customisation Avoidance

Two different forms of implications are used in our study:

- 1 \uparrow Cultural Dimension \Rightarrow \uparrow CSF – In this case, a high assessment of the cultural dimension implicates a higher relevance of the CSF. A low assessment of the cultural dimension implicates a lower relevance of the CSF.

- 2 \uparrow Cultural Dimension \Rightarrow \downarrow CSF – In this case, a high assessment of the cultural dimension implicates a lower relevance of the CSF. A low assessment of the cultural dimension implicates a higher relevance of the CSF.

6 Collection of empirical data

In the following chapter, the procedure used to construct the interview guide will be presented, followed by a discussion on the issues of transcribing and coding. Later on, the choice for informants will be motivated. We will conclude this chapter by presenting how we conducted the interviews.



6.1 Interview guide

The interview guide will be aimed at directing the conversation towards the matters we want to explore. However, it will not be followed strictly. As Kreiner and Mouritsen (2005, p. 158) state, “When interviews fail it is rarely because the interview guide is violated, but because it is not violated”. The interview guide will be based on our extended framework, and will contain three sections: Organisational culture, CSFs associated to the ERP implementation process and the relationships between these last two concepts. The first sections have two purposes: to introduce the interviewee to our topic and study and to provide us with sufficient background to improve our understanding of the relationships that we are interested in.

- 1 *Organisational culture.* We will conduct a quick appraisal of the organisation’s culture following Hofstede’s cultural dimensions model. In this section, we will ask specific questions aiming to assess each dimension separately.
- 2 *CSFs associated to the ERP implementation process.* We will present the factors that we selected for the purpose of our study.
- 3 *Relationships between organisational culture and CSFs.* After presenting the two first sections, we will inquire on the relationships between organisational culture and CSFs associated to the ERP implementation process, which are the central topic of our study.

The interview guide will be developed in English, and it will later be translated to suit the native language of the interviewee if it is possible. The interview guide can be found in Appendix A.

6.2 Transcribing and coding the interviews

The interviews will be recorded and transcribed verbatim. As mentioned in Section 3.3, we will rely on explanatory effects matrixes to relate relationship propositions to interview statements. However, in order to establish a link between the statements contained in the matrixes and the statements in the original transcripts, we required a coding system. An example of an encoded question and response can be seen in Table 6.1. The coding system identifies five elements for each statement.

Table 6.1: Interview coding example.

Reference	Subject	Statement	Guide question	Section
79	I	Bearing in mind that you answered on the first question about organisational culture that the power distance is high in your company, how did that influence on change management, including user acceptance?	3.a.	Relationships between organisational culture and CSFs.
80	R	Well you see, before the ERP implementation, we introduced the employees to the upcoming changes which means that they were well aware of the changes. That means that when the top management presented the decision that a new system will be implemented, it was not in question that changes will take place. So the workers had to adapt no matter whether they wanted or not. Maybe it is a little roughly said, but the situation of the labour market, best reflects our attitude for such decision making – the workers have to accept changes no matter what, otherwise they can leave.		

- 1 *Reference.* A number identifying the statement.
- 2 *Subject.* The person who is making the statement. “I” will be used in those cases where the interviewer makes the statement, while “R” will be used where the respondent is making the statement.
- 3 *Statement.* The statement made, transcribed verbatim.
- 4 *Guide question.* The question of the interview guide that is being used to direct attention towards the topic.
- 5 *Section.* The section of the interview the statement belongs to.

Our explanatory effects matrixes will use a specific notation to refer to the transcripts. The notations will follow the form [INTX_REFY], indicating a connection to statement Y in

interview X. To use a range of statements, we will use the notation [INTX_REFY-Z], indicating a connection to statements in the Y-Z range in interview X. An example of an explanatory effects matrix indicating a connection to an interview statement can be seen in Table 6.2.

Table 6.2: Example of an explanatory effects matrix referencing a transcript statement.

Interviewee	Interviewee Assessment	Effect	Transcript reference
CEO <i>Company B</i>	↓	In a high power distance context, change management is not an issue. – “The employees have to accept the implementation. We just informed them what we were going to do.”	[INT3_REF79-80]

6.3 Conducting the interviews

Four informants in three different organisations were interviewed. We interviewed two employees in one organisation (Company A) in order to increase the quality of our data, by getting a richer picture and a more accurate description of the company. However, we were not able to conduct additional interviews with members of the two other companies (Company B and Company C).

Table 6.3: Overview of interviews.

Company	Country	Business area	Employee position	Interview		
				Number	Date	Duration
A	Serbia	Retail	CIO	1	April 24th, 2012	51 minutes
A	Serbia	Retail	Subordinate	2	April 16th, 2012	40 minutes
B	Bosnia	Energy	CEO	3	April 16th, 2012	71 minutes
C	Bosnia	Automotive	CFO	4	April 19th, 2012	60 minutes

We were able to conduct the interviews in our native languages, preventing language barriers from decreasing the quality of the collected data. Ethical issues –as discussed in Section 3.5– were considered during the whole process, emphasising confidentiality aspects. All participants were eager to cooperate, but expressed their desire to remain anonymous. The interviewees consented to the disclosure of their position, country and company industry.

Interviews were conducted through voice-over Internet Protocol (VOIP) calls, using the software Skype. Using VOIP allowed us to overcome the obstacles of distance and expenses, without compromising communication. Although both audio and video were enabled, only the audio was recorded –in all cases, with the consent of the interviewee. After concluding the interview sessions, verbatim transcripts were created. These were later encoded using the coding system presented above. An overview of the process can be seen in Table 6.3.

7 Presentation and discussion of empirical data

In Chapter 5, we presented the relationship propositions that were developed exclusively from theory. In Chapter 6, we described how we collected the empirical data using the previously developed relationship propositions as a starting point. In this chapter, we will present the empirical data collected and we will contrast it to the original relationship propositions. For this purpose, we will use explanatory effects matrixes as discussed in Section 3.3. These instruments allow us to clearly separate the gathered data from our interpretation. We will conclude this chapter with a general discussion.



7.1 Power Distance and Change Management (CSF P1)

CSF P1 The CSF “Change Management” becomes less relevant as the cultural dimension “Power Distance” increases, because change management becomes easier.

Table 7.1: Explanatory effects matrix for Power Distance and Change Management.

Interviewee	Interviewee Assessment	Effect	Transcript reference
CIO <i>Company A</i>	↓	In a low power distance context, developing trust is required to deal with change. – “Employees will work better if you gain their trust.”	[INT1_REF104-113]
Subordinate <i>Company A</i>	↓	In a high power distance context, change management is not necessary. – “When making changes, it is easier to dictate things without asking employees. This way, you will not lose time in their opinions.”	[INT2_REF85-90]
CEO <i>Company B</i>	↓	In a high power distance context, change management is not an issue. – “The employees have to accept the implementation. We just informed them what we were going to do.”	[INT3_REF79-80]
CFO <i>Company C</i>	↓	In a low power distance context, people need to be informed and involved in the process to avoid resistance. – “In our company we give a lot of attention to innovation, and our employees are always involved.”	[INT4_REF65-66]

All interviewees suggested that change management is more relevant in a low power distance context, and less relevant in a high power distance context. Thus, the empirical findings sustain our relationship proposition. The interviewees' assessment can be seen in the explanatory effects matrix displayed in Table 7.1.

Low power distance context

Gaining user acceptance is perceived to be important. Changes are introduced considering the will of the employees; consent is expected and sought-after. Merely presenting the changes that are going to be made is not enough, since the employees expect to be involved in the decision-making process. The risk of user resistance is real and carefully monitored.

High power distance context

Gaining user acceptance is perceived to be of little importance. Changes are imposed rather than agreed on; consent is neither expected nor pursued. In organisations with a high power distance, the opinions of subordinates are disregarded and this reflects on change management, making it easier and in some cases, irrelevant.

7.2 Power Distance and Project Management (CSF P2)

CSF P2 The CSF "Project Management" becomes more relevant as the cultural dimension "Power Distance" increases, because project management approach becomes harder to apply.

All interviewees suggested that project management is more relevant in a high power distance context, and less relevant in a low power distance context. Thus, the empirical findings sustain our relationship proposition. The interviewees' assessment can be seen in the explanatory effects matrix displayed in Table 7.2.

Low power distance context

Communication between different levels is better, and reflects in project management. Employees are better aligned towards the goals of the project, and more aware of its overall state. Project management is easier. There is a decreased need of formalising power relationships.

High power distance context

Communication between levels is difficult, affecting project management. Employees are hard to align due to poor communication. Project management is harder and additional efforts are required to compensate the lack of efficient communication. Strict protocols are used to define power relationships.

Table 7.2: Explanatory effects matrix for Power Distance and Project Management.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↑	In a low power distance context, project management is easier. – “Because of the better communication, the understanding of the whole process is better and all efforts are directed to the same goal.”	[INT1_REF120-129]
Subordinate <i>Company A</i>	↑	In a low power distance context, project management is easier. – In the context of our low power distance organisation, “employees will go throughout all the problems that might occur, making it easier to manage the project.”	[INT2_REF93-94]
CEO <i>Company B</i>	↑	In a high power distance environment, the importance of project management is greater. – “Because the communication was not good, we needed an approach with strict rules.”	[INT3_REF83-84]
CFO <i>Company C</i>	↑	Low power distance means better project management due to improved communication. – “Because of the communication is better with a minimal power distance, project management was easier and better.”	[INT4_REF69-70]

All interviewees suggested that project management is more relevant in a high power distance context, and less relevant in a low power distance context. Thus, the empirical findings sustain our relationship proposition. The interviewees’ assessment can be seen in the explanatory effects matrix displayed in Table 7.2.

Low power distance context

Communication between different levels is better, and reflects in project management. Employees are better aligned towards the goals of the project, and more aware of its overall state. Project management is easier. There is a decreased need of formalising power relationships.

High power distance context

Communication between levels is difficult, affecting project management. Employees are hard to align due to poor communication. Project management is harder and additional efforts are required to compensate the lack of efficient communication. Strict protocols are used to define power relationships.

7.3 Power Distance and Project Champion (CSF P3)

CSF P3 The CSF “Project Champion” becomes less relevant as the cultural dimension “Power Distance” increases, because project championship becomes less required and less differentiated from top management.

Table 7.3: Explanatory effects matrix for Power Distance and Project Champion.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↓	In a low power distance context, there is an increased need for a project champion. – “You need more energy for a project champion to promote the project, but in the end the results are better.”	[INT1_REF114-119]
Subordinate <i>Company A</i>	↓	In a low power distance context, there is an increased importance for a project champion. – “It would have been hard to control the evolution of the implementation without a project champion.”	[INT2_REF91-92]
CEO <i>Company B</i>	↓	In a high power distance context, a project champion is not needed. “Employees gladly accepted the system so we did not need anyone to promote the project. Maybe it would have been good, though.”	[INT3_REF81-82]
CFO <i>Company C</i>	↓	In a low power distance context, the importance of a Project Champion is high in order to promote the project. – “We always have a member who is in charge of achieving strategic goals and promoting the project. Because of the low distance between hierarchical levels, we needed to have such a person.”	[INT4_REF67-68]

All interviewees suggested that having a project champion is less relevant in a high power distance context, and more relevant in a low power distance context. Thus, the empirical findings sustain our relationship proposition. The interviewees’ assessment can be seen in the explanatory effects matrix displayed in Table 7.3.

Low power distance context

There is a strong need of a person that acts a link between top management and subordinates, in order to align strategic goals. The project needs to be promoted in order to maintain the employees’ interest, which is important for the overall success of the implementation.

High power distance context

A link between top management and subordinates is not required, but only desirable. Due to the higher reliance on organisational hierarchy, the risk of misalignment of strategic goals is lower. The implementation is imposed and the need to promote the project is not perceived. The success of the implementation is not dependent on the employees' interest on the project; employees' interest is not a top management concern.

7.4 Power Distance and Effective Communication and Reporting (CSF P4)

CSF P4 The CSF “Effective Communication and Reporting” becomes more relevant as the cultural dimension “Power Distance” increases, because communication is harder.

Table 7.4: Explanatory effects matrix for Power Distance and Effective Communication and Reporting.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↑	In a low power distance context, communication is easier. – “Of course that it is easier.”	[INT1_REF1 30-135]
Subordinate <i>Company A</i>	↑	In a low power distance context, communication is easier and better, improving reporting. – “We have good communication, which translates into better reporting.”	[INT2_REF9 5-98]
CEO <i>Company B</i>	↑	In a higher power distance context, communication is harder. “Communication was bad, so we needed to change something and come up with a structured approach to improve communication.”	[INT3_REF8 5-86]
CFO <i>Company C</i>	↑	Low power distance translates into more effective communication and reporting. - “Because there was a small distance between subordinates and bosses, so the communication in the company was always good. This helped us a lot, especially when it comes to project management. We tried to intensify communication without much paper and formal procedures.”	[INT4_REF7 1-72]

All interviewees suggested that achieving effective communication and reporting becomes more relevant in a high power distance context, and less relevant in a low power distance context. Thus, the empirical findings sustain our relationship proposition. The interviewees’

assessment can be seen in the explanatory effects matrix displayed in Table 7.4.

Low power distance context

The distance between hierarchical levels is lower, and this translates into better communication and reporting. An informal approach towards communication is preferred, though formal communication does also take place.

High power distance context

The distance between hierarchical levels is higher, making communication and reporting more challenging. Additional efforts have to be made to compensate the lack of good communication. A formal approach towards communication is strongly preferred; different levels usually do not interact in an informal fashion.

7.5 Individualism and User Training (CSF P5)

CSF P5 The CSF “User Training” becomes more relevant as the cultural dimension “Individualism” increases, because retaining talent becomes harder.

All interviewees suggested that retaining talent is a challenge, and connected this challenge to user training. Highly trained employees are more valuable and harder to retain, and the risk of the employee leaving the organisation has to be considered when making training investments.

Individualism promotes self-development and is associated to higher performance and motivation when it comes to training. But at the same time, all interviewees emphasise the fact that individualism increases the risk of employees leaving the company. Individualism calls for a more careful examination of user training, making its associated CSF more relevant. Thus, our relationship proposition is sustained. The interviewees’ assessment can be seen in the explanatory effects matrix displayed in Table 7.5.

Individualist context

Employees are more interested in their self-development and have clear personal goals. User training is regarded as an opportunity to improve one’s own value and thus is highly regarded by employees. Due to the focus on themselves rather than in the group, employees are more likely to leave the organisation if they find more attractive opportunities. Thus, it is important to implement employee retention measures.

Table 7.5: Explanatory effects matrix for Individualism and User Training.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↑	High individuality means that employees are more interested in their training, but they also more eager to leave the company. Employees have to be motivated not to leave the company. – “High individuality and the wish for self-improvement influences training to be better accepted. But the wish of the employees to leave the company increases. We have to find the way this solve this problem.”	[INT1_REF162-165]
Subordinate <i>Company A</i>	↑	High individuality means that employees perform better at their training sessions, but also that they are more likely to leave the company. – “In IT, there is a higher turnover. In that sense, training represents both high motivation but also additional costs for the company if people are leaving.”	[INT2_REF119-120]
CEO <i>Company B</i>	↑	High individuality usually translates into higher performance, but higher employee turnover. To prevent people from taking advantage of the training and leaving, they sign contracts. – “Individualist people are really competitive workers and well-trained. However, from our experience we realised that individualist people there is a risk and that they are not living for the collective.”	[INT3_REF99-102]
CFO <i>Company C</i>	↑	High individuality means more effort put into self-investment, however it also means that employees are more likely to leave the company. For this reason, training has to be supplemented with retention measures. – “We make contracts with trained employees so that they either have to work a certain amount of time in the company or if they decide to terminate the contract they are not allowed to work in other positions where they can use the training they got. The company protects its competencies.”	[INT4_REF85-88]

Collectivist context

Employees are less interested in their self-development and their goals and their personal goals are not as clear, and oriented towards those of the surrounding collective. Employees are more likely to remain in the organisation; employee retention measures are of less importance.

7.6 Individualism and Project Team (CSF P6)

CSF P6 The CSF “Project Team” becomes less relevant as the cultural dimension “Individualism” increases, because the involved employees exhibit less resistance.

All interviewees suggested that creating project teams is more challenging in a collectivist environment than in an individualist environment. Thus, our relationship proposition is sustained. The interviewees’ assessment can be seen in the explanatory effects matrix displayed in Table 7.6.

Individualist context

Employees feel less identified with their current position. Employees are more willing to work outside their comfort area and to interact with new people in order to get the task completed. The importance of the task overcomes that of hierarchy. Employees in an individualist context want to expose their skills and present themselves as superior workers. Employees are better suited to work in task-central, temporary assignments such as projects.

Collectivist context

Employees feel very identified with their current position and line of work. Employees are reluctant to work outside their comfort zone or with people they do not usually interact with. The importance of hierarchy overcomes that of the task. Employees are more afraid of underperforming in new positions. Employees are less suitable to work as part of a project team.

Table 7.6: Explanatory effects matrix for Individualism and Project Team.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↓	High individualism means that employees can be easily placed into any position, including a project team position. – “If people have their own goals, it will not be a problem for them to be in any team or in any position, because in any of these situations they will give the best of themselves and excel.”	[INT1_REF166-169]
Subordinate <i>Company A</i>	↓	In a high individuality context, employees are more likely to get adapted to new positions better because they want to expose their skills. – “If someone is an individualist and has the required knowledge for that position, it is not a big problem to change because he will not lose much in that sense.”	[INT2_REF121-124]
CEO <i>Company B</i>	↓	The higher the collectivism, the more difficult it is to place an individual into a project team. – “Certain situations require companies to move people around. Those are always positions that fix their expertise, just moving an employee from the left side of the desk to the right side of the desk.” In a collectivist organisation like this company, “this is always difficult because people are resistant to change.”	[INT3_REF103-108]
CFO <i>Company C</i>	↓	In collectivist organisations, it is more difficult to place employees in different positions since they highly identify themselves with the position. – “It’s simply like this. Employees have certain routines; they’re used to work with what they know. If they identify themselves with the position, it’s harder to persuade them and move them to another position. It doesn’t matter if these positions are in project teams or not.”	[INT4_REF90-91]

7.7 Uncertainty Avoidance and Project Management (CSF P7)

CSF P7 The CSF “Project Management” becomes more relevant as the cultural dimension “Uncertainty Avoidance” increases, because the project management approach becomes harder to apply.

Table 7.7: Explanatory effects matrix for Uncertainty Avoidance and Project Team.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↓	High uncertainty avoidance means project management is easier. – “In places where the rules of the games are known, the results are better.”	[INT1_REF148-151]
Subordinate <i>Company A</i>	↓	High uncertainty avoidance is needed for project management. – “If you know the rules of the game, project management is easier.”	[INT2_REF107-110]
CEO <i>Company B</i>	↓	High uncertainty avoidance translates into easier project management. – “With a strong structure, it was easier to manage the project.”	[INT3_REF91-92]
CFO <i>Company C</i>	↑	Low uncertainty avoidance translates into easier Project Management. – “Having the goal in mind is important to increase the effectiveness of the business processes. In order to achieve this, we need really good project management. It is important whether you have strict rules or not. However, for us it was easier since we are highly flexible.”	[INT4_REF77-78]

Three out of four interviewees suggested that project management is easier in a high uncertainty avoidance context, and harder in a low uncertainty avoidance context. Thus, not supporting our relationship proposition. One interviewee suggested the opposite, supporting our relationship proposition. The interviewees’ assessment can be seen in the explanatory effects matrix displayed in Table 7.7.

Uncertainty avoidance, especially the presence of strong structures, is seen as a feature that positively affects project management. The two interviewees from Company A produced a similar statement: “If you know the rules of the game, project management is better”. The interviewee in Company B stated that a strong structure makes managing projects easier. Nevertheless, the interviewee in Company C, which describes his company as having a flexible structure, believes flexibility positively affects project management. We did not obtain a uniform response regarding this relationship, unlike we did on the rest of the relationships presented.

