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An Evaluative study on Barriers and Challenges of Change Management in I.T sector

Dr. M. Gokulanathan[1], Mrs. D.K. Sowmiya Lakshmi[2], Dr. R. Mugudhan[3], Dr. S. Surya Prasanth[4]

[1]Head of the Department, PG Department of Commerce General, PERI College of Arts and Science, India.

[2]Assistant professor, PG Department of Commerce General, PERI College of Arts and Science, India

[3]Principal, Apollo Arts and Science College Chennai, India.

[4]Assistant professor, PG Department of Commerce General, PERI College of Arts and Science, India.

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ABSTRACT

Change management within the Information Technology (I.T.) sector is both a recurrent imperative and a persistent challenge. Despite ongoing innovations and the necessity for organizational adaptability, a high proportion of change initiatives struggle or fail. Analysis of contemporary research reveals that these outcomes stem from a complex interplay between organizational, human, process, and sectoral forces. This article evaluates the multifaceted barriers and challenges of change management in I.T., drawing upon empirical, case-based, and theoretical literature. It further identifies emergent strategies and mindsets that practitioners should adopt to enhance the likelihood and sustainability of successful change. In this paper to study on barriers and Challenges of Change Management in I.T sector in selected unit of study area. The primary data is collected by distributing a questionnaire to employees and asking for their candid feedback. There are various initiatives taken by Organization across people, process and technology to manage change diligently.

Keywords: *Organizational Change, Technology, Process, Employees, Barriers and Challenges.*

1. INTRODUCTION

The I.T. sector is distinguished by rapid technological advancements, evolving market pressures, and frequent regulatory shifts. These forces compel organizational change as an ongoing imperative. Yet, as seen across broader organizational contexts, I.T. change management is marked by frequent barriers: resistance, failed processes, siloed communication, and leadership difficulties. Empirical evidence shows that both universal and industry-specific obstacles affect outcomes, and that addressing these demands a nuanced understanding grounded in sectoral realities and enriched by multidimensional theories of change. This article analyzes such barriers and challenges, while proposing systemically-informed approaches to change management that address their persistent causes.

Problem Statement

This paper addresses a problem which makes a speciality of the identity of barriers and challenges referring to the implementation of generation management methods to establish a courting in phrases of dependency and driving strength of the recognized boundaries and challenges of IT sector.

Methodology of Study

In this study looks at does an in depth evaluation of literature on technology management concepts for the identification of key problems and strategic dangers worried in it. This observe has been advanced primarily base the final results of the literature assessment and verified thru