We believe this lack of a single answer is due to the fact that several approaches to project management exist. Each company’s approach to project management will depend on the organisation’s specific context. Hofstede (1983) states that project management assumes low uncertainty avoidance. However, Hofstede (1983, p. 47) states that in a high uncertainty avoidance context “organisations will try to establish very precise rules for the competence of

all the participants in project management”. Thus, companies that adhere to strong structures will try to compensate their lack of flexibility by clearly defining roles in order to make project management compatible with their culture.

7.8 Uncertainty Avoidance and BPR and Customisation Avoidance (CSF P8)

CSF P8 The CSF “BPR and Customisation Avoidance” becomes less relevant as the cultural dimension “Uncertainty Avoidance” increases, because the organisation is better prepared to deal with a rigid structure.

Table 7.8: Explanatory effects matrix for Uncertainty Avoidance and BPR and Customisation Avoidance.

Interviewee	Interviewee Assessment	Effect	
CIO <i>Company A</i>	↓	In a high uncertainty avoidance context, customisation is easier. – “In organisations where strict rules on their business processes exist, customisation is easier and the results are better.”	[INT1_REF144-147]
Subordinate <i>Company A</i>	↓	High uncertainty avoidance makes customisation easier and less important. – “Strict rules are important, because without them you would lose the benefits of the ERP. In that case, what’s the point of implementing an ERP?”	[INT2_REF103-106]
CEO <i>Company B</i>	↓	High uncertainty avoidance makes customisation less desirable. – “We did not want to modify the system because of the costs that this involves. But more importantly, because of the uncertainty and potential errors that brings”.	[INT3_REF89-90]
CFO <i>Company C</i>	↓	Low uncertainty avoidance means customisation is more important. – “Every company has different characteristics, and needs different systems. We did not avoid customisation. Because of our flexibility, it is necessary to have a clear plan so that we will not deviate from our goals.”	[INT4_REF75-76]

All interviewees suggested that reengineering business processes to suit the ERP along with avoiding to customise the solution is less challenging in a high uncertainty avoidance context than in a low uncertainty avoidance context. Thus, our relationship proposition is sustained. The interviewees’ assessment can be seen in the explanatory effects matrix displayed in Table 7.8.

Low uncertainty avoidance

Customisation is highly desirable. Customising the ERP is perceived to add value to the solution, because it helps to match the system to the unique characteristics of the organisation. Customising the ERP is harder, because the organisation is more likely to deviate from the strategic goals of the implementation.

High uncertainty avoidance

Customisation is less desirable. Customising the ERP is perceived to prevent the organisation from realising the full potential of the solution. Additionally, customising the ERP –which is associated to potential errors in the system– is seen as a major threat. Due to the fact that the organisation is already operating under strict rules and clearly defined processes, the implementation of the ERP does not signify a major shift in that sense.

7.9 General discussion

The conventional approach towards CSFs does not consider external influences and promotes a generic approach (Ngai et al., 2008). We have challenged that approach, presenting evidence that shows that the relevance of several CSFs changes according to the cultural context the organisation is immersed in.

CSFs are guidelines. They are not a recipe for instant success, but rather the result of an evaluation of past implementations. Although valuable, CSFs should be handled with care, since they are detached from the context they emerged from (see the illustration in Figure 7.1). Thus, it is important to keep in mind that CSFs do not tell the whole story. It is the responsibility of who is in charge of implementing the ERP to reinterpret each CSF according to the context in which the implementation will take place. Organisational culture is a major component of this context.

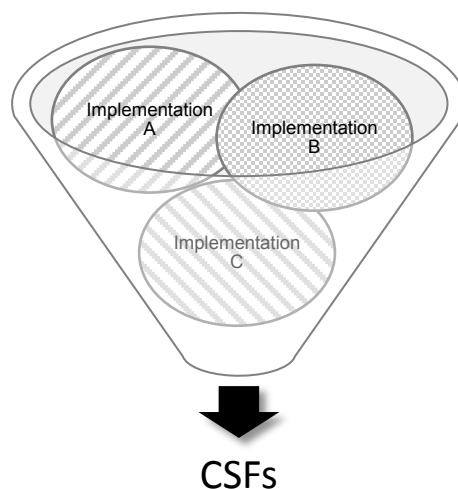


Figure 7.1: Illustration of how CSFs disregard the context they emerged from.

We found that organisational culture creates both culture-specific advantages and disadvantages (see Figure 7.2):

- 1 Culture-specific disadvantages increase the relevance of their related CSFs, by making those CSFs harder to achieve within the given context. For example, a high level of inequality amongst employees –addressed in this study as high power distance– makes communication more difficult. Thus, the CSF "Effective Communication and Reporting" becomes harder to achieve and therefore more relevant.
- 2 Culture-specific advantages decrease the relevance of their related CSFs, by making those CSFs easier to achieve within the given context. For example, a high reliance on structures –addressed in this study as high uncertainty avoidance– makes the organisation better prepared to deal with a less customised ERP. Thus, the CSF "BPR and Customisation Avoidance" becomes less relevant.

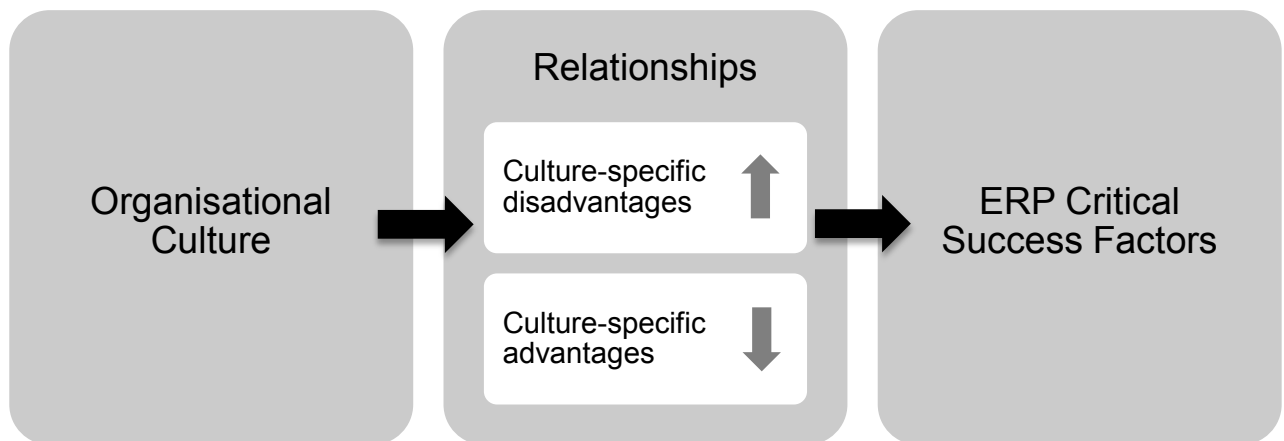


Figure 7.2: General framework.

Having gained an understanding of the overall relationship between organisational culture and CSFs associated to the ERP implementation process, we are in position to conclude this study.

8 Conclusion

In this chapter, we will present our concluding thoughts. Alongside, we will provide an answer to our research question.

Our study began with the following research question:

How can the relationships between organisational culture and ERP implementation CSFs be illustrated?

ERPs shifted from being a competitive advantage to constituting a fundamental part of business infrastructure, regardless of industry sector. However, the high failure rate of ERP implementations points out that there are many impediments on the way. Given their critical business role and troublesome implementation, ERPs are given an immense amount of attention. In an effort to minimise the risk associated to the ERP implementation process, a number of CSFs have been introduced. However, CSFs are presented as independent from the context, under the false pretense that all ERP implementations are created equal.

One of the major components of the ERP implementation context is organisational culture. In this study, we have provided evidence that the relevance of several CSFs is not uniform throughout different cultural contexts. We are therefore able to provide an answer to our research question:

Organisational culture creates culture-specific disadvantages and advantages, which respectively increase or decrease the relevance of their related ERP implementation critical success factors.

We believe our findings provide an advantage over a generic conception of CSFs, though success is not intrinsic to our approach. Instead, our approach increases the value of CSFs, providing better guidance in the ERP implementation process by improving the cultural fit of the implementation. Through our approach, organisations will be able to allocate their resources more efficiently and thus increase the chances of a successful implementation.

This study serves as a critique of the literature on CSFs associated to the ERP implementation process, which claims that CSFs are of a universal nature and thus independent from the context they are being applied in. In this study, we have illustrated the relationship between organisational culture and CSFs associated to the ERP implementation process, making their contingent nature explicit.

We have provided initial insight on a topic previously unexplored. However, further research is required. We believe the topic would highly benefit from a quantitative study, building on the qualitative grounds that we have provided. A quantitative study would provide an enhanced potential of generalisation to our findings.

Appendix A

A.1 Interview Guide – English

Organisational Culture

1. Could you describe the organisational culture of your company?
 - 1.a. Can you describe the inequality that exists between a more powerful employee (boss) and a less powerful employee (subordinate)?
 - 1.b. Can you describe how employees consider themselves as part of the organisation, or as separate individuals?
 - 1.c. Can you describe how masculine (tough) values prevail over feminine (soft) values, or vice versa?
 - 1.d. Can you describe how people avoid structures and rules, or prefer strong structures and rules?

Critical Success Factors

2. How important did you think these elements (normally referred to as critical success factors) were before you started with the ERP implementation and why? Could you rate each factor by importance on a scale from one to ten?
 - 2.a. Stable legacy (previously existing) systems.
 - 2.b. Change management (including user acceptance).
 - 2.c. Business process reengineering and customisation avoidance.
 - 2.d. Project management.
 - 2.e. Business plan and vision.
 - 2.f. Top management support.
 - 2.g. Project champion
 - 2.h. Consultant selection.
 - 2.i. System testing and troubleshooting.
 - 2.j. User training.
 - 2.k. Project team.
 - 2.l. Data conversion.
 - 2.m. Effective communication and reporting.

Relationships between organisational culture and CSFs.

3. How and why do you think the inequality that exists between a more powerful employee and a less powerful employee influences:
 - 3.a. Change management (including user acceptance)?
 - 3.b. Project champion?
 - 3.c. Project management?
 - 3.d. Effective communication and reporting?

4. How and why do you think the employees' preference for strong structures or flexibility influences:
 - 4.a. Change management (including user acceptance)?
 - 4.b. Business process reengineering and customisation avoidance?
 - 4.c. Project management?
5. How and why do you think that employees identification with the organisational culture influences:
 - 5.a. Project management?
 - 5.b. User training?
6. Do you think employee retention and user training are related?
7. How and why do you think that individualism influences user training?
8. How and why do you think that collectivism influences building a project team?

A.2 Interview Guide – Bosnian/Serbian

Organizaciona kultura

Definicija: Organizaciona kultura je kolektivno ponašanje ljudi koji su dio organizacije, ona uključuje zajednicke organizacione vrijednosti, vizije, norme, radni jezika, uvjerenja i navike.

1. Da li mi mozete opisati organizacionu kulturu u vasoj firmi?
 - 1.a. Kakav je odnos izmedju sefova i ostalih zaposlenih u firmi? Da li sefovi uvazavaju misljenje ostalih zaposlenika ili ne?
 - 1.b. Kako zaposlenici vide sebe unutar firme, da li se vide kao dio zajednice , ili se vide drugacije (kao naprimjer individualci)?
 - 1.c. Da li generalno u organizaciji prevladavaju muski faktori, tokom rada, kao sto su konkurentnost, prodornost i izdrzljivost ili zenski faktori kao sto su skromnost, suradnja i povucenost?
 - 1.d. Kako vam se cini, da li uposlenici u firmi preferiraju vise jasna pravila (sto znaci da imaju jasne pravilnike i smjernice koje prate) ili preferiraju vise flexibilnost (sto znaci da nema previse pravilnika vec mogu raditi stvari kako njima odgovara)?

Criticni Faktori za uspjenu implementaciju ERP sistema

2. Koliko su vam bili vazni sljedeci elementi u vasoj firmi pri implementaciji ERP sistema:
(Ako mozete za svaki faktor da date kratko objasnjenje zasto je bio bitan ili ne u vasoj firmi, i na skali jedan do deset, gdje jedan znaci nije nikako bitan a deset znaci da je jako bitan da ocenite svaki faktor)
 - 2.a. Stabilnost starog sistema/infrastructure. [Stable Legacy Systems]
 - 2.b. Upravljanje promjenama sa aspekta korisnika – [Change management (including user acceptance)]
 - 2.c. Izbjegavati da se previse prilagodi sistem firme (Modifikacija softwera) – [Business process reengineering and customization avoidance]
 - 2.d. Menadment projekta/ Upravljanje projektom - [Project Management]

- 2.e. Biznis plan i vizija – [Business plan and vision]
- 2.f. Podrska uprave/vrhovnog managementa – [Top management support]
- 2.g. Radnik iz redova top managementa koji je zaduzen za promociju projekta – [Project champion]
- 2.h. Biranje experta/ Konsultanta – [Consultant selection]
- 2.i. Testiranje sistema – [System testing and trouble shooting]
- 2.j. Obuka/Edukacija korisnika – [User training]
- 2.k. Projektni team – [Project team]
- 2.l. Prebacivanje podataka iz starog u novi sistem – [Data conversion]
- 2.m. Efektivna komunikacija i izvjestavanje – [Effective communication and reporting]

Odnos izmedju organizaciske kulture i criticnih faktora za uspjeh ERP sistema

3. Kako i zasto nejednakost koja u pravu glasa, iz odgovora na pitanje 1.a. utjece na:

- 3.a. Upravljanje promjenama sa aspekta korisnika – [Change management (including user acceptance)]
- 3.b. Radnika iz redova top managementa koji je zaduzen za promociju projekta – [Project champion]
- 3.c. Menađment projekta/ Upravljanje projektom - [Project Management]
- 3.d. Efektivna komunikacija i izvjestavanje – [Effective communication and reporting]

4. Kako i zasto jasna struktura ili fleksibilnost – u zavisnosti od odgovora na pitanje 1.d. – utjece na:

- 4.a. Menađment projekta/ Upravljanje projektom - [Project Management]
- 4.b. Upravljanje promjenama sa aspekta korisnika – [Change management (including user acceptance)]
- 4.c. izbjegavati da se previse prilagodi sistem firme (Modifikacija softwera) – [Business process reengineering and customization avoidance]

5. Ako radnici postuju firmu, i poistovjecju se sa firmom, kako i zasto to utjece na:

- 5.a. Menađment projekta/ Upravljanje projektom - [Project Management]
- 5.b. Obuka/Edukacija korisnika – [User training]

6. Ukoliko ste pruzali radnicima obuke/edukacije kao firma, da li vas je bilo strah da ce isti napustiti firmu nako obavljenog treninga? Kako ste se osigurali, da li su mozda morali da sklope neke ugovore itd?

7. Ukoliko se zaposlenici vide kao pojedinci/individualci u firmi, kako i zasto vi mislite to utjece na obuku ili edukaciju korisnika?

8. Ukoliko se zaposlenici u firmi vide kao u zajednici, kako i zasto vi mislite da to utjece na kreiranje projektog

tima? Odnosno ukoliko se zaposlenici identificiraju sa svojom poziciom, da li je teze da ga prebacite na drugu poziciju, da li je mu je teze raditi?

Appendix B

B.1 Transcript for Interview 1

Interviewer (I): Stefan

Respondent (R): CIO Serbian Retail Company

Reference	Subject	Statement	Guide question	Section
1	I	Prvo pitanje kaze kad gledamo tu organizaciju vasu gde radite kakav je odnos u firmi izmedju sefa i zaposlenih, naime da li sefovi uvazavaju odnosno da li vi uvazavate misljenje zaposlenih ili ne da li imate blisku komunikaciju sa njima ili nemate?	1.a	Organisational Culture
2	R	Sefovi koji ne uvazavaju zaposlene ne mogu ni napraviti nikakav rezultat. Imamo odlucnu saradnju obostranu sto bi rekli i uvazavanje.		
3	I	Za vas je bitno konkretno da uvazite misljenje zaposlenih ako imaju neke sugestije predloge i tako to?		
4	R	Pa i u kvalitetu, menadzment koji se bavi kvalitetm, postoje tacno pravila, pravila igre da se moraju odrzavati sastanci, znaci sve mora da se belezi upravo zbog toga zato sto je vise glava pametnije.		
5	I	Sledece pitanje sto se tice organizacije, interesuje me sad globalno, generalno svi zaposleni u firmi da li oni vide sebe na primer kao deo te firme deo te porodice ili mozda gledaju tu neke pojedinačne interese, u smislu da dolazae samo da bi zaradili platu da kazem, ili im je bitno da doprinesu firmi?	1.b	
6	R	To ne moze generalno da se primen na sve zaposlene, znaci deo zaposlenih dozivljava kompaniju kao svoju kucu i trudi se da sto vise napreduje u toj kompaniji i da sto vise doprinese napredovanju te kompanije. Jedan odredjeni deo ljudi obicono koji nemaju nikakvih ambicija, nikakvih poslovnih ili ne znam cak sta i privatnih oni dolaze samo da odrade posao, dobiju platu i da kad zvoni osam sati da ih vise nema.		
7	I	Sta mislite kojih je vise tih prvih koji dolaze zbog firme, ili ovih drugih koji dolaze zbog sebe, slobodna procena?		
8	R	Slobodna procena mislim da je vise onih		

The Relationship Between Organisational Culture and ERP Implementation CSFs

		koji dolaze zbog sebe.		
9	I	Dobro, drugo pitanje koje me interesuje isto u vezi organizacije. Imamo sada ono sto se kaze muski ili zenski nacin rada, gde je muski nacin rada kada zaposleni imaju vise takmicarski duh vise su takmicarski nastrojani prema ostalima kao vlada neka konkurentna atmosfera u firmi, ili vise vlada onaj zenski duh kada se gleda da kolektiv dobro funkcionise da se svi slazu podrzavaju. Kakva je situacija po tom pitanju kod vas u firmi, da li je vise ovih muski orjentisanih ili zenskih koji brinu za dobrobit firme?	1.c	
10	R	Da li je vise zenskog nacina razmisljanja?		
11	I	Da u smislu zenskog znaci da se pazi da su medjuljudski odnosi na visokom nivou, da se pazi da je timski duh kako treba, ili mozda to vise ono svako gleda opet svoj ugao i tu je konkurencija, svako gleda da sto bolje napreduje samo njegov ugao gleda, ne gleda tim sektor odeljenje?		
12	R	Pa na zalost vise ima onih koji gledaju samo svoj interes.		
13	I	Oni znaci preovladavaju u firmi?		
14	R	Da vecina, znas sta imas razliku kada je u pitanju neka naucna ustanova, neki timski rad, onda su ljudi vise upuceni jedni na druge pa vise gaje taj timski duh. A tamo gde nema tog timskog medjuzavisnosti, obicno ljudi gledaju svoja posla.		
15	I	Sledece pitanje kaze isto sto se tice organizacije, da li je kod vas u firmi organizacija stroza ili blaza. Stroza u smislu da se tacno zanaju pravila da tu nema slobode u razmisljanju, tacno se zna kako se sta radi ili je mozda blaza?	1.d	
16	R	Blaza je struktura.		
17	I	Blaza je znaci, dobro.		
18	I	E sad prelazimo na pitanja koja se ticu tih faktora koje smo mi istrazivali tokom implementacije. Mi smo istrazili neku literaturi i neke faktore smo izdvojili koji su najznacajnij, pa mi sad treba samo da mi kazete vi koliko je za vas bio bitan taj sad faktor kroz koji cemo da prolazimo prilikom implementacije. Prvi faktor je stabilnost starog sistema. Znaci da li je u opste stari sistem taj pre ovog ERP sto se implementira bio stabilan ili nije i kako	2.a	Critical Success Factors

		je ta stabilnost uticala na implementaciju ERPa, da li ste koristili neke procese mozda ili ste potpuno sve novo krenuli da radite?		
19	R	Pa stari sistem nije bio bas stabilan, nije bio bas stabilan i poslovni procesi su bili podrzani na drugaciji nacin tako da za novi sistem smo morali menjati poslovne procese.		
20	I	Da, kompletno?		
21	R	Pa najveć deo.		
22	I	Da i sad ta stabilnost starog sistema nije imala neki uticaj na implementaciju ERPa po vama?		
23	R	Pa naterala nas je samo da sto pre uradimo novi ERP.		
24	I	A na skali od jedan do deset koliko je taj faktor stabilnost predhodnog sistema bitna bila prilikom implementacije, slobodna procena?		
25	R	Pa bitna je bila znas zasto zbog imali smo problema prilikom starih podataka.		
26	I	Docu cemo posle imamo i taj faktor.		
27	R	Pa recimo neka petica.		
28		Sledeci faktor kaze promene u organizaciji. U smislu kako, kako se zove, zaposlei reaguju na promene, koliko je to bilo bitno prilikom uvodjenja tog novog ERPa?	2.b	
29	R	Pa zaposleni obicno ne vole promene jer u pocetku samom to zahteva dodatno angazovanje, učenje novog sistema, tako da oni u stratu pokazuju odredjeni otpor. Medjutim ako postoji odluka na nivou menadzmenta i postoji cvrst stav po tom pitanju zaposleni se brzo uklope prilagode svemu tome.		
30	I	A kazi te mi sad to na skali od jedan do deset, koliko je bitana ta mogucnost prilagodjavanja promenama zaposlenih prilikom implementacije ERPa, da li je to manje bitno vise bitno?		
31	R	Mnogo je bitno, mnogo je bitno to je znaci recimo sedam pa na gore.		
32	I	Dobro sad idemo na sledeci faktor, kaze sledeci faktor je kastumizacija. Koliko je bitno bilo da prilikom uvodjenja tog novog sistema, da mora taj sistem da se kastumizuje, koliko je u opste bitno da ima tu mogucnost kastumizacije za vas prilikom implementacije?	2.c	
33	R	Mnogo bitno, mnogo bitno jer ne postoji		

		gotov sistem u principu znaci isti poslovi, hocu reci dve kompanije sa istim procesima drugacije uredjuju te svoje procese. Tako da je kastumizacija ili prilagodjavanje sistema mnogo vazno, znaci mnogo vazno da bi se i implementacija sto pre uradila.		
34	I	Da li ste vi imali niza ili visok nivo implementacije, ili mozda srednji nebitno?		
35	R	Pa onako vise od srednjeg.		
36	I	I na skali od jedan do deset koliko je bitan taj faktor za implementaciju novog ERPa?		
37	R	Sedmica.		
38	I	Sedmica doboro. Sledeci faktor koji imamo je ste da projekt menadzmen.znaci koliko je bilo bitno kod vas u implementaciji tog ERPa da imate dobro organizovan projekt menadzment, da imate dobar tim, dobar plan projekta da ve to bude isplanirano i utegnuto.	2.d	
39	R	Mnogo je vazno plan i projekat su vise d pola posla.		
40	I	Da li ste vi imali verovatno sve to organizovano i pripremljeno?		
41	R	Pa u pincipu sve je bilo osmisljeno pre pocetka implementacije, tako da je u toku bilo malih korekcija.		
42	I	Jasno, a na skali od jedan do deset?		
43	R	Osam.		
44	I	Osam dobro. Sledeci faktor jeste koliko je bilo bitno da imate taj ne sad projekt menadzment nego plan da znate znaci dokle zelite da dodjete u kom vremenom periodu i sta zelite da postignete znaci prilikom implementacije ERPa da li ste imali neke tako dugorocne planove?	2.e	
45	R	Da, da, da znaci pa u svakom slucaju plan sta je to cilj u stvari to je neka ciljna funkcija, sta je to cilj zbog cea sve to radimo i kom periodu cemo to da uradimo da sve to ima smisla.		
46	I	Znaci vi ste imali tu izdefinisane te planove veoma dobro?		
47	R	Solidno.		
48	I	Samo ocena koji je to nivo od jedan do deset po vama vaznosti za taj faktor, da imate napravljene te planove kvalitetnije?		
49	R	Devet.		
50	I	E sad je ono sto ste vi vec pomenuli top	2.f	

		menadzment. Koliko je bitno i da li ste vi u opste imali podrsku top menadzmenta i koliko je to bitno za jedan projekat implementacije ERP-a?		
51	R	Imao sam, ali ne bas nesto posebno.		
52	I	Znaci nije bilo bas toliko jednostavno?		
53	R	Da.		
54	I	To je predpostavljam onda ocena deset.		
55	R	Tako je.		
56	I	Sledeci faktor koji kazemo, sto se tice sad top menadzmenta i radnika, mora da postoji neka osoba koja izmedju njih komunicira. Sad to mozda ste bili vi mozda neko drugi, da li je postojala ta osoba kod vas, i naravno mozda ako to niste bili vi, koja je gurerala projekat napred znaci koja je motivisala zahteve te top menadzmenta gurala napred da se ostvara?	2.g	
57	R	Pa ja sam taj bio.		
58	I	I dobro koliko je za vas to bitno u tom projektu da takva neka osoba postoji da gura projekat?		
59	R	Pa mnogo bitno, nogo bitno da neko postoji ko ce da istera sve to na kraj da animira ljude i da to dovede do kraja.		
60	I	Znaci to je vrlo vazno bilo, i koliko bi to bilo na skali od jedan do deset.		
61	R	Tako je, recimo osam.		
62	I	Idemo na sledeci faktor, sledeci faktor jeste konsultanti, interesuje me da li ste vi imali u opste konsultante koji su vas savetovali pre implementacije ERP-a ili mozda niste i koliko je to bitno po vama?	2.h	
63	R	Bitno jeste, nisam ih imao.		
64	I	Znaci generalno mislite da je to bitno za firme koje eto mozda nisu imale iskustva dovoljno?		
65	R	Jako vazno, jako vazno.		
66	I	Znaci na skali od jedan do deset to bi bilo?		
67	R	Pa recimo sedam.		
68	I	Sedam okej. Sledeci faktor jeste testiranje znaci provere sistema tokom implementacije. Da li ste vi vrsili testiranja i te provere tokom implementacije dokle se znaci stiglo i koliko mislite da je to vazno da se jedan taj projekat implementacije uspesno zavrshi?	2.i	
69	R	Pa svaki deo koji se zavrshi u implementaciji mora da se napravi ovaj		

		testiranje.		
70	I	Znaci imali ste za svaku fazu projekta testiranje?		
71	R	Tako je, tako je mora to da se uradi i to je jako vazno.		
72	I	Okej na skali od jedan do deset?		
73	R	Osam		
74	I	Osam. Sledeci faktor kaze trening zaposlenih, da li ste vi imali treninge zaposlenih, u kolikoj meri znaci mali broj treninga veci broj treninga i koliko mislite da je to bitno za uspesnost nekog projekta.	2.j	
75	R	Pa imali smo za svaki deo softvera treninge, i naravno to je isto bitno jer ljudi ako nisu dobro ako su neuki nema nista od posla, posebno prilikom startovanja projekta jer se tokom nekog rada ljudi i obuce vremenom, ali kazem tog trenutka je jako vazno da se dobro obuce.		
76	I	Znaci da se taj prelaz sa starog na novo dobro obavi?		
77	R	Tako je.		
78	I	I u kolikoj ste meri vi imali treninge, da li ste imali veliki broj treninga ili neki umereni broj?		
79	R	Pa onako neki prosecan broj sati na osnovu nekih iskustva, znaci nista preterano a nista ni precenjeno, dovoljno sto bi rekli.		
80	I	A zaposlenima da li je bio tezak taj prelazak iz starog u novo, da li mozete da procenite, da li im je bilo to suvise tesko da savladaju ili ne? Da li je bio znaci tesko da savladaju te treninge koji su bili postavljeni pred njih zaposlene sto se tice prelaska sa starog na novi?		
81	R	Generalno ne, znaci znas sta to je zahtevalo, jer su oni radili tekuce poslove svoje, radili su tekuce poslove i radili su dodatno obuku tako da im je to predstavljalo problem, ali u principu proslo je to sve to kako treba.		
82	I	I na skali od jedan do deset koliko je to bitno po vama za tu novu implementaciju?		
83	R	Pa jako je vazno, znaci neka osmica. Jer ljudi ako su dobro obuceni oni ce brzo biti stimulisani da rade cim se nesto ne zna onda je otpor sve veci i veci i to moze da srusi projekat.		
84	I	Da jasno, dobor imamo samo jos par	2.k	

		faktora. Sledeci bi bio, da sto se tice tima koji je vrsio tu implementaciju. Koliko je bitno po vama da i u opste kakav je vas tim bio, da taj tim bude sastavljen od ljudi koji imaju visok nivo znanja koji mogu da iznesu ceo taj projekat?		
85	R	To je mnogo bitno. Znaci jako je bitno ako ljudi koji vode projekat i ljudi koji ucestvuju ne znaju onda sta da ocekujemo od korisnika, tako da je to jako, jako vazno i ovaj tu isto je okko neke osmice.		
86	I	Da li je mozda kvalitet tog tima odredjuje mozda koliko cete da uштедите na nekim resursima u smislu vremena i novca da li ima ulogu u tome?		
87	R	Tako je, tako je, ima ima.		
88	I	Sledeci faktor kaze sad je ono sto smo isto pomenuli prenos podataka iz starog sistema u novi. Koliko je bilo bitno da se znaci taj prenos odradi kvalitetno i da li je u opste po vama bilo to bitno za implementaciju tog novog ERPa, koliko je taj faktor bitan u toj novoj implementaciji.	2.l	
89	R	Znas sta ne pocinje zivot sa novom aplikacijom. Zivot je trajo odavno, nova aplikacija znaci je samo nastavak i poboljsanje nekog kvaliteta i ne znam optimizacije procesa i tako dalje, a podaci su podaci. Tako da ne bi se moglo nastaviti ako nema podataka.		
90	I	Da jasno to je u svakom slucaju neophodno da bude dobro odradjeno.		
91	R	Tako je, neophodno je , na zalost nismo imali kvalitetne podatke pa smo se mucili dosta vremena, prilikom izvestavanja znaci tek smo dobili neki kvalitet posle mozda godinu dana.		
92	I	Dobro, i na skali od jedan do deset opet vasa ocena.		
93	R	Pa recimo osmica.		
94	I	Dobro. Imamo jos dva faktora. Kaze sto se tice znaci da li ste vi imali prilikom implementacije tog ERPa povratnu informaciju od korisnika znaci da vam oni sugerisu da li je to dobro nije dobro kako to ide, da li mozda ako ne daj boze projekat ne ide kako treba i vidi se da nece da ostvari rezultate da se prekine na vreme, kakva je bila situacija sto se toga tice kod vas? Da li ste dobijali neke informacije nebitno negativne pozitivne	2.m	

The Relationship Between Organisational Culture and ERP Implementation CSFs

		od korisnika, da li ste imali takve?		
95	R	Da znaci imao sam. Samo tu covek mora da bude onako vrlo obazriv, informacije od korisnika mogu da budu i dobronamerne i nedobronamerne. Tako da tu bi ja stavio jednu peticu, znaci vazno je ali sa velikom opreznoscju.		
96	I	Ali oprezno, a kod vas u firmi imali ste tu komunikaciju izmedju?		
97	R	Imao sam da,da.		
98	I	Imamo jos jedan faktor za ovaj drugi set pitanja koji kaze koliko je bial bitno da ta celokupna komunikacija izmedju zaposlenih, izmedju firme koje je dostavila softver znaci to izvestavanje o stvarima prilikom implementacije ERPa koliko je to bitno za projekat generalno?	2.n	
99	R	Aj mi ponovi jos jednom.		
100	I	Znaci koliko je bila bitna kvalitetana komunikacija izmedju svih ucesnika u procesu, znaci od zaposlenih preko vaseg odeljenja do firme koja je prodala, obezbedila ERP? Koliko je bitno da svi ucesnici kvalitetno komuniciraju da imaju dobar sistem izvestavanja o stvarima i tako dalje?		
101	R	Pa vidi to je vredni celu desetku, ako nema potpune komunikacije izmedju timova onda nema rezultata.		
102	I	I kako je to izgledalo kod vas u firmi, el to bilo na dobrom nivou, da li ste vi zadovoljni sa komunikacijom?		
103	R	Pa vidi moglo je bolje, negde znaci nisam skroz nezadovoljan ali recimo sigurno je moglo za jedno dvadeset posto trideset bolje.		
104	I	E završili smo sad sa tim setom pitanja ostao nam je jos jedan set pitanja. Sad ako se secate imali smo prvi onaj set pitanja je bio u vezi organizacije da li je stroza ili blaza i tako dalje, drugi set je bio u vezi ovih faktora implementacije e sad mi cemo u trecam set da poredimo u zavisnosti kakva je kod vas bila organizacija kako se ovo faktori ponasaju.	3.a	Relationships between CSFs and Organisational Culture
105	R	Slusam, ponovi molim te.		
106	I	Prvi set smo imali kakva je organizaciona struktura kod vas, drugi set smo imali pitanja faktori, e sad cemo treci set imamo gde ce te vi da mi poredite kakva je ta struktura i uticaj strukture na te		

		faktore. Pa sad kaze prvi slucaj sto se tice izmedju te udaljenosti izmedju sefa i zaposlenih da li je ona velika ili mala, kod ves je cini mi se bila mala udaljenost, znaci komunicirali ste sa zaposlenima, kako sad to utice na promene u organizaciji. Da li je vama znaci bilo posto je bila bliza komunikacija sa korisnicima bilo lakse da se uvedu te promene sa aspekta korisnika ili teze. Da li oni lakse prihvataju promene ili teze prihvataju promene sa obzirom da vi imate blisku komunikaciju sa njima?		
107	R	Pa lakse prihvataju te promene.		
108	I	Znaci ako imae blizu komunikaciju onda je naravno lakse da prihvate te promene.		
109	R	Tako je.		
110	I	Da li mislite da je to zato sto vi mozete onda da samo jednostavno doprete do njih ili mozda zato sto oni mogu da dopru i do vas u tom smislu posto ste?		
111	R	Pa obostrano je i tad se moze praviti lakse i jednostavnije timski duh. Znaci kad se sa ljudima prica, sto bi rekli kad imas dobru komunikaciju sa ljudima otvorenu pricu onda se stice i vise poverenja i zelje se dobija vise da to sve funkcijonise sto bolje i sto kvalitetnije.		
112	I	Znaci u smislu ako bi sad vi bili udaljeniji, da ste neki sef koji sedi gore niko ga ne vidi tu bi bilo mnogo teze da se te promene prihvate.		
113	R	Siguran sam.		
114	I	Sad gledamo istu tu situaciju ta vasa bliskost sa zaposlenima, odnosno bliskost menadzmenta sa zaposleima ili udaljenost, u vasem slucaju bliskost. Kako to utice posto ste vi bili ta osoba koja gurala projekat, kako je to vama olaksavalo ili otezavalo posao, da li vam je lakse da onda gurate projekat napred i da motivisete ljude ako ste blizi, ako je ta udaljenost manja ili je mozda teze?	3.b	
115	R	Za takav nacin potrebno je vise energije onoga ko to gura sve napred, kao recimo za mene, ali su rezultati bolji.		
116	I	Da, a generalno da li mislite da vam je olaksalo to sto ste imali bolju komunikaciju sa zaposlenima da gurate projekat napred.		
117	R	Taj rezultat je bio brzi i bolji nego da sam imao drugaciju komunikaciju.		

118	I	Da znaci sigurno vam je olaksao.		
119	R	Da.		
120	I	E sad opet posmatramo tu bliskost menadzmenta sa zaposlenima, i u smislu sad projekt menadzmenta kako mislite da li taj projekt menadzment celokupni projektni tim projektni plan dobija na znacaju ako ste vi blizi sa zaposlenima ili ne dobija mozda na znacaju mozda je onda teze ako niste blizi. Ne znam da li sam vam samo dobro objasnio?	3.c	
121	R	Cini mi se da nisi, sta kazes?		
122	I	Znaci kazem ovako, vi ste imali situaciju da je menadzment bio blizi sa zaposlenima, odnosno vi ste bili blizi sa zaposlenima, kako je to uticalo koliko onda sam projekat dobija na znacaju da li to otezava projektu ili doprinosi da se projekat lakse realizuje da bude bolji.		
123	R	Ja mislim da doprinosi da projekat bude bolji.		
124	I	Da li je tu lakse tom projektnom timu da radi ili ne u takoj amosferi po vasem pitanju.		
125	R	Pa ja mislim da je lakse da radi. Jer postoji bolja komunikacija bolje razumevalje i svi teze istom cilju.		
126	I	A da li je bilo lakse u takvom okruzenju da napravite plan projekta ili je mozda bilo teze.		
127	R	Pa vidi plan projekta u principu ne zavisi od toga. Plan projekta se pravi pre nego sto dodje do te blize i ne znam komunikacije.		
128	I	Znaci u tom smislu kad ste planirali projekat za vas i nije bilo toliko bitno misljenje zaposlenih.		
129	R	Naravno vazno je i tada misljenje zaposlenih, sta hocu da ti kazem naravno i prilikom pravljenja projekta sa zaposlenima i clanovima tima se konsultuje sta bi koliko moglo da traje i tako dalje, i tako dalje. Ali znas sta projekat se pravi na papiru pravi se neki plan aktivnosti nekih dogadjaja, planiras resurse, ljude vreme i tako dalje i tada i nemas mnogo potreba da komuniciras sa zaposlenim, sem sa onim naj uzim clanovima tima gde se konsultujes sta bi koliko trebalo da traje, tek kad krenes u implementaciju hocu reci realizaciju projekta, onda mora da bude		

		svakodnevna komunikacija kako bi pratio projekat dobro.	
130	I	E sad sto se tice te komunikacije opet gledamo tu vasu bliskost sa zaposlenima, koliko je to i da li je to olaksavalo taj proces komunikacije i izvestavanje prilikom implementacije ili je mozda otezavalo?	3.d
131	R	Olaksavalo, tako je.	
132	I	Da niste imali mozda kako se zove prepreke u smislu posto ste bliski sa zaposlenima da oni osete potrebu da tu mozda da izvestavanje moze da bude labavije da kazem?	
133	R	Vidi tu bliskost ne bih ja opisao kao anarhiju. Bliskot u smislu, ajde kako to da definisemo, kao vise poverenja i strpljenja u samoj komunikaciji.	
134	I	Da ali pravila su se znala.	
135	R	Pravila su se znala, jer pravila postoje i pravila se postuju i trebaju da postoje bez obzira da li si blizi sa zaposlenima ili ne, nikako ne smatram tu bliskost kao anarhiju ili manu da moze da radi ko sta hoce. Jednostavno da ljudi manje skrivaju realne podatke da nesto i ne urade kako treba da to ne skrivaju i ne taje.	
136	I	Sad kaze zavrшили smo sa udaljenoscju zaposlenih, sad gledamo sto se tice onog stroza ili blaza organizacija u firmi, kod vas je cini mi se bila blaza organizacija u firmi nije bilo toliko sve strktno ili kako bese?	4.a
137	R	Pa znala su se sva pravial igre ali nije bilo nekakvih, hocu da kazem nije sve bilo samo formalno bez ikakvih da nesto ne bi rekli a da nije tako.	
138	I	Dobro bila je da kazemo umerena nije bila toliko stroga, znaci nije bilo da kazem vladavina da se bukvalno vlada.	
139	R	Tako je nije bila strahovlada, tako je.	
140	I	E sad gledamo tu vasu kakva je bila struktura organizacije, kako to ponasanje mi cemo da zovemo blaza organizacija utice na promene u organizaciji opet, da li je lakse da se promene usvoje u tako nekoj organizaciji koja je blaza malo ili u nekoj koja je skroz striktna i diktirana da mora tako i nikako drugacije. Kako se lakse, u kojoj situaciji se promene lakse prihvataju po vama od strane korisnika?	

141	R	Pa znas kako promene uvek padaju tesko, ali sve sto je kruto pre puca. Ja licno mislim iz nekog mog iskustva ukoliko ti je organizacija prestroga, slusaj zna se ajde da kazemo ne mozemo primeniti isti arsin za svaku vrstu poslovnih procesa zna se tacno ako imas neku seriju prizvodnje i kad sledeca operacija zavisi od predhodne tu se znaju pravila igre i tu nema nikakve dileme, i u drugim poslovima trebaju da se znaju isto pravila igre sta predhodi cemu sta sleduje i tako dalje sve to moze da se odradjuje i da funkcionise znaci na osnovu nekih propisanih preciznih pravila i uvazavanja zaposlelih.		
142	I	Znaci po vama generalno utisak je eto da mozda bolje ako to nije diktatura da se bolje.		
143	R	Naravno diktatura ne vodi nicemu, i sve sto je kazem kruto to da pre ili kasnije mora da puca.		
144	I	E sad opet gledamo tu neku krutu organizaciju ili neku mozda blazu, kako to utice na kastumizaciju ERP-a, da li je mozda veci nivo te kastumizacije u toj nekoj blazoj organizaciji ili mislite moda da ako je striktna organizacija da ce nivo kastumizacije biti na nizem nivou. Da li to ima veze moda sa organizacijom ili ne?	4.b	
145	R	Pa nema vidi, opet se vracamo znaci sistem funkcionise svaki po nekim pravilima zavisi sad sta je, znaci postoje pravila, procedure i organizacija sistem znaci postoji sad taj sistem moze da se striktno postuje i moze da se ne postuje. Ne znaci opet ako je blaza organizacija da se sitem striktno ne postuje to uopste ne mislim ni jednog trenutka na to, a podesavanje i prilagodjavanje sistema mislim da ne utice organizacija, znaci ako kazem ajde samo da budemo precizni zbog termina znaci moraju u organizaciji gde se strogo pravila postuju znaci poslovne procedure tu je jednostavnija kastumizacija i bolji je rezultat, znaci u organizaciji gde se zna ko sta radi kog trenutka i kako treba da radi.		
146	I	Znaci ako je mozda malo stroza organizacija tu ce taj da bude manje potrebe za stalnim menjanjem i kastumizacijom?		

147	R	Tako je, tako je, u tom smislu tamo gde se postuju pravila igre, sad da ne budemo sta je strogo ili ne.		
148	I	Jasno sad mozemo da diskutujemo o tome. E sad isto gledamo tu strozu ili blazu kod vas je bila blaza da kazemo i projekat i projektni tim i ceo projekat kad gledamo, da li je lakse kad se projekat sprovodi u nekom strogom sistemu ili u mozda nekom koji je fleksibilniji blazi kao sto je vas slucaj, ili mozda nema uticaja ali ne zanm sad kod vas kako je posto je bila blaza.	4.c.	
149	R	Znaci mi se sad tu sve vrtimo oko nekog pojma, lakse je znaci sprovesti projekat jedino se uspesno moze sprovesti tamo gde su jasna pravila igre i gde se ta pravila igre postuju. Znaci u firmi znaci gde se zna sta se radi ko radi tu su manje sanse da se omasi.		
150	I	Znaci vi tu opet dajete prednost toj nekoj strozjoj organizaciji gde je sve izdevinisano pravilima znaci u smislu projekta?		
151	R	Tako je znaci tamo gde se znaju pravila igre to ima bolji rezultat.		
152	I	Imamo jos tri pitanja. Znete ono sto smo rekli da se zaposleni poistovecuju sa ciljevima organizacije da su tu zbog firme, ako gledamo to i opet gledamo ovaj projekat implementacije ERPa da li je lakse da se taj projekat sprovodi u atmosferi gde se zaposleni poistovecuju sa ciljevima organizacije i zele da doprinesu organizaciji ili mozda ggde svako gleda svoju ulogu?	5.a	
153	R	Lakse je tamo gde zaposleni zele da firma ide napred.		
154	I	Znaci u toj situaciji lakse je da se projekat ceo iznese?		
155	R	Tako je.		
156	I	Dobro. Sad isto gledamo to poistovecivanje sa ciljevima i trening. Sta mislite gde je lakse da se obavi taj trning zaposlenih tamo gde ljudi hoce da doprinesu firmi ili tamo gde ljudi gledaju striktno svoje ambicije?	5.b	
157	R	I:Sta si me jos jednom?		
158	I	Znaci sad gledamo trening zaposlenih, da li je lakse da se taj trening uspesno sproede tamo gde se zaposleni poistovecuju sa ciljevima kompanije ili		

		tamo gde zaposleni isključivo gledaju svoj interes znaci?		
159	R	Vidi sve su to sada kazem teme za diskusiju. Logično je i čini mi se da je uvek tamo ljudi gde ne gledaju da li je četiri sata i da li si završio posao i da odmah beže kući, znaci koji žele da učestvuju u procesu, da ga unaprede da znaci žive za taj u smislu napretka i za kompaniju sigurno je tu sve lakše sprovesti i obuke i treninge nego ljudi koji gledaju na sat i čekaju kad će kraj da završe priču da beže kući.		
160	I	I imamo poslednje pitanje ono je ovako malo lakše jer je generalno, znaci interesuje me kad ste vi dali eto obučili kadar u firmi dali ste im treninge kvalitetne i obuku da li ste se vi kao menadžer i ceo menadžment u firmi bojali da će onda kada dobiju adekvatno znanje da će da zaposleni možda da odu iz firme da prene poziciju. Da li se firma odnosno menadžment plasio toga da će radnici da odu kada usvoje to kvalitetno znanje treningom koji ste im pružili.	6.	
161	R	Ja lično ne, mislim da firma uvek treba da postavlja pitanja ako je napustaju zaposleni. Znacilo da nešto tu ne funkcioniše kako treba, ajde da se vratimo nije sve u novcu, znaci novac mnogo znaci i jedan je od ključnih faktora zarada, ali kazem ti mnogi napustaju firmu kompaniju ne samo zbog para nego zbog upravo loše organizacije, nepostovanja ljudi i tako dalje. Tako da ja se nisam plasio i nikad se ne plasi, jer mislim da čovek mora dobro da stavi prst na celo ukoliko zaposelni napustaju firmu.		
162	I	Pitanje koje me interesuje, kao što znate imamo da zaposleni mogu da budu više individualno orjetisani nego kolektivno, što je iz prethodnih pitanja slučaj kod vas u firmi, e sad mene interesuje da li i ako da, kako to ako se oni ponasaju više individualno utiče na treninge koje oni dobijaju, u smislu da je onda teže da se dobri radnici zadrže da ne odu?	7.	
163	R	Pa vidi dobre radnike je uvek problem zadržati. Mislim da tu nema nekih problema ako je komunikacija dobra, mora da se razgovara sa ljudima i da se		

		zna ako postoje problemi tako da mogu da se rese na vreme, ako nema te komunikacije onda naravno da ne mozemo i znati ako je neko nezadovoljan.	
164	I	S; Dobro a kako bi to povezali sada sa trenningom, mislim neciji individuallizam i treninge u firmi, kao oni zavise.	
165	R	Znaci sigurno da su povezani. Ako je neko individualista on je onda naravno okrenut vise svojim ciljevima i zbog toga je naravno mozda vise motivisan od ostalih da napreduje i da stice nova znanja kroz treninge. Tako da sigurno da ta povecana individualnost i zelja za sopstvenim napredovanjem utice da treninzi budu bolje prihvaceni sa njihove strane i samim tim vazniji za firmu jer tako pridobija poverenje zaposlenih. Medjutim to moze i da im bude dodatna motivacija da napuste firmu. Ali jos jednom se vracam na to, ako zaposleni napustaju ili zele da napuste firmu, onda mora da postoji neki problem. Tako da sigurno da ljudi koji rukovode u firmi moraju da budu svesni toga i da prepoznaju necije zelje kako bi mogli da zadrze kvalitetnog radnika, jer veoma cesto imamo situaciju da se ne radi kao sto je najcesce slucaj o novcu za napustnje posla, nego upravo je los odnos i komunikacija koje doprinose tome.	
166	I	Dobro i imamo jos jedno pitanje, ono se tice opet individualnosti i kolektivizma u firmi. Naime ako imamo situaciju kao kod vas gde je vise zastupljena individualnost kod zaposlenih, kako mislite vi da to utice na projektni tim prilikom implementacije?	8.
167	R	Nisam te bas najbolje razumeo.	
168	I	Znaci ako imate da je zastupljena individualnost kod zaposlenih u vasoj firmi, da li ljudi imaju problem da menjaju pozicije u projektnom timu ili ne, da li teze prihvataju to, posto im je bitno na kojoj su funkciji, pri tom ne mislim da promena pozicije znaci napredovanje ili nazadovanje u firmi ako me razumete?	
169	R	Da, da. Jako je vazno za neke ljude da budu na nekoj poziciji u firmi i ako jednostavno oni to izgube osecacaju se izgubljeno i nece moci da obavljaju svoje	

		zadatke. To je veliki problem za neke ljude i oni jednostavno ne mogu to da ga prevazidju, ja licno ne bih imao problem da radim sa bilo koje pozicije, mislim da je to jedan vid nesigurnosti koji ljudi imaju. Ukoliko ljudi imaju svoj cilj i teze ka necemu, na bilo koju poziciju u bilo kom timu da ga stave to nece predstavljati nikakva problem za njega jer ce on u svakoj situaciji dati sve od sebe i odmah se izdvojiti od ostalih.		
170	I	Dobro. Hvala lepo na intervju. To bi bilo sve, hvala jos jednom na vremenu.		
171	R	Nema na cemu. Prijatno.		
172	I	Prijatno		

B.2 Transcript for Interview 2

Interviewer (I): Stefan

Respondent (R): Subordinate Serbian Retail Company

Reference	Subject	Statement	Guide question	Section
1	I	Prvo pitanje glasi kakav je odnos izmedju uprave odnosno sefova i zaposlenih kod vas u organizaciji, da li sefovi ugrozavaju misljenje zaposloenih ili ne, kako to funkcionise kod vas?	1.a	Organisational Culture
2	R	Kod nas u nasem odeljenju koje se bavi IT tehnologojama nas sef uvazava misljenje svojih podredjenh, imamo rednovne sastanke na kojima se izlazu tekuci problemi i sta bi moglo eventualno u buducnosti da se uradi da bi se ispravile nepravilnosti koje imamo u funkcionisanju sluzbe i u opste naseg servisa koji mi pruzamo prema celoj organizaciji.		
3	I	Ko vrsi tu inicijativu, da li to podstice uprava ili je to samo splet okolnosti?		
4	R	U zavisnosti od situacije ako je situacija redovana onda imamo od strane rukovodstva inicijaciju za te sastanke, a ako dodje do nepredvidjenoh situacija koje smo mi приметили pre nego sto je doslo na veci nivo onda mi inicijalizujemo sastanak gde ce se izvršiti rasprava i naci resenje za problem koji se javio.		
5	I	Znaci generalno mozemo da zakljucimo da su kod vas zaposleni odnosno podredjeni dosta ukljuceni u taj proces donosenja odluka.		

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6	R	Da		
7		S: Sledece pitanje koje se isto tice organizacije, je kako zaposleni kod vas u firmi vide sebe, svoju poziciju u firmi, da li se oni vide kao deo te firme, kao deo jedne velike porodice, ili mozda to drugacije, kao vise neki individualni interesi ili tako nesto?	1.b	
8	R	Pa ne vide se kao deo porodice, kod nas je drugaciji sistem upravljanja, nema taj vid stimulacije da se zaposleni osecaju kao deo porodice da se tako izrazim, jednostavno dolazis na posao radi obezbedjivanja egzistencije.		
9	I	Znaci njima je primarni cilj zarada, a ne da doprinesu razvoju firme.		
10	R	Ne, nisu stimulisani na taj nacin da bi se tako ponasali.		
11	I	Znaci to je opet do uprave, oni tu vode glavnu rec.		
12	R	Tako je.		
13	I	Dobro, da li bi mogao da mi kazes, posto sada znas da ima onaj muski i zenski nacin rada, gde je muski nacin rada dase vise bude takmicarski nastrojeno, da bude u duhu konkurencije, ili onaj zenski, gde se brine za dobrobit svih u timu, u celoj toj organizaciji, da su medjuljudski odnosi dobri. Kako to funkcionise kod vas?	1.c	
14	R	Nikako. Kod nas ne funkcionise ni jedan od ta dva sistema. Sve je to vezano sa onim malopredjasnjim pitanjem, sta je cilj organizacije i ljudi u okviru te organizacije, znaci posto ljudi i neosecaju neku specijalnu vezu niti pripadnost organizaciji onda ni sam taj duh koji si me sad pitao, o cemu se vodi racuna, i ne igra neku ulogu. Kod nas u nasim firmama privatnim, citiracu jednog kolegu se vlada a ne upravlja, ako da vladat drzavom, totalitarno bukvalno.		
15		Tako da to bas i ne funkcionise uopste.		
16	R	Ne funkcionise na taj nacin, gleda se da ne ispadaju sukobi medju zaposlenima, bar ja licno tako posmatram ali posto je situacija napeta stres je veliki, tako da su cesti izlivi nezadovoljstva i svadja medju zaposlenima.		
17	I	To je sad vezano vezano za sredinu, znaci od ovog zenskog nacina rada tek nema nista.		
18	R	Ne ovde je svako za sebe.		
19	I	Dobro sledece pitanje kaze ako gledamo sada organizaciju, ne znam kakav je slucaj	1.d.	

		kod vas ti sad kazni, imamo stroziju organizaciju gde se tacno zna kako i sta, ili mozda blaza. Pa kakva je situacija kod vas i sta mislis koja daje bolje rezultate, da li ta stroza ili neka blaza? Kakva je kod vas stroza ili blaza?		
20	R	Pa sad trenutno je stroza.		
21	I	Znaci sve se kontrolise maksimalno izlasci, dolasci.		
22	R	Jeste, ali mi smo sada u specijficnoj situaciji zato sto se prakticno vrsi integracija tri razlicite firme i u sklopu takvih okolnosti nije ni neobicno sto je takav nacin upravljanja dok se ne postavi sve na svoje noge. Ovaj situacija bas uobicajna, tako da eto to je problematika.		
23	I	A pre toga kakva je bila, da li je bila mozda stoza ili izmedju negde?		
24	R	Pa vidi dok su bili inostrani vlasnici situacija, upravljanje, je bilo opustenije, tako da eto to je to.		
25	I	E sada bi trebali da predjemo na drugi set pitanja koji se tice te implementacije ERPa i sad mene interesujeda mi ti kazes kako neki ti faktori uticu na implementaciju ERPa, ja ti kazem neki faktora i ti mi kazes kako to kod vas uticalo ili mozda nije uticalo uopste mozes i to da kazes. Znaci prvi faktor koji nas interesuje jeste, mi smo tu istrazili neku literaturu i zakljucili smo da su ovi najbitniji, znaci prvi faktor je kada gledamo stari sistem koji je bio, koliko je on bio stabilan, ako je bio dosta stabilan da li je to vama pomoglo ili odmoglo ili suprotno ako mozda nije bio stabilan.	2.a.	Critical Success Factors
26	R	Stari sistem je bio dosta kako da ti kazem distribuiran, pa samim tim o stabilnosti se, nije bio pravi informacioni sistem u tom smislu reci, on je bio naslednik stare arhitekture i nacina razmene podataka tako da moze da se svede na to o da je bio prilicno nestabilan i komplikovan za odrzavanje. Veoma komplikovan za odrzavanje i zahtevao je ucesce ITa vise nego sto je to normalno u nekom prosecom radu informacionog sistema.		
27	I	Znaci generalno je bio, kako se zove, bio je stabilan ali je bio dosta problematican.		
28	R	Pa, njegova stabilnost je zahtevala enorman napor ljudi koji rade u tu.		
29	I	Da, da da se ulazu veliki resursi I kazni mi sada sa aspekta novog sistema,		

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		implementacije tog novog ERPa, da li vam je to, taj faktor, bio bitan, da li je bitno bilo da on bude stabilan ili nestabilan sta mislis da je bitnije.		
30	R	Pa bitno nam je da nam bude stabilan, ovaj nov sistem je apsolutno stabilan.		
31	I	Da, da ali taj stari sistem on je znaci bio kod vas stabilan, zahtevao je dosta resursa da se odrzava, da li vam je pomoglo to sto je on bio stabilan za implementaciju novog ERPa.		
32	R	Pa ne nije, nema nikakvog uticaja, njegova stabilnost nikakav uticaj nema na implementaciju novog ERPa, samo su primenjena neka iskustva koja smo imali u razvoja starog da se specficni zahtevi implementiraju u novi.		
33	I	Da li su koriscen procesi iz tog starog ili su pravljene novi sve redizajnirano, novi procesi, novi tokovi.		
34	R	Ne, ne primenjeni su stari, dobra resenje su primenjena i u novom.		
35	I	Sledeci faktor kaze promene, kaso sto znas ljudi imaju otpor prema promenama, mene interesuje kako se taj otpor tu kod vas, da li je bilo velikog otpora prilikom implementacije novog sistema ili nije bilo, kakva je tu situacija bila kod zaposlelih?	2.b	
36	R	Nije bilo, nije bilo uopste, naprotiv ljudi su se ne mogu da kazem obradovali ali im je lakse bilo raditi na novom sistemu. Nije bilo otpora iz prostog razloga sto su najbitniji procesi za firmu koji se izvrsavaju u informacionom sistemu bili prilagodjeni na nacin kao sto je radio stari tako da osim stabilnosti i lakoce rada nisu primetili razliku u svom svakodnevnom radu zaposlenih.		
37	I	Da li im je bio mozda potreban trening dodatni neki?		
38	R	Pa jeste, samo okruzenje novog informacionog sistema je drugacije, ali vrlo kratak, jedna nedelje je bila u pitanju.		
39	I	Da li je to pomoglo da se pravazidju ti problemi prelaska sa starog na novo.		
40	R	Da, da		
41	I	Sledeci faktor koji me zanima jeste kaze, da li je kod vas, znas da neki sistemi mogu da budu vise kastomizovani ili manje kakva je situacija kod vas bila da li ste imali potrebu da bude visok nivo kastumizaciju, da li vam je to posle pravilo problem sa apgrejdom tog ERPa sisemskim, ili tako	2.c	

		nesto?		
42	R	Nismo imali visok nivo kastomizacije u nasem slucaju, osim sto su oni neke funkcionalnosti potpuno razvili nove za nas, ali to ne moze da se svede pod kastomizaciju.		
43	I	To znaci nije ni postojalo a oni su uveli novo?		
44	R	Da, nije ne. Kastumizacija u smislu specijalizacije odredjenih funkcija softvera nije bilo.		
45	I	Znaci vrlo lako bi sada mogli, imaju sors kod, sad ti proizvođaci softvera mogli bi lako da ga unaprede ako bbi napravili novu verziju?		
46	R	Imamo da cetiri puta godisnje oni postavljaju novu verziju.		
47	I	Sledeci faktor koji me interesuje, jeste prilikom implementacije kako je izgledalo to kod vas, taj projekat ceo da li ste imali napravljen projektni tim, plan projekta koji ce da se sledi, da li je to bilo dobro definisano ili nije, kako je to izgledalo?	2.d	
48	R	Jeste, prilikom implementacije bili su definisani projektni timovi, kako sa strane implementatora znaci proizvođaca softvera, tako i sa strane nase firme, billi su definisani i protokoli komunikacije izmedju vodja projekata sa jedne i druge strane, bili su redovni sastanci jednom nedeljno da se utvrdi status projekta, dokle se stiglo, koji su problemi, postojala je i projektna dokumentacija, postojao je i projektni zahtev, postojale su verifikacije svake faze u smislu implementiranja, znaci kako je koji proces u implementaciji završen bila je verifikacija sa jedne i druge strane, od strane korisnika i vodja projekata.		
49	I	Znaci projekat je bio krajnje dobro definisan da bi moglo to da se prati na adekvatan nacin?		
50	R	Jeste tako je.		
51	I	Sledeci faktor koji me interesuje kaze, sto se tice, koliko je bilo bitno da unapred imate defnisan taj plan, znaci da li je bitno da se unapred ima definisan put kojim hocete da idete kako bi se sve to lepo leglo na svoje, kako bi ljudi prihvatili te promene, da saznaju sta ih ceka prosto, da li ste imali vi tu sitaciju da li vam je to pomoglo?	2.e	
52	R	Pa jeste, to moras da imas da bi znao kuda ides, ako nemas plana jednostavno ces se		

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		izgubiti u toj, to je ipak kompleksan zahvat, jer ako nemas plan poceces da lutas i gubi se i jako mnogo vremena i resursa, u smislu i ljudi i novca koji trosis a to.		
53	I	Znaci to ste vi dobro odradili i bilo vam je od koristi?		
54	R	Da da, imalli smo plan bogami cetri meseca unapred, kad je krenulo sa implementacijom.		
55	I	E sad sledeci faktor tebi se svidja verovatno, podrška top menadzmenta. Da li ste imali vi tu podršku ili niste i kako je to izgledalo da li je to bitno za vas ili ne?	2.f	
56	R	Pa bitno je da imas podršku top menadzmenta prilikom uvodjena jer ovaj ako oni pruzaju otpor onda nema nista od toga. Jer dodje se u jednom momentu, je moguca veoma situacija u kojoj neko treba da presece kojim putem dalje krenuti u implementaciji i tu je neophodna podrška top menadzmenta tako da smo naravno imali punu podršku top menadzmenta prilikom uvodjenje novog informacionog sistem.		
57	I	Znaci to je od velikog znacaja. E sad me interesuje naravno nemoze top menadzment glavni direktori da komuniciraju dole sa zaposlenima mozda si ti sad tu bio ta osoba, da li je postojao neko izmedju top menadzmenta i dole radnika znaci neki posrednik koji je u stvari promovisao i gurao projekat napred, da li je bilo tako nesto kod vas ili ne?	2.g	
58	R	Ja nisam bio ali bio je direktor tadasnji ITa on nam je bio posrednik prakticno i glavni rukovodilac ispred firme u implementaciji tog iformacionog sistema.		
59	I	I on je znaci sve motivisao i prenosio sve zelje top menadzmenta.		
60	R	Tako je.		
61	I	Sledeci faktor kaze, da li ste imali konsultante, to je mozda ona firma ASW, i da li su vam oni pomogli mozda da prenesu neka predhodna iskustva ili ne?	2.h	
62	R	Ne oni su radili po nasem zahtevu mi u tom smislu nismo imali konsultante.		
63	I	Vi ste to vise in haus imali ste dovoljno resursa?		
64	R	Da, da, posto smo imali in haus softver onda smo znali sve sta nam treba tako da nismo koristili spoljne saradnike za definisanje zahteva.		

65	I	Dobro sad me interesuje tokom implementacije da li ste vrsili testiranja i provere sistema da vidite dokle se stiglo, kako ide to.	2.i	
66	R	Da, da naravno. Sa produkcijom platformom postojala je i testna paralelno, i tek posle znaci testiranja i verifikacije na testnoj platformi to se implementiralo na produkciji to je jednostavno put koji je morao da se postuje.		
67	I	Da li ste vi, vec si mi reko da ste obucavali zaposlene, koliko mislis da je i u kojoj meri to bilo bitno da se usvoji taj novi sistem, za uspeh tog novog sistema, ti treninzi zaposlenih?	2.j	
68	R	Pa vidi to je bilo neophodno da bi naucili da rade po novom sistemu da bi mogli da ostvaruju da rade svoje tekuce poslove morali su bit obuceni da rade na novom sistemu, naravno trening je tu neophodan bio zato sto ipak neki procesi rada su bili malo izmenjeni redosled, pa da bi usli u potpunu srz problematike morali su proci obuku.		
69	I	Znaci obuka je kod vas bila na visokom nivou, mislim u smislu zastupljenosti tih faktora?		
70	R	Pa jeste mogu ti reci , da, da.		
71	I	Sto se tice tima koji je vrsio tu implementaciju, koliko je bilo bitno za vas da oni znaci imaju adekvatno znanje, da mogu brzo da reaguju, da tu bude dobra komunikacija, da li je to bilo sustinski za vas ili nije?	2.k	
72	R	Jeste, bilo je, jako je jako je bitno bilo, zato sto su ipak kratki rokovi bili za implementaciju i prelazak na novi sistem znaci znanje tih ljudi koji su ucestvovali u obuci i uopste u implementaciji bilo je jako bitno da bi se to zavrсило brzo i kvalitetno.		
73	I	Da li mislis da je to uticalo da se smanje troskovi, to sto je tim bio dobar.		
74	R	Naravno cim povecavas vreme tebi placanje tih ljudi je ovaj povecano naravno.		
75	I	Sada sto se tice prenosa podataka tog transfera iz starog sistema u novi, jel to bio za vas mozda problem ili je to jednostavno bila automatska radnja koju su radili strucnjaci?	2.l	
76	R	Nije bio nikakav problem, to sam bio ja bas direktno ucestvovao, jeste to bio obimn		

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		posao ali bez nekih specijalnih trzavica.		
77	I	Da to je vise automatska radnja, samo ako se dobro definise. Znaci nije tolko bitno za ceo taj proces implementacije sistema?		
78	R	Pa bitno je ali nikakav ogranicavajući faktor.		
79	I	Dobro. Kaze sledeci faktor je koliko je bilo bitno za tebe eto kao clana tog tima da se prati kako projekat napreduje do koje faze se doslo, da se dobija neki feedback od korisnika, da li ste to vi praktikovali?	2.m	
80	R	Da, da naravno. Naravno zato smo imali one sastanke sa implementatorima da bi, tako je i vrseno pracenje ovaj dokle se stiglo i kakva je situacija sa projektom, jer koji je smisao projekta ako ne zadovoljava korisnicke potrebe.		
81	I	Tacno, a koji je tu nivo znacaja, to je bio visok nivo znacaj za taj deo?		
82	R	Naravno, pazi nije nesto uvedeno ako nema koristi od toga.		
83	I	Da ako ne mogu ljudi da ga koriste. Dobro i imamo jos jedan ovaj faktor. Koliko je bila bitna komunikacija, izmedju svih tih ucesnika u procesu, znaci ta komunikacija, razmena informacija da bi se izbegao neuspeh, da li ste imali neke forme za komunikaciju onaj servis mozda sto si mi pominjao ASWov za podnosenje zahteva?	2.n	
84	R	Jeste veoma je bitna bila ta komunikacija i razumevanje svi ucesnika u projektu. Kako da ti kazem to je i doprinelo kvalitetnom uvodjenju informacionog sistema, bas ta kvalitetna komunikacija. Znaci neophodna je za uspesnost projekta i kvalitetnu realizaciju komunikacije izmedju svih ucesnika i svim stranama naravno koje ucestvuju.		
85	I	Sada imamo situaciju kod vas, ti si mi rekao da je taj odnos izmedju sefova i zaposlenih da ste se vi konsultovali znaci zaposleni su bili ukljuceni u to donosenje odluke i to, e sad interesuje me sa tog aspekta posto su oni bili ukljuceni, kako dobija na znacaju onda na primer proces promena u organizaciji, ne znam da li sam ti dobro objasnio.	3.a	Relationships between CSF and Organisational Culture
86	R	Pa nisam bas razumeo.		
87	I	Evo ovako, kod vas je ta kako se zove zastupljenost da svi ucestvuju u donosenji odluka, kako to utice na uvodjenje tih novih promena u sistem da li to mozda olaksava uvodjenje novih promena ili otezava, sada		

		samo poredimo dva.		
88	R	Pa vidi, kako da ti kazem u uvodjenje promena u sistem mi nemamo uticaja na to kao zaposleni.		
89	I	Ako na primer, izvini sto te prekidam, raaste ta udaljenost izmedju sefa i zaposlenog sta mislis da li je onda lakse da se uvedu nove stvari ili teze prosto, iz tvog iskustva?		
90	R	Pa bitno je nacin kako uvodis te promene ako imas diktirani sistem onda je. Sto se tice funkcionisanja sistema mozda je laksi da bude diktirani nego da se pitaju zaposleni za sve onda se siri problematika i moze da se izgubi vreme bez veze to je moje misljenje.		
91	I	Isto me interesuje taj odnos ako je udaljenost izmedju sefa i zaposlenog manja kako mislis da to utice na tu osobu koja promovise novi projekat izmedju top menadzmenta ono sto smo pominjali i zaposlenih, da li joj to olaksaava posao ili ne olaksa, posto je u vasoj situacijai manja udaljenost izmedju sefa i zaposlenih, da li je toj osobi onda lakse da promovise ideje?	3.b	
92	R	Ne znam sta da ti kazem. Kad tako posmatras trebalo bi da bude teze, ti sam si prinudjen da vucis sve to umesto da se oslonis na svoje kolege sa kojima radis.		
93	I	E sad mi kazi opet gledamo tu istu udaljenost izmedju sefa i zaposlenih, znaci da li oni komuniciraju bolje ili ne, i sad sa druge strane imamo projekt menadzment taj ceo projektni tim i plan. Da li je lakse da se on sprovedu u delo ako je ta komunikacija bliza zanci ili ako nije bliza, mozda ako kaze sef to ce tako da bude i tacka, mozda je to lakse, ili je mozda lakse kad oni komuniciraju?	3.c	
94	R	Pa lakse je, vidi ako govoris o projektnom timu lakse je uvek kada je komunikacija dobra. Zato sto se onda tu precesljaju svi moguci problemi koji mogu da nastanu i lakse je tako da se izvede projekat. Jer kazem ti u drugom slucaju kada je autokrativno odlucivanje onda svaljujes i primas svu odgovornost isljucivo na sebe, a jedan covek ne moze sam da sagleda celu problematiku to je jasno.		
95	I	E isto sad gledamo sefa i zaposlene koliko dobro komuniciraju, poredimo sa time sa nacinom komunikacije i izvestavanja. Da li	3.d	

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		je taj proces mozda laksi ta komunikacija izvestavanje kroz taj odnos izmedju seva i zaposlenih, da li je bolji ili tezi?		
96	R	Pa vidi bolji je, bolje da su, ako imaju bolju komunikaciju onda je i bolji sistem izvestavanja. Sve je direktno jednoznacno. Znaci sto je bolja komunikacija bolji su rezultati.		
97	I	Znaci sto su oni otvoreniji, sto je taj odnos otvoreniji, bolji ce biti rezultati, komunikacija, izvestavanje ako sam dobro shvatio.		
98	R	Da, da naravno.		
99	I	Sad ne gledamo vise sefa, nego gledamo sad onu strozu organizaciju firme ili blazu ono sto smo pricali, znaci gde se tacno znaju procedure ili neka malo blaza. Pa me interesuje sad kako opet promene znaci uvodjenje nekih novina, kako se tebi cini sa te strane ako je stroza da li je lakse da se uvedu novine, ili ako je ta oraganizacija blaza da li je onda lakse da se uvedu novine u firmu, iz tvog iskustva?	4.a	
100	R	Pa sad vidi sve zavisi od organizacije, od velicine organizacije. To je direktno vezano, ako je organizacija kompleksna i velika moje misljenje je da je lakse ako je strozi sistem.Znaci kaze se radi se tako i tako i to je to. A ako imas firmu od dvadeset ljudi koja je pri tome i projektantska, tu je onda besmislen takav nacin rada, tu ide sasvim drugaciji sistem i upravljanja i odlucivanja. Vrlo diskutabilno zavisno od velicine i same organizacije firme.		
101	I	Znaci u sustini otpor je manji ako je cvrsca ruka u tim vecim organizacijama ako sam dobro shvatio?		
102	R	Pa normalno, znas nemas ti vremena ni resursa da sad svakom objasnjas i pitas svakog za misljenje, bas i ne ide to i nema ni logike.		
103	I	Sad opet gledamo blazu i strozu organizaciju firme, u smislu sad opet kastumizacije ono sto smo pricali, da li je ako je stroza organizacija da li ce onda da kazem da pati kastumizacija vise ili ako je blaza organizacija, posto znas onda svi imaju svoje ja i onda ce kastumizacija biti verovatno mnogo veca?	4.b	
104	R	Pa vidi treba pronaci pravu meru razumes. Jer ako pustis svakom da izvodi kako on hoce, recimo uzmi samo jedan ekran za		

		unos na primer ako sad imas trianest ljudi i njih trinaest hoce na razliciti nacin. Ne moze to je jednostavno, prilikom uvodjenog informacionog sistema se znaju tacno pravila i nema u pricipu labavosti preterane jer onda se gubi smisao toga razumes. I ako pustis preveliku kastumizaciju da se vratim na onaj predhodni deo, onda je jako tesko uvesti novu verziju, pregazis sve to sto si kastumizovao tokom regularnog rada, malo je kontradiktorno.		
105	I	Znaci treba da se nadje prava mera?		
106	R	Treba da se nadje prava mera zato se i uzima korisnicki zahtev, jer kad se jednom uzme korisnicki zahtev onda je tu kraj price to je to.		
107	I	Sad me interesuje jos kazemo sad, sta mislis taj projekt menadzment, projektni tim, plan projekta bolje funkcionisu u sroznoj nekoj organizacionoj strukturi ili u blazoj nekoj organizacionoj strukturi. I to sad moze da se gleda sa vise. Mozda ona predhodna prica tvoja da je u manjim firmama?	4.c	
108	R	Pa jeste to je sada mnogo kompleksno pitanje, preopsirno. Pa jeste sve je to vezano kao jedan linija koja se vuca to ti je tako.		
109	I	A mislis da ima tu razlike u razlicitim kulturama, kako se zove, u smislu svesti zapadne Evrope Azije, da li tu mozda nesto ima?		
110	R	Pa vidi da ti kazem jednu stvar to je generalno svuda isto po meni mislim mora da se zna ko kosi ko vodu nosi. Jer znas tebi moze projekat da propadne ako pustis da svako radi kako hoce. Mora da se znaju jasna pravila igre bez obzira koja je kultura u pitanju, znaci kad se uvodi novi sistem bilo ko bilo cega, informacioni, tehnoloski, moraju da se znaju jasna pravila, i zna se koji ljudi ucestvuju u donosenju odluka, znaci to je jednostavno tako.		
111	I	Sad gledamo ono da se radnik poistovecuje sa ciljevima organizacije ili da se ne poistovecuje. Sad kazemo kako to utice na projekt menadzment, projektni tim, da li ako se poistovecuju bolje ce da rade, ili ako se ne poistovecuju mozda onda nekim pritiskom ili tako nesto, sta mislis?	5.a	
112	R	Bolje je ako se poistovecuju. Ako on misli da ce bolje raditi sa bolji sitemom i time		

		doprineti firmi onda je bolje tako naravno da je bolje, ako je radnik nezainteresovan, nemotivisan onda nema od toga nista. Mislim nema nista mnogo sporije to ide i imas mnog veci otpor prema promenama prema svemu ako nije motivisan slabi su rezultati.		
113	I	A ista sad ta situacija, poistovecivanje sa ciljevima organizacije zaposlenog u smislu treninga. Da li ce treninzi, kako bi se odvijali bolje ili losije ako je radnik jednostavno blizi firmi i njenm ciljevima.	5.b	
114	R	Pa bolje su onda, motivisani za rad. Sve je vezano sa motivacijom, tako je, tako je.		
115	I	I poslednje pitanje za danasnjeg eksperta. Da li se menadzment kod vas na primer kad uvedete neki sistem na primer imali ste eto SAP, da li se vi plasite da kad nekog obucite i osposobite da radi u tom nekom alatu ili okruzenju da ce on da ode na primer, date mu znanje i on ode, da li se firma, menadzment plasi tog problema ili ne?	6.	
116	R	Pa nije prijatna situacija u svakom slucaju. Ne mogu da kazem da se plasi ali gledaju da do toga ne dodje. Gledaju, trude se da ipak zadovolje neke, obavi se razgovor sa covekom ako je nezadovoljan da se vidi zasto sta je u pitanju, da li moze da se popravi ta situacija da bi ga zadrzali. Ipak vredan kadar i obrazovan kadar svako gleda da zadrzi.		
117	I	Znaci nije da se plase da upotrebim tu rec ali su svesni tog problema?		
118	R	Da dasvesni su, ovaj naravno.		
119	I	Pa da pocnemo, imamo dva kratka pitanja. Prvo pitanje bi bilo ako se secas onog vezano za individualnost i kolektivizam u firmi gde je kod vas u firmi zastupljena individualnost kako mislis da to utice na treninge zaposlenih da li ima uticaja to sto su zaposleni individualisti na odrzavanje treninga u firmi, i da li to ima veze sa tim sto mozda obuceni radnici lakse odlaze iz firme?	7.	
120	R	Treninzi su veom bitni za jednu firmu i mislim da bez njih bilo bi problema da se uvede neki sistem, znaci da bi savladali rad u nekom sistemu neophodno je da se obuce za taj rad kao sto je bio kod nas slucaj. E sad sto se tice odlaska mislim da		

		<p>ljudi koji imaju znanje imaju veci potencijal da odu iz firme ali svakako treba se potruditi da se takvi ljudi zadrze ako je to moguće. Mada generalno dosta je tesko zadržati ljude sa dobrim znanjem i koji pritom imaju svoje ambicije i ciljeve jer kao sto znas u oblasti IT dosta je veliko kretanje ljudi i u tom smislu sigurno da terninzi predstavljaju dobru stvar za motivaciju za ostanak ali takodje i dodatni trosak za firmu ako ljudi odlaze.</p>		
121	I	<p>Dobro to bi bilo prvo pitanje, druga stvar koja me interesuje vezana je opet za individualizam zaposlenih koji je karakteristican za tvoju firmu, naime kako to utice na zaposlene da menjaju svoju poziciju u okviru tima na primer kas sto je tim za implementaciju. Da li je njima lakse ili teze da menjaju poziciju ako su indiidualist, pri tome menjanje pozicije ne znaci napredovanje ili nazadvanje vec samo drugacije zadatke koje obavljaju?</p>	8.	
122	R	<p>Pa vidi generalno gledano sigurno jedan tim a narocito u poslu kakva je implementacija ERPa mora savrseno da funkcionise da bi se posao dobro obavio. Tako da svi clanovi tima moraju da budu dobro koordinisani sto je prvenstveno zadatak sefova. E sad ako se menjaju pozicije u timu to ne bi trebalo da predstavlja neki problem ako se tacno zna ko sta radi u tom timu.</p>		
123	I	<p>Da ali da li je lakse da neko menja poziciju u projektnom timu ako je na primer individualista i gleda samo svoje ciljeve a ne i drugih?</p>		
124	R	<p>Pa lakse je sigurno ako je neko individualista i ako ima zahtevano znanje za to mesto nece mu biti nimalo tesko da promeni poziciju i mislim da u to smislu tim takodje nece mnogo izgubiti, a ako je sa druge strane neko manje prilagodljiv to moze da napravi veliki problem za dalji rad tima pa u nekim slucajevima cak da ugrozi i implementaciju, kao sto smo mi imali slucaj sa jednom koleginicom.</p>		
125	I	<p>Dobro, to bi bilo to hvala na razgovoru.</p>		
126	R	<p>Nista, nema na cemu.</p>		

B.3 Transcript for Interview 3

Interviewer (I): Muamer

Respondent (R): CEO Bosnian Energy Company

Reference	Subject	Statement	Guide question	Section
1	I	Najprije zelio bih da vam se zahvalim što ste odlucili da odrzimo ovaj interju, da li bi ste mogli najprije samo da nam kazete u kojoj oblasti radi vasa kompanija i na kojoj se poziciji vi nalazite?		
2	R	Ja sam generalni direktor kompanije koja je u energetskom sektoru, posljednih 17 godina radim u toj firmi i firma postize izuzetne rezultate u toj oblasti.		
3	I	Hvala vam lijepo što ste se predstavili. Najprije bih poceo sa prvim blokom pitanja koja su vezana za vasu organizacijsku kuluturu. Pa tako prvo pitanje bi glasilo da li mozete opisati organizacisku kulturu vase firme?	1	Organisational Culture
4	R	Ja bih vas gospodine zamolio da mi malo to konkretnije pojasnite na sta se pitanje tacno odnosi.		
5	I	Pa odnosilo bi se prvo pitanje na odnos izmedju sefova i ostalih zaposlenika u firmi? I da li sefovi uvazavaju misljenje ostalih zaposlenika u firmi ili ne?	1.a	Organisational Culture
6	R	Pa viditite ovaj. Slobodno mogu da kazem da su ti odnosi u firmi kojom ja rukovodim korektni, znaci da uposlenici imaju pravo odnosno imaju mogucnost da kontaktiraju sa svojim predpostavljenima samo kada je u pitanju proizvodnja odnosno kada je u pitanju poboljsanje uslova rada u proizvodnji odredjeni problemi u proizvodnji. Medjutim ono što moram da naglasim, jeste da uposlenici nemaju nikakvog uticaja kada su u pitanju donesenje kapitalnih odluka, odluka kod investiranja, kod implemenetacije odredjenih tehnoloskih novina i ostaloga.		
7	I	Hvala vam lijepo, slijedece pitanje koje zelim da vam postavim kako zaposlenici vide sebe unutar firme, da li se vide kao dio zajednice ili se vide drugacije kao na primjer svak za sebe individualci.	1.b	Organisational Culture
8	R	Pa u ovoj firmi radnici predstavljaju jedan kolektiv, znaci oni se u firmi kada su firmi onda su oni tu kao jedna kolektivna cjelina . Sama organizacija firme ih tjera na to. Medjutim oni se pojavljuju u firmi kao pojedinci kada je u pitanju konkretno		

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		njihovo radno mjesto jer oni na radnom mjestu , on se tu pojavljuje kao pojedinac i dokazuje kao pojedinac pa u proizvodnji donosi bolje ili losije rezultate, takmici se sa ostalim uposlenicima i naravno da firma stimulise takvo njihovo dokazivanje kroz povecanje licnih dohodaka, ako ima zasluge za uspjeh firme onda ima firma obavezu prema njemu da ga nagradi za to.		
9	I	Hvala. Slijedece pitanja bili bi da li u organizaciji preovladaju muski ili tvrdi faktori ili zenski kao mehki faktori.	1.c	Organisational Culture
10	R	Na sta konkretno mislite.		
11	I	Sa muskim faktorima, odnosno tvrdim faktorima, mislim da li u vasoj organizaciji preovladava konkurentnost, prodornost i izdrzljivost radnika ili je vise mehki faktori kao sto su skromnost, suradnja i povucenost?		
12	R	Aha razumijem. Pa vidite kada je u pitanju sam proces proizvodnje onda normalno da u tom procesu gdje je upravo prisutno ta konkurencija medju radnicima medju uposlenicima ovaj da tu preovladjuju da ih definisemo muski faktori tvrdi faktori. A tamo gdje se radi o situacijama gdje se vode odredjene rasprave o nekim socialnim faktorima o nekim drustvenim faktorima onda su tu prisutni i ovi drugi kako ih nazivate zenski faktori.		
13	I	Znaci oba faktora su prisutna, a mene bi sada interesovalo koji bi onda preovladavao u vasoj kompaniji?		
14	R	Pa mislim ipak da preovladavaju muski faktori.		
15	I	Hvala lijepo. Slijedece pitanje koje bi bilo vezano za organizacisku kuluturu koje bih zelio da postavim bilo bi: Kako vam se cini da li uposlenici u firmi preferiraju jasna pravila ili vise fleksibilnost?		
16	R	Vidite nasa kompanija ima tacno izdefinisane i pravilnicima regulisane odnose i u proizvodnji u ponasanju u samoj firmi. Znaci ta da je nazovemo organizaciona kultura je strogo regulisana odredjenim pravilma ponasanja. E sad ono sto bih htjeo da kazem ono sto je vazno da se vodi strogo racuna da u		

		kompaniji nema nedodirljivih znaci da svi uposlenici, od najviseg sefova pa dalje strogo odgovaraju prema postavljenim pravilima odnosno propisima koji se nalaze u odredjenim pravilnicima. Znac sve ono sto lose i dorbo urade sve je to propisano i sve je to regulisano pravilnicima.		
17	I	Hvala. Sada bih dajle nastavio sa sljedecim blokom pitanja vezana za kriticke faktore za uspijeh vaseg informacionog sistema. U literaturi smo nasli odredjene faktore i sada bih zelio da prodjemo kroz te faktore i ukoliko bi mogli da mi kratko objasnite zasto je taj faktor bio bitan ili ne u vasoj firmi i da mi ocjenite svaki faktor od jedan do deset, gdje bi jedan znacilo da nije bio nikako bitan a deset da je jako bitan. Znac sada bih krenuo sa faktorima, a prvi je vezan za stabilnost starog sistema ili infrastrukture. Kako je ta stabilnost utjecala na implementaciju novog informacionog sistema i zasto?	2.a	Critical Success Factors
18	R	Pa moram da kazem da ovaj faktor je vazan faktor , jer stari sistem odnosno stara postojeca infrastruktura je ta koja ce odrediti novu strategiju za implementaciju novo sistema. Drugo ona je vazna i zbog toga sto ona direktno utice na odredjivanje tacke od koje pocinje novi sistem, a isto tako ona je vazna za normalno funkcionisane novog sistema koji se realizira.		
19	I	Hvala vam lijepo za odgovor. A kad bih vas pitao sada da ocjenite na skali od jedan do deset?		
20	R	Mislim da je negdje srednje vrijednosti oko pet.		
21	I	Iduce pitanje bi bilo, koliko je bilo bitno upravljanjem promjena sa aspekta korisnika odnosno kako su promjene koje dolaze sa implementaciom utjecale na korisnike i zaposlenike u vasoj firmi, i da li su ih oni prihvatili?	2.b	Critical Success Factors
22	R	Pa vidite i mi smo bili svjesni da te promjene utjecu kako na citav kolektiv tako na svakakoga pojedinca. Jer pojedinci koji dugo rade sa odredjenim sistemom, oni su navikli i sazivili sa njim i		

		<p>onda ne zele nista u tome mjenjati. Medjutim imamo i drugu grupu uposlenika, obicno to su mladje skolovane kategorije koje ustvari vole promjene, vole sve vise i vise da uce, medjutim kod njih postoji druga vrsta straha. Oni se plase da sa novim sistemom mogu ostati bez posla. E mi smo kod implementacije novog sistema uspjeli da kroz siroke rasprave sa uspolenicima, uposlenike konkretno upoznamo sa tim sta mi uvodimo novo i gdje je mjesto svakog pojedinca u tom novom sistemu. Tako da smo te odredjene strahove koji su u njima postojali jednostavno odagnjali, a dodatno smo predlazucu im obuku dodatno ih motivisali da sto prije ovladaju novim sistemom. Od toga je ovisillo koliko ce se brzo novi sistem implementirati, jer ukoliko su ljudi vise zainteresirani, brze ce sistem da ozivi.</p>		
23	I	Kada bih vas sada pitao na skali od jedan do deset koliko je ovaj faktor bio bitan?		
24	R	Ovo je vrlo vazan faktor i ocjenio bih ga sa ocjenom devet		
25	I	Iduce pitanje bi bilo vezano za konfiguraciju softvera i za izbjegavanje prevelike kostumizacije?	2.c	Critical Success Factors
26	R	Ne, vidite, ovaj bili smo svjesni toga da mi imamo vec postojeći sistem i da taj postojeći sistem zelimo samo da nadogradimo. Normalno da na trzistu nismo mogli naci sistem koji bi se odma mogao, bez ikakvih prilagodbi, inkorporirati u stari sistem. Konsultujuci strucnjake koji su prije svega snjimili situaciju u firmi, oni su odabrali takav sistem koji je najkompatibiljni sa starim sistem. Znaci da je izabran sistem koji se najmanje treba prilagoditi firmi da bi se uklopilo u firmine procese.		
27	I	Znaci vi ste gledali da se sistem sto manje mora modificirati?		
28	R	Jeste, vodili smo o tome racuna. Iz vise razloga i iz razloga da bi velike prilagodbe stvarale opasnost da bi se na sistemu mogle pojavljivati puno gresaka i da bi sistem bio nesiguran. Ali sve te prilagodbe normalno iziskuju i nova investiciona ulaganja, odnosno povecavaju troskove samog projekta.		
30	I	Na skali od jedan do deset, da li bi ste mi		

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		mogli reci koliko je ovo bilo bitno pri vasoj implementaciji?		
31	R	Pa mislim da je to negdje sedam.		
32	I	Sljedeci faktor bio bi vezan za projek menedzment, odnosno upravljanje projektom?	2.d	Critical Success Factors
33	R	Da vam kazem da je to bilo izuzetno vazno. Morali smo imati jasno izdefinisano plan, koji je tacno imao isplaniranu dinamiku, isplanirano koordiniranje, pracenje razlicitih faza kod implementacije ovoga projekta. On je u sebi morao da zadrzava sve ciljeve, sve strategije, svako vrijeme, svaku kritičnu tacku i sve ostalo da bi se projekat ono sto se kaze regularno realizirao.		
34	I	Znaci jasan plan je bio jako bitan?		
35	R	Apsolutno.		
36	I	Da li sada mozete reci sada na skali od jedan do deset, ocjenu ovog faktora?		
37	R	Osam		
38	I	Koliko je bitan bio jasan biznis plan i viizija? I zasto?	2.e	Critical Success Factors
39	R	I ovaj faktor je bio vazan. Prije nego sto smo usli u investiciju morali smo imati jasan biznis plan, i morali smo snjim upoznati sve aktere ovoga projekta prije nego sto smo usli u fazu trazanja podrške od uprave da bi usli u ovo investiranje. Mora je da zadrzava sve one bitne elemente ko i svaki biznis plan sadrzi, od tacno navedenih resursa, troskova, rizika itd. On je morao biti obuhvatan da bi se snjim mogla ubjediti uprava u ispravnost ove investiciji i da bi usli u projekat.		
40	I	Na skali od jedan do deset, da li bi mogli ocjeniti?		
41	R	Ja bi mu dao ocjenu osam.		
42	I	Sljede pitanje je vezano za podršku uprave odnosno vrhovnog menadžmenta? Da li je bitno imati njihovu podršku i zasto?	2.f	Critical Success Factor
43	R	Pa vidite, sve ovo o cemu smo dosada pricali znaci pravljenje biznis plana i sve te aktivnosti kod upoznavanja ljudi sve bi to propalo i sve bi bilo nistavno bez da smo ubjedili upravu o korisnosti novog sistema i dobili njihovu podršku. Ovo je izuzetno vazan, da ne kazem najvazniji faktor, u ovoj prici. Znaci bez podrške uprave nebi bili ni investiranja niti bi bilo novih tehnologija. Ali moram istaci da		

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		ovaj faktor nije samo bitan sto se tice podrse, vec kada se jednom udje u projekat onda uprava mora da vezuje sve svoje kadrove, sve svoje resurse za investiciju.		
44	I	Da li bi ste na skali od jedan do deset ocjeniti ovaj faktor?		
45	R	Pa ovo da kazem, maloprije sam naglasio da je mozda i najvazniji faktor i ja bi mu dao ocjenu deset.		
46	I	Da li je jedan od kritичnih fakatora bio, da li ste imali osobu iz uprave koja je promovisala prijekat koja je sve vrijeme bila uz projekat i motivisala radnike? Ukoliko ste je imali da li je ona bila vazna za uspje sistema?	2.g	Critical Success Factor
47	R	Pa da vam kazem, mi takvu osobu nismo imali. Ali nismo imali iz prostoga razloga u fazi kada smo sa biznis planom upoznavali uposlenike, kad smo shvatili da smo dobili punu podrsku njihovu. Da su ljudi deklarativno opredjelili da ce prihvatiti i podrzati sistem, onda smo shvatili da nam takva osoba nije potrebna.		
48	I	Da li bi ste mogli da kazete na skali od jedan do deset koliko je to bio bitan faktor?		
49	R	Obzirom da ga nismo imali onda ocjena jedan.		
50	I	Sljedece pitanje bilo bi vezano za odabir konsultanata odnosno eksperata?	2.h	Critical Success Factor
51	R	Izbor konsultanata normalno da je bio vrlo vazan. Obzirom da smo mi prilagodjavali stari sistem novom sistemu, bili su nam potrebni dobri konsultantu koji su bili dio projektnog tima. Oni su bili clanovi projektnog tima, i od pocetka ukljuceni u projekat. Oni su bili vazni jer smo morali imati strucne ljude koji ce nam procjeniti situaciju starog sistema, odnosno te infrastrukture na koju se treba nadograditi novi sistem. Trebali smo imati strucnjaka koji je zaduzen za procjenu, odnosno strucnjaka iz oblasti tehnoloskih nauka koji ce procjenjivati koja je to najbolji sistem na trzistu za nas koja bi se mogla implementirati u nasoj firmi. A istovremeno morali su pri tome uvijek voditi racuna da ti konsultanti nemaju direktno doticaja sa isporuciocima sistema.		
52	I	Na skali od jedan do deset, koliko je ovaj faktor bio bitan?		

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53	R	Pa mislim negdje osam.		
54	I	Iduci faktor bi bio koliko je bilo vazno testiranje sistema? Zasto i koliko je bilo vazno?	2.i	Critical Success Facotr
55	R	Normalno i ta faza testiranja koja je jedna vazna faza u implementaciji bilo kakve novine. Mi smo vrsili testiranje sistema po svakoj zavrшеноj fazi, a ta tacka na kojoj se sistem testirao bila je predvidjena projektnim planom. Naravno sa implementaion kompletnog sistema, sistem se integralno testirao da bi se utvrdilo da li sistem radi kako treba pod punim opterecenjem.		
56	I	Hvala lijepo. Od jedan do deset, koliko je bio bitan ovaj faktor?		
57	R	Bez obzira sto smo gledali da sistem minimalno modifikujemo, ne cini ovaj faktor manje vaznim, mozda ocjena osam.		
58	I	Sljedece pitanje bilo bi vezano za obuku i edukaciju korisnika? Da li ste vrsili obuku radnika, i zasto i koliko je to bio vazan faktor za vas?	2.j	Critical Success Factor
60	R	Pa vidite ova obuka, obzirom da smo implementirati novi sistem, da bi sistem poceo da daje rezultate u proizvodnji morali su paralelno sa implementaciom sistema, vrsilo se i obucavanje uposlenika za rad na sistemu. To obucavanje za nas je imalo dvostruk znacaj. Jedan je znacaj da se ljudi obuče da rade na novim sistemom da bi ih mogli koristiti u punom kapacitetu. A drugi znacaj obuavanje bio je da smo radnike na taj nacin, posebno dio radnika koji su strucni, onda smo mi njima ponudili odredjene ugovore po kojima su oni dobili obuku i strucno usavrsavanje, a za uzvrat oni su se obavezali biti vjerni firmi narednih par godina. Taj sam proces treninga je bio vrlo vazan upravo zbog toga da bi novi sistem, sto prije i u punom kapacitetu zazivio.		
61	I	Na skali od jedan do deset, koliko je ovaj faktor bio bitan?		
62	R	I on zasluzuje ocjenu osam.		
63	I	Sljedece pitanje bi bilo vezano za projektni tim, odnosno koliko je bilo bitno za vas, da bude taj tim sastavljeon od kvalitetnih ljudi? Zasto je bio bitan faktor, ukoliko je bio?	2.k	Critical Success Factor
64	R	Pa vidite projektni tim je vazan upravo u		

		svim projektima vazni su ljudi koji cine taj tim i koji ustvari nose taj prijekat tokom njegove realizacije. Mi smo kao i sve druge ozbiljne firme, vodili racuna da u tom timu budu pored sa strane dovedenih eksperata za odredjene oblasti da bude sastavljen od ljudi domacih ljudi, znaci ljudi iz proizvodnje, oni najstrucniji i najodaniji iz oblasti pravno ekonomskog i tehnološkog sektora. To su ljudi koji su u firmi poznati kao strucni i znani, i dovoljno razumiju postojeći sistem, i to su ljudi koji ce naci najlakši i najbrži put to implementacije i prilagodbe novog sistema.		
65	I	Koliko je ovaj faktor bio vazan na skali od jedan do deset?		
66	R	I on je vazan, i on isto zaslužuje ocjenu osam.		
67	I	Sljedeći faktor bi bio prebacivanje podataka iz starog u novi sistem? Zasto je to bili bitno, i da li je uopšte?	2.l	Critical Success Factor
68	R	Pa vidite za nas je to, obzirom da je kovertovanje podataka automatska operacija koju su radili nasi ljudi, znaci ljudi iz firme, tako da taj faktor nije bio nesto posebno vazan za nas.		
69	I	Na skali od jedan do deset, koliko je onda bio vazan?		
70	R	Pa moglo bi se ocjeniti sa ocjenom tri ili cetiri na primjer.		
71	I	Hvala vam lijepo. Sljedeće pitanje bilo bi vezano za pracenje i ocjenjivanje napredka? Da li ste konstanto pratili napredak implementacije, i zasto je to bio vazan faktor?	2.m	Critical Success Factor
72	R	Onaj, svi ljudi u firmi bilo na koji nacin involvirani u novi projekat normalno da su i pratili njegovu realizaciju. Pratili su to na nacin da su pred sobom imali projektni zadatak, i onda su po tom planu pratili u stvarnosti kako se ostvaruje ta dinamika realizacije projekta.		
73	I	Hvala vam lijepo, na skali od jedan do deset, koliko je ovaj faktor bio bitan?		
74	R	Pa eto mislim ocjena sedam.		
75	I	Sljedeći faktor, ujedno i posljedni, iz ove grupe bilo bi koliko je bila bitna efektivna komunikacija i izvjestavanje za vas projekat?	2.n	Critical Success Factor
76	R	Pa vidite da bi ustvari projekat zazivio, da bi bio kompletno implementirani kasnije,		

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		jako je vazno da svi ustvari akteri u njegovoj implementaciji budu pravovremeno i svakodnevno informisani o njegovom napredku. Te informacije su vazne ne samo zbog napredka projekta, mozda su daleko vazniji u situaciji ukoliko napredak projekta ne prati planiranu dinamku realizacije. Jer samim tim		
77	I	Hvala vam lijepo i ovaj faktor na skali od jedan do deset, koliko je bio vazan?		
78	R	Mozda ocjena sedam ili osam.		
79	I	Sada idemo na sljedeci blok pitanaja koja su vezani za veze izmedju organizaciske kulture i kriticnih faktora za koje ste upravo odgovarali. Prvo pitanje bi glasilo, s obzirom da ste na prvo pitanje sto se tice organizaciske kulture odgovrili da sefovi donose odluke sami, ali da radnici mogu predloziti i da imaju neki pristup. Vezano za to kako je to utjecalo na upravljanje promjena sa aspekta korisnika?	3.a	Relationship between Organisational Culture and Critical Success Factors
80	R	Pa vidite s obzirom da smo mi pri implemetaciji ERPa, radnike upoznali sa predstojecim promjenama znaci oni su bili upoznati mada nisu imali pravo donjeti odluku da li ce se izvršiti odredjene promjene. Znaci kada je vrhovni management donjeo odluku da ce se implementirati novi sistem, da ce doci nove promjene to nije bilo upitno. Radnicima su morali miliom ili silom da prihvate promjene. Mozda je ovo malo grubo receno, ali s obzirom na situaciju na trzistu rada, ta situacija najbolje oslikava ovakav nas stav u donosenju tih odluka. Znaci ukoliko radnici hoce da prihvate novine, ali svaki novi projekat predpostavlja i poboljsanje uslova rada i olaksanje rada. Znaci da radnici moraju te promjene da prihvataju.		
81	I	Iduce pitanje, s obzirom da ste na prvo pitanje sto se tice organizaciske kulture odgovrili da sefovi donose odluke sami kako je to utjecalo na sampiona projekta? S obzirom da ga niste imali, mogu samo pitati za misljenje?	3.b	Relationship between Organisational Culture and Critical Success Factors
82	R	(Misljenje.) Mozda nebi lose bilo da smo izabrali takvu osobu. Jer takva osoba iz redova firme koja se stalno druzi sa uposlenicima, sigurno ce doci do vise i boljih i realnih saznanja o tome sta		

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		radnici misle. A samim tim sa tim realnijim saznanjima da bi i odluke sto se tice odredenih promjena, odredenih radikalnijih promjena u sistemu bile pravednije ako nista. A li mi generalno nismo imali potrebu za njim s obzirom da su radnici morali prihvatili projekat inicijalno.		
83	I	Sljedece pitanje je vezano sada, kako je ta distanca izmedju sefova i radnika utjecala na urpavljanje projektom?	3.c	Relationship between Organisational Culture and Critical Success Factors
84	R	Ipak mi smo te odnose jasno izdefinisali i propisali u svojim poslovnicima u radi gdje je tacno izdefenisano kakvi ce odnosi vladati i u proizvodnji i kakvi ce odnosi vladati u odnosima izmedju zaposlenika i pretpostavljenih i kakvi ce odnosi inace vladati u samom kolektivu. S obzirom da je jasno izdefinisano nismo imali problema stim, i nije bilo nikakvih potreba za promjenama prilikom upravljanja projekta jer je dovoljno komunikacije postojalo. (Visoka Distanca, bio je potreban bolji menadzment)		
85	I	Kako je ta distanca sada utjecala na komunikaciju tokom implementacije projekta?	3.d	Relationship between Organisational Culture and Critical Success Factors
86	R	Pa vidite htjeo bih samo da ponovim sta sam vec rekao, kada je u pitanju ta komunikacija radnici su i prije i sad, imaju mogucnost da komunicaraju na tom nizem nivou sa svojim sefovima. Ali mogu samo informisati oko stvari sto se ticu direktno njih, poboljsanja uslova rada, tehnoloskih poboljsanja i tu se završava ta komunikacija. Ali sto se tice donosenje nekih vaznih odluka, oni tu nemaju nikakvih uticaja. Moram naglasiti da je distanca izmedju radnika i sefova nije velika, i ona je upravo tolika da se ne narusava integritet niti radnika niti sefa. (Visoka distanca, trazi promjeni u komunikaciju, sto su upravo imali)		
87	I	S obzirom da ste u prvom bloku rekli, da vise radnici preferiraju strukturu i pravila nego fleksibilnost, kako je to utjecalo na upravljanje promjena sa aspekta korisnika?	4.a	Relationship between Organisational Culture and Critical Success Factors
88	R	Pa kod nas je upravo tako desilo, s obzirom da su jasno izdefinisana pravila igre, obzirom da su ljudi vec prije pocetka implementacije upoznati stim sta novi		

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		sistem donosi i sta ce pruziti uposlenicima. Onda su i sami uposlenici stavljeni u jedan polozej da moraju sami o tome da odluče. Ili prihvatite ili idete, ili igrate ili ne igrate. (Manje bitno upravljanje promjenama)		
89	I	S obzirom da ste u prvom bloku rekli, da vise radnici preferiraju strukturu i pravila nego fleksibilnost, kako je to utjecalo na minimiziranje prilagodbi sistema?	4.b	Relationship between Organisational Culture and Critical Success Factors
90	R	Pa s obzirom da su bila jasna pravila igre, i ovo je bilo izdefinisano. Sebi smo u projektnom zadatku zadali da, i na osnovu toga trazili konsultante, da se sistem sto manje modifikuje kako bi imali sto vise koristiti u ovom trenutku a i kasnije. S toga bi rekao da jasan plan olaksao i konfiguraciju softwera i izbjegavanje promjena. (Manje bitan)		
91	I	Sljedce pitanje bi bilo vezano s obzirom da ste u prvom bloku rekli, da vise radnici preferiraju strukturu i pravila nego fleksibilnost, kako je to utjecalo na upravljanje projektom?	4.c	Relationship between Organisational Culture and Critical Success Factors
92	R	Pa da vam kazem da to se pokazalo kao pozitivno jer vidite ja kad sam vam govorio da je sve propisano pravilnicima ali sam istovremeno rekao da radnici znaci pored tih pravilnika imaju mogucnost da komuniciraju, imaju mogucnost da predlazu sefovima odrednjene stvari. To je jedna sinergija, jedan sklop i strogih pravila koja su strogo propisana i ovaj demokratski nacin gdje ljudi pored pravila, da mimo pravila ukoliko nesto shvate, prihvate predloze a i sefovi odsnono i vrhovni menagement ce prihvatiti sve ono sto je u interesu poboljsanja proizvodnje, poboljsanje uslova rada, usvari povecanja produktivnosti, profita i svega ostalog. I mislim da je upravo da je ta kombinacija izmedju strogo propisanih pravila i fleksibilnosti u praksi pokazala kao dobra, jer sa jasnim pravilima bilo je lakse upravljati porjektom. (Lakse bilo upravljati projektom)		
93	I	Sljedece pitanje bilo bi vezano, ukoliko se radnici identificira sa organizaciskom kulturom firme, kako to utjece na upravljanje prijektom?	5.a	Relationship between Organisational Culture and Critical Success
94	R	Poistovjecivanje radinka sa		

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		organizaciskom kulturom je jednostavno olaksavalo posao projekt menadžmentu, njima je bilo daleko lakse upravljati nego da se radnici tako ne ponasaju. Bilo je radnike lakse organizovati i bila je bolja komunikacija.		Factors
95	I	Ukoliko se radnici identificira sa organizaciskom kulturom firme, kako to utjece na obuku koju ste pružali?	5.b	Relationship between Organisational Culture and Critical Success Factors
96	R	Obzirom na takvu situaciju bilo je lakse radnike ubjediti na obuku i da kroz obuku prihvate novi sistem. Jer su jednostavno oni, s obzirom da su saživili sa firmom, vjeruju menadžmentu i prihvataju to. To su radnici koji su uvijek zeljni dokazivanja i sticanja novih znanja, ne samo zbog sebe, nego da upravo sa tim doskolavanjem dadnu svoj maksimum svoga znanja, svoje energije u korist firme.		
97	I	Posljedne pitanje vezano je da li vas je bilo strah da ce vas radnici napustiti ukoliko prime obuku, i kako ste to regulisali?	6	Relationship between Organisational Culture and Critical Success Factors
98	R	Pa vidite normalno da svaki taj trening pruza i radniku mogucnost da vas ostavi, jer i sve druge firme u okruzenju zeles strucno osposobljene radnike. Mi smo imali poseban nacin kako da ljude zadržimo kod sebe, a to je da smo ljudima ustvari poselje upoznavanja sa novim projektom, poslje dogovra o treningu, onda smo ljudima ponudili odredjene ugovore. Po tim ugovorima oni su se obvezivali za vjernost firmi na par godina.		
99	I	Najprije zelio bih da vam se zahvalim sto ste nam omogucili jos jednom interview, i da vam postavimo dodatna pitanja na koja smo najisli kada smo ponovno pregledali literaturu. I sada u ovom sljedecem intervju zelim samo jos dva pitanja naknadno da postavim, sto nebi trebalo duze da traje od pet, deset minuta. Prvo bi bilo od ta dva ukoliko se zaposlenici vide kao pojedinci odnosno individualci u firmi, kako i zasto vi mislite to utjece na obuku ili edukaciju korisnika?	7	Relationship between Organisational Culture and Critical Success Factors
100	R	Prvo ja vama zelim da se zahvalim sto ste izabrali nasu firmu da pravite naucno istrazivacki rad zajedno sa nama. Na ovo pitanje mogo bi vam dati odprilike sljedeci		

		<p>odgovor a on je vezan za nase dugogodisnje analize i snjimanje radne snage koja prolazi kroz nasu firmu. Kad su u pitanju ova kategorija uposlenika, znaci individualca, mi smo uspjeli sa tom analizom da ustvrdimo da su to jako konkurenti radnici u smislu da su dobri strucnjaci, da su dobro obuceni, zatim da su jako konkretni i korektni na poslu, da se strogo pridrzavaju svi uslova rada. Zatim da su kao pojedinci kada ulaze u timove za odredjivanje odredjenih poslova isto jako dobri radnici, disciplinirani, strucni, i sve ostalo. Medjutim takodje iz nase prakse mi smo uspjeli da ustvrdimo da ipak u ovoj kategoriji usposlenika postoji jedna opasnost, a to je da njihov motiv nije kolektiv, znaci da oni ne zive za taj kolektiv u kome rade, oni tu samo vide svoju sansu za dobru zaradu, za napredovanje u radu na primjer za strucnu obuku, ukoliko firma to im omogucava, a cim vide ovaj bolju sansu u smislu bolji uslova rada, bolje firme, vece place itd. oni su spremni odma da napuste kolektiv, znaci nema te neke razvijene ljubavi da oni zive za to i mi normalno moramo nalaziti, i nalazimo razna rjesenja da bi prevazisli ovakve situacije, jer znate kad vi u odredjenom trenutku, kad imate vrlo vazne poslove, ostanete bez strucnih ljudi da normalno nastaju problemi.</p>		
101	I	<p>Samo bih dodao ovdje kratko da pitam s obzirom da spominjete da imate neka raznovrsna rjesenja, da li bi mogli da mi kazete o kakvim se rjesenjima radi, da mi navedete primjer?</p>		
102	R	<p>Evo, ono sto je najdjelotvornije jeste da mi sa takvim ljudima, kada procjenimom prilikom prijema takvih ljudi, da je to ta kategorija ljudi, mi pravimo posebne ugovore. Znaci mi na jedan administrativni nacin njih zadržavamo u svojoj sredini, znaci mi potpisujemo ugovore sa njima na jedan odredjeni broj godina, ili sa odredjenim otkaznim rokom. Znaci da oni nemogu slobodno, kada im se ukaze prilika da napuste firmu, nego moraju ostati znaci dok firma sama ne rijesi taj svoj problem normalno trazeci na trzistu rada slicnu radnu snagu sa slicnim</p>		

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		strucnim profilima.		
103	I	Hvala vam lijepo na opsirnom odgovoru, i sljedece pitanje samo da vam postavim kratko. Ukoliko se zaposlenici u firmi vide kao u zajednici, kako i zasto vi mislite da to utjece na kreiranje projetnog tima?	8	Relationship between Organisational Culture and Critical Success Factors
104	R	Gospodine molio bih vas ako mozete malo da mi konkretizirate ovo pitanje, nisam bas siguran da sam vas dobro razumio.		
105	I	Pa preformulisao bih ga kao na primjer na ukoliko se zaposlenici identificiraju sa svojom poziciom, da li je teze da ga prebacite na drugu poziciju, da li je mu je onda teze raditi? Ali ovo bih htjeo da postavim znaci ne radi se o nikakvom napredovanju niti nazadovanju, nego u smislu da sve ostaje isto samo da ga prebacite sa jednog na drugo radno mjesto unutar vase firme, projeknog tima ili tako nesto?		
106	R	Dobro, otprilike razumio sam sta zelite. Vidite ovaj sa takvom kategorijom radnika stvarno imamo problema. Znete zbog stalne promjene dinamike posla, zatim promjene proizvodnjih programa u poslu pojavljuje se potreba da se odredjeni radnici u odredjenom periodu dobiu neke druge radne zadatke. Oni normalno odgovaraju njihovom strucnom profilu, medjutim to nisu oni radni zadatci koji oni na primjer rade zadnjih par godina. Obzirom da su oni vec stekli odredjene radne navike, odredjene da kazemo najgrublje fizicke pokrete, kod njih se stvara strasan jedan otpor promjeni tih navika, bez obzira sto taj neki novi posao odgovara njihovom strucnom profilu, grubo da kazem ne stoje vise sa lijeve nego sa desne strane masine oni se strasno opiru tome. E sad takodje mi smo razmisljali i analizirali zbog cega se to desava, zbog cega postoji takav jedan otpor ljudi prema tim promjenama. Jedan je prije svega sto su oni navikli da rade tako, i onda postizu najbolje rezultate u tome. Drugo svaka promjena u njihovim glavama znaci, da oni sada moraju nekako da se ponovo dokazuju, pa onda ce to sve nekako moraju kao ispocetka i onda normalno stvara se kod njih otpor. Trece s obzirom da je u firmi, znate, i sva		

		primanja place, vezane su za ucinak u radu onda se oni i plase i toga bez obzira sto mi stimulisemo takve ljude, oni se jednostavno plase da nece moci ispinjavati normu, da ce se tesko navici na novi ritam, na nove uslove i stvara se veliki problem.		
107	I	Samo bih htjeo na to da pitam, znaci vi bi rekli da je to jako tesko?		
108	R	Moram reci da je izuzetno tesko.		
109	I	Hvala vam lijepo sto ste nam omogucili da vas intervjuisemo.		
110	R	Hvala vama sto ste mi omogucili da budem dio vaseg projekta.		
111	I	Prijatno.		
112	R	Prijatno.		

B.4 Transcript for Interview 4

Interviewer (I): Muamer

Respondent (R): CFO Bosnian Automotive Company

Reference	Subject	Statement	Guide question	Section
1	I	Najprije zelio bih da vam se zahvalim sto ste nam dali priliku da odrzimo sa vama ovaj intervju, da li bi ste mogli najprije samo da nam kazete u kojoj oblasti radi vasa kompanija i na kojoj se poziciji vi nalazite.		
2	R	Ja sam finansijski direktor kompanije koja je u automobilnoj industriji, i radim posljednih 16 godina od osnivanja na istoj poziciji.		
3	I	Hvala vam lijepo sto se predstavili. Sada bih najprije poceo sa prvim blokom pitanja koja su vezana za vasu organizacijsku kuluturu. Pa tako prvo pitanje bi glasilo da li mozete opisati organizacisku kulturu vase firme?	1	Organisational Culture
4	R	Kultura kompanije , odnosno zajednička vrijenosti kompanije u koje svi vjeruju i koja sve usmjerava ka istom cilju čini sistem vrijednosti koji predstavljaju jednu kompaniju Naše zajedničke vrijednosti usmjeravaju firmu ka kupcu i čine je bliskom sa kupcem dajući podsticaj djelovanju svih zaposlenika od najniže rangiranih do uprave da učine sve da učine sve čega se mogu sjetiti kako bi pojedinačni kupac bio		

		u potpunosti zbrinut. Organizaciona kultura je sastavni dio zajedničke vrijednosti kompanije i iz toga proizilazi odnos šefova i zaposlenika u firmi. Naša kompanije jeste lider na našem tržištu, i želi to i da ostane, a da bi to mogla mora biti spremna da eksperimentiše i da stalno uči. A da bi to mogla mora da postiče svoje zaposlenike da pokušavaju novim idejama i inovacijama unaprijediti poslovanje, dopuštajući i male neuspjeha. Mi smo shvatili da politika izdaj naredbu koja se automatski provodi jednostavno ne funkcionira.		
5	I	Sljedeće pitanje bi se odnosilo na odnos između šefova i ostalih zaposlenika u firmi? I da li šefovi uvažavaju mišljenje ostalih zaposlenika u firmi ili ne?	1.a	Organisational Culture
6	R	Timski rad, politika otvorenih vrata i ineteziviranje komunikacije bez puno papira i formalnih procedura kao i uvažavanje mišljenja zaposlenika su vrijednosti na koje smo posebno ponosni.		
7	I	Hvala vam lijepo, slijedeće pitanje koje želim da vam postavim kako zaposlenici vide sebe unutar firme, da li se vide kao kolektiv ili preferiraju raditi za sebe?	1.b	Organisational Culture
8	R	Podsticaj zaposlenika na inovativnost i akciju uz uvažavanje i tolerisanja neuspješnih pokušaja u određenim granicama doprinosi da oni vjeruju u ono što rade da vjeruju da su neophodni i nezaobilazni dio cjelog procesa što dovodi do fokusiranosti svih na ostvarenju zajedničkih ciljeva.		
9	I	Hvala. Slijedeće pitanja bili bi da li u organizaciji prevladavaju muški ili tvrdi faktori ili ženski kao mehki faktori.	1.c	Organisational Culture
10	R	Na šta konkretno mislite.		
11	I	Sa muškim faktorima, odnosno tvrdim faktorima, mislim da li u vašoj organizaciji prevladava konkurentnost, prodornost i izdržljivost radnika ili je više mehki faktori kao što su skromnost, suradnja i povučenost?		
12	R	Svakako da u našoj firmi prevladavaju muški faktori ako ste ih već tako označili, ali ono što pojedine firme međusobno razlikuje je način kako se isti realizuju. Naša filozofija je je usmjerenost i		

		poštovanje prema zaposlenicima kao jedinkama, podsticanje na akciju uz različite motivirajuće faktore i toleranciju neuspjelih pokušaja. Osjećaj da mislimo da imamo malo više slobode vodi do veće angažiranosti i predanosti boljem radu. Stvaranje šampiona i ohrabrivanje zaposlenika da se ističu u svome radu čini ih konkurentnijim, prodornijim i izdržljivijim, a to onda doprinosi i ostavriivanju zajedničkih ciljeva firme.		
13	I	Hvala lijepo. Slijedece pitanje koje bi bilo vezano za organizacisku kuluturu bilo bi da li uposlenici u firmi preferiraju jasna pravila i strukturu ili vise fleksibilnost?	1.d	Organisational Culture
14	R	Kao što samo rekli na početku mi smo lideri na tržištu a da bi smo to i dalje ostali moramo stalno učiti i eksperimentisati. Kao firma koja pridajemo značaj inovacijama i stalnom unapređenju poslovanja moramo i stalno reagirati na promjene svih vrsta u našem okruženju. Takva poslovna politika ne može robovati čvrstim pravilima. Naša bliskost i usmjerenost ka kupcu traži i našu fleksibilnost. Spremni smo da podržimo prihvatljiv rizik uz poticaj zaposlenika da pokušaju svojim inovacijama unaprijediti poslovanje firme. Ali to ne znači da svako može da radi štao hoće i na način kako to njima odgovara. Kroz jaku komunikaciju, timski rad i odnos među zaposlenicima sve aktivnosti moraju biti usmjerene ka ostavriivanju zajedničkih ciljeva firme.		
15	I	Hvala. Sada bih dalje nastavio sa sljedecim blokom pitanja vezana za kritične faktore za uspjeh vasesg informacionog sistema. U literaturi smo nasli određene faktore i sada bih zelio da prodjemo kroz te faktore i ukoliko bi mogli da mi kratko objasnite zasto su neki faktori bili manje ili vise bitni u vasoj firmi i ukoliko bi ste mogli da mi ocjenite svaki faktor od jedan do deset, gdje bi jedan znacilo da nije bio nikako bitan a deset da je jako bitan. Znaci sada bih krenuo sa faktorima, a prvi je vezan za stabilnost starog sistema ili infrastrukture. Kako je ta stabilnost utjecala na implementaciju novog informacionog	2.a	Critical Success Factors

		sistema i zasto?		
16	R	Svaka firma želi da ima pouzdan poslovni sistem koji bi omogućio automatizaciju i integraciju svih poslovnih procesa i informacija kao osnove za donošenje kvalitetnih poslovnih odluka i povećanja poslovne efikasnosti usmjerene ka ostvarenju zajedničkog cilja. Zbog toga je njegova stabilnost i pouzdanost bitan faktor za opredjeljenje koji sistem implementirati kako bi isti mogao zadovoljiti zahtjeve firme. I ocjenio bih ga sa ocjenom šest.		
17	I	Iduce pitanje bi bilo, koliko je bilo bitno upravljanjem promjena sa aspekta korisnika odnosno kako su promjene koje dolaze sa implementaciom utjecale na korisnike i zaposlenike u vasioj firmi, i da li su ih oni prihvatili?	2.b	Critical Success Factors
18	R	Promjene koje donosi implementacija ERP moraju donijeti novi kvalitet i novu vrijednost za firmu. Jedinostveni poslovni sistem , automatizacija procesa , selekcija informacija i izvještaja olakšavaju obavljanje radnih zadataka i donošenje poslovnih odluka na svim nivoima. Generalno uvijek može postojati otpor na novine koji je rezultat straha od promjena već uhodanih rutina. U našoj firmi u kojoj se inovacijama pridaje zasluženi značaj i gdje se svi zaposlenici podstiču na akciju ovaj problem se manje ispoljavao. Ako su svi zaposlenici uključeni u proces implementacije i dobro informisani o tome što isti donosi onda će ovi problemi biti minimalni.		
19	I	Kada bih vas sada pitao na skali od jedan do deset koliko je ovaj faktor bio bitan?		
20	R	Ovo je vrlo vazan faktor i ocjenio bih ga sa ocjenom sedam.		
21	I	Iduce pitanje bi bilo vezano za konfiguraciju softvera i za izbjegavanje prevelike kostimizacije?	2.c	Critical Success Factors
22	R	Uglavnom firme se međusobno razlikuju , zato su neke više neke manje uspješne. Implementacija ERP bez njegovog prilagođavanja specifičnostima firme može stvoriti i otpor kod onih koji će ga koristiti.ERP ne služi sam sebi nego upravo treba biti modificiran prema zahtjevu korisnika i to je neophodan uslov da bi bio prihvaćen od svih.		

23	I	Na skali od jedan do deset, da li bi ste mi mogli reci koliko je ovo bilo bitno pri vasoj implementaciji?		
24	R	S obzirom da smo modificirali dosta sistem, onda ovaj faktor nije bio bitan ocjena dva mozda.		
25	I	Sljedeci faktor bio bi vezan za projek menedzment, odnosno upravljanje projektom?	2.d	Critical Success Factors
26	R	Dobro definisan projekatni zadatak u svim njegovim segmentima je neophodan uslov prihvatanja i implementacije svakog projekta.		
27	I	Da li sada mozete reci sada na skali od jedan do deset, ocjenu ovog faktora?		
28	R	Mozda osam.		
29	I	Koliko je bitan bio jasan biznis plan i viizija? I zasto?	2.e	Critical Success Factors
30	R	Svaki projekat mora imati i svoj budzet kao i definisane prednosti i koristi koje ce proizaci njegovom implemantaciom. Mara odgovoriti na pitanje kako ce poboljsati poslovne procese i na koji nacin ce doprinjeti realizaciji zajednickih vrijednosti i ciljeva . Odgovori na ova pitanje itekako su bili znacajni za implementaciju projekta u naskoj firmi. Sto bi znacilo da bih ga ocjenio sa ocjenom osam ili mozda cak i devet.		
31	I	Sljede pitanje je vezano za podrsku uprave odnosno vrhovnog menadzmenta? Da li je bitno imati njihovu podrsku i zasto?	2.f	
32	R	Projekat se moze impelentirati bez potpune podrške zaposlenika . Ali bez podrške uprave sigurno ne. Najbolja solucija je kada je projekat bezrezervno podržan od svih i od zaposlenika i uprave jer je to jedina garancija da ce na kraju biti iskorištene i sve prednosti koji isti moze donijeti u unapređenju poslovanja.		Critical Success Factors
33	I	Da li bi ste na skali od jedan do deset ocjeniti ovaj faktor?		
34	R	Ja bi mu dao ocjenu deset.		
35	I	Da li je jedan od kritičnih fakatora bio, da li ste imali osobu iz uprave koja je promovisala prijekat koja je sve vrijeme bila uz projekat i motivisala radnike? Takozvani Sampion Projekta, i zasto je bilo bitno?	2.g	Critical Success Factors
36	R	Uprava kojoj je svojstve timski rad uvijek ima člana koji je zadužen za koordinaciju u cilju realizacije strateških ciljeva , pa i u oblasti informacionih sistema ako se radi o		

		takvoj vrsti cilja. A uvođenje integralnog informacionog sistema svakako spada u takvu vrstu ciljeva.		
37	I	Da li bi ste mogli da kazete na skali od jedan do deset koliko je to bio bitan faktor?		
38	R	Pet		
39	I	Sljedece pitanje bilo bi vezano za odabir konsultanata odnosno eksperata?	2.h	Critical Success Factors
40	R	Ovakvi projekti ne mogu se implementirati bez podrške konsultanata , pogotovo što se radi o specifičnim znanjima koje firme uglavnom ne posjeduju. Bez te podrške gotovo je i nezamislivo implementirati projekat kakav je ERP. Obično se radi i o licenciranim projektima i korištenje eksternih usluga je uvijek racionalnije u takvim slučajevima.		
41	I	Na skali od jedan do deset, koliko je ovaj faktor bio bitan?		
42	R	Mozda sedam ili osam.		
43	I	Iduci faktor bi bio koliko je bilo vazno testiranje sistema? Zasto je to bilo vazno i koliko?	2.i	
44	R	Sistem se testirao u toku implemetacije , po fazama i na kraju kao integralni sistem. Ovo je bilo važno da bi se fazono prilagodio potrebama sistema kao cjeline. Na ovaj način su se uočavali i otklanjali problemi kako bi sistem u potpunosti mogao poslužiti svrsi i kako bi se mogao uskladiti sa zahtjevima firme.		Critical Success Factors
45	I	Hvala lijepo. Od jedan do deset, koliko je bio bitan ovaj faktor?		
46	R	S obzirom da smo mnogo modificirali sistem, ovaj faktor je bio jako bitan i ocjenio bih ga s ocjenom devet.		
47	I	Sljedece pitanje bilo bi vezano za obuku i edukaciju korisnika? Koliko je to bio vazan faktor za vas?	2.j	
48	R	Kvalitetna obuka korisnika je neophodna da bi implementacija mogla biti uspješna i da bi sistem mogao dati efekte koji se o istog očekuju.		
49	I	Na skali od jedan do deset, koliko je ovaj faktor bio bitan?		Critical Success Factors
50	R	Ovaj faktor zasluzuje ocjenu osam po meni.		
51	I	Sljedece pitanje bi bilo vezano za projektni tim, odnosno koliko je bilo bitno za vas, da bude taj tim sastavljeon od kvalitetnih ljudi? Zasto je bio bitan faktor, ukoliko je bio?	2.k	
52	R	Za naše strane bio je formiran projektni tim		

		koji je sa eksternim konsultantima radio na implementaciji sistema. Radi se o dokazanom kadru , dobrim poznavacima procesa koji su bili na raspolaganju za cijelo vrijeme implementacije sistema.		
53	I	Da li bi ste ovaj faktor mogli ocjeniti na skali od jedan do deset?		
54	R	S obzirom da smo modificirali sistem mnogo, ovaj faktor je bio kljucan takodjer, i ocjenio bih ga sa ocjenom devet.		
55	I	Sljedeci faktor bi bio prebacivanje podataka iz starog u novi sistem? Koliko je to bilo bitno?	2.l	Critical Success Factors
56	R	Prebacivanje podataka iz starog sistema radili su stručni ljudi iz firme uz podršku eksternih konsultanata. Prebacivanje podataka iz stare u novu bazu bilo je neophodno da bi se osigurao kontinuitet poslovanja.		
57	I	Koliko je ovaj faktor bio vazan na skali od jedan do deset?		
58	R	Pa dao bi mi ocjenu pet mozda		
59	I	Hvala vam lijepo. Sljedece pitanje bilo bi vezano za pracenje i ocjenjivanje napredka? Koliko je ovaj faktor bio vazan?	2.m	Critical Success Factors
60	R	Praćene implementacije bio je predmet stalne revizije kako bi se ispoštovali rokovi iz projektnog zadatka. I stoga bih ga ocjenio sa ocjenom sedam il osam.		
61	I	Sljedeci faktor, ujedno i posljedni, iz ove grupe bilo bi koliko je bila bitna efektivna komunikacija i izvjestavanje za vas projekat?	2.n	Critical Success Factors
62	R	Uprava je bila redovno informisana o toku i statusu implementacije od strane člana Uprave zaduženog za koordinaciju implemetacije projekta. Projektni tim je uspješno sarađivao sa korisnicima sistema u važavajući većinu sugestija i mišljenja što je u konačnom olakšalo njegovu praktičnu primjenu.		
63	I	Hvala vam lijepo i ovaj faktor na skali od jedan do deset, koliko je bio vazan?		
64	R	Mislim jedno osam.		
65	I	Sada idemo na sljedeci blok pitanaja koja su vezani za veze izmedju organizaciske kulture i kritičnih faktora za koje ste upravo odgovarali. Prvo pitanje bi glasilo, s obzirom da ste na prvo pitanje sto se tice organizaciske kulture odgovrili da je mala distanca izmedju sefovi i ostalih usposlenika.	3.a	Relationships between Organisatioanl Culture and Critical Success Factors

		Vezano za to kako je to utjecalo na upravljanje promjena sa aspekta korisnika?		
66	R	Samo bi zelio da ponovim da ukoliko su svi zaposlenici uključeni u proces implementacije i dobro informisani o tome što isti donosi onda će ovi problemi biti minimalni. U našoj firmi u kojoj se inovacijama pridaje zasluženi značaj i gdje se svi zaposlenici podstiču na akciju ovaj problem se manje ispoljavao, i radnici su rado prihvatili novi sistem.		
67	I	S obzirom da ste na prvo pitanje sto se tice organizacione kulture odgovorili da je mala distanca izmedju sefovi i ostalih usposlenika. Vezano za to kako je to utjecalo na sampiona projekta?	3.b	Relationships between Organisatioanl Culture and Critical Success Factors
68	R	Uprava kojoj je svojstve timski rad uvijek ima člana koji je zadužen za koordinaciju u cilju realizacije strateških ciljeva i promovisanje projekta, pa tako smo i mi imali prilikom nase implementacije. S obzirom na malu distancu, upravo je bilo je potrebno imati takvu osobu.		
69	I	Sljedece pitanje bilo bi kako je ta minimalna distanca utjecala na rukovodjenje projektom?	3.c	
70	R	S obzirom da je zbog toga bilo bolja komunikcija, rukovodjenje projekta bilo je lakse i bolje.		Relationships between Organisatioanl Culture and Critical Success Factors
71	I	S obzirom da ste na prvo pitanje sto se tice organizacione kulture odgovorili da je mala distanca izmedju sefovi i ostalih usposlenika. Vezano za to kako je to utjecalo na komunikaciju?	3.d	Relationships between Organisatioanl Culture and Critical Success Factors
72	R	: S obzirom da je u firmi distanca izmedju sefova i radnika bila mala, onda je bila uvijek dobra komunikacija medju uposlenicima, pa tako i pri rukovodjenju projektom. Sto bi znacilo da je ovakav nacin poslovanja rezlutirao bojljim rukovodjenjem projekta nego da je obratno.		
73	I	S obzirom da ste u prvom bloku rekli, da vise radnici preferiraju fleksibilnost, kako je to utjecalo na upravljanje promjenama sa aspekta korisnika?	4.a	Relationships between Organisatioanl Culture and Critical Success Factors
74	R	Ni za jednu firmu se ne može reći da je potpuno standardizovana niti u potpunosti fleksibilna. Jasna struktura je karakteristična za vojne		

		organizacije. Fleksibilnost je sposobnost firme da brzo reaguje na promjene u okruženju. Ali to ne znači da u takvim firmama vlada potpuni kaos niti da nema određenih standarda koje treba ispoštovati. Uvažavanje zaposlenih kao formiranih ljudi i njihovog mišljenja koje može doprinjeti poboljšanju poslovnih procesa ne znači da svako može raditi što hoće. Ako firma ima takvu kulturu i zajedničke vrijednosti koje karakterišu njeno uvažavanje i poštovanje svih zaposlenih, onda ti zaposleni mogu imati osjećaj da su važna karika u poslovnom procesu. Ako isti mogu uticati da se ti poslovni procesi unaprijede, da se utvrde određeni standardi, ako su direktni sudionici implementacije projekata, onda će i prihvatanje tih projekata i njihova praktična primjena biti znatno olakšana.		
75	I	Hvala Vam lijepo. Posljednje pitanje iz ove grupe bilo bi s obzirom da ste u prvom bloku rekli, da više radnici preferiraju fleksibilnost, kako je to utjecalo na minimiziranje prilagodbi sistemu?	4.b	Relationships between Organisational Culture and Critical Success Factors
76	R	Bez obzira da li firma ima jače izražene karakteristike ili jedne ili druge strukture novi sistem treba biti prilagođen potrebama firme, a nikao ne obratno. Nema potrebe da se ovo posebno elaborira jer svaka firma ima svoje specifičnosti. Ali se iz tog razloga možda trebalo više voditi računa da bude sto jasniji plan, da se nebi skrenulo sa puta.		
77	I	Sljedeće pitanje bi bilo vezano s obzirom da ste u prvom bloku rekli, da više radnici preferiraju fleksibilnost, kako je to utjecalo na upravljanje projektom?	4.c	Relationships between Organisatioanl Culture and Critical Success Factors
78	R	Uvijek ima potrebe za dobrim upravljanjem projektima. Uvezivanje svih poslovnih procesa u integralni sistem u cilju povećanja poslovne efikasnosti traži kvalitetno upravljanje bez obzira imali jasna pravila ili bili fleksibilni. Bilo je lakse upravljati projektom, s obzirom na veliku fleksibilnost.		
79	I	Sljedeće pitanje bilo bi vezano, ukoliko se radnici identificira sa organizacijskom kulturom firme, kako to utjece na upravljanje prijektom?	5.a	Relationships between Organisatioanl Culture and Critical Success Factors
80	R	Projektni zadatak treba biti precizno razrađen po strukturi a zavisno od klime		

		koja vlada u firmi i organizacione kulture implementacija projekta i prihvatanje istog može biti različito. Ukoliko se radnici identificiraju sa organizacionom kulturom, onda je daleko lakse upravljati projektom.		
81	I	Ukoliko se radnici identificira sa organizacionom kulturom firme, kako to utjece na obuku koju ste pružali?	5.b	Relationships between Organisational Culture and Critical Success Factors
82	R	Svi zaposleni trebaju obavljati poslove i radne zadatke za koje su plaćeni. Ukoliko se uz to zaposlenici još i poistovjećuju sa firmom, ako je među njima otvorena komunikacija, ukoliko firma od njih očekuje da pridonose, da predlažu ideje i inovacije u cilju unapređenja odnosa sa kupcima i poboljšanja kvaliteta procesa i proizvoda i uz to se njihovo mišljenje uvažava stvara se osjećaj da je njihov doprinos značajan i neophodan za realizaciju zajedničkih poslovnih ciljeva. Da bi mogli da daju takav doprinos sami će biti spremni da ulažu u sebe i stoga će lakše prihvatiti sve oblike treninga i obuke koji će tome doprinijeti i koji će im omogućiti da ovladaju svim alatima koji im stoje na raspolaganju u obavljanju njihovih poslova.		
83	I	Posljednje pitanje vezano je da li vas je bilo strah da će vas radnici napustiti ukoliko prime obuku, i kako ste to regulisali?	6	Relationships between Organisational Culture and Critical Success Factors
84	R	Uvijek postoji takav rizik. Zato se u nekim slučajevima (ne svim) zavisno o specifičnosti usvojenih znanja prave ugovori sa takvim zaposlenicima po kojima se isti obavezuju da rade u firmi određeno vrijeme ili da u slučajevima raskida ugovora ne mogu određeno vrijeme raditi na poslovima na kojima se tako stečena znanja mogu koristiti.. na taj način firma štiti svoju konkurentnost.		
85	I	Prije nego što počnemo želio bih da vam se zahvalim što ste mi pružili priliku da vam postavim još dva dodatna pitanja, kao što sam obećao neće trajati duže od pet minuta, tako bih odmah postavio prvo pitanje. Ukoliko se zaposlenici vide kao pojedinci odnosno individualci u firmi, kako i zašto vi mislite to utjece na obuku ili edukaciju korisnika?	7	Relationships between Organisational Culture and Critical Success Factors
86	R	Nije problem, nemam mnogo vremena tako		

		da cu se drzati kratko i jasno a mislim da sam vec na slicno pitanje i odgovorio prilikom proslog intervjuja. Na ovo pitanje bi odgovorio, da zaposlenici trebaju da obavljaju poslove i zadatke za koje su placeni, medjutim kada su u pitanju individualci to su zaposlenici koji mozda i vise nego ostali zele da ulazu u sebe, i gdje su vise izrazeni muski faktori koje ste pominjali proslog puta, i iz tog ralozga prihvataju sve oblike treninga rado, i dobro ga odrade sto je naravno dobro i za firmu. Medjutim sa druge strane postoji rizik da ce i prije napustiti firmu, jer im je bitniji licni napredak nego kolektiv.		
87	I	Da li ista cinite, s obzirom na taj postojeci rizik?		
88	R	Kao sto sam i prosli put rekao, iz takvih razloga u zavisnosti od specificnosti obuke prave se ugovori sa takvim zaposlenicima po kojima se isti obavezuju da rade odredjeno vrijeme u samoj firmi i da u slucaju raskida ugovora nemogu odredjeno vrijeme raditi na poslovima kojima se stecena obuka moze koistiti i na taj nacin firma stiti svoju konkurentnost.		
90	I	Hvala lijepo na odgovoru, sljedece pitanje bilo bi ukoliko se zaposlenici u firmi vide kao u zajednici, kako i zasto vi mislite da to utjece na kreiranje projektne tima? Ili da preformulisem ukoliko se zaposlenik identificira sa svojom trenutnom poziciom na kojoj radi, da li ga je teze prebaciti na neku drugu poziciju unutar firme? I samo jos da naglasim da sa premjesticanjem ne mislim na nikakva napredovanju niti nazadovanju.	8	Relationships between Organisatioanl Culture and Critical Success Factors
91	R	Uvijek je tesko prebaciti nekoga sa jednog radnog mjesta na drugo, bez obzira da li se radilo o premjesticanju na pozicijama unutar firme, projektne timova i slicnog. To je jednostavno tako jer zaposlenici imaju odredjene rutine, navikli su se da rade sto rade, ili kako vi kazete identificiraju se sa svojim radnim mjestom, i tesko ga je ubjediti i prebaciti da radi nesto drugo. Mi, ukoliko se ukaze potreba za nekim radnim mjestom, pokusavamo da rijesimo taj problem unutar firme u smislu da ponudimo adekvatnim radnicima taj posao uz promociju place, ali su to najcesce		

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		samo privremena rjesenja upravo iz razloga koje sam naveo.		
92	I	Hvala Vam lijepo sto ste nam omogucili da vas intervjuisemo.		
93	R	Nema na cemu.		
94	I	Prijatno.		
95	R	Prijatno.		

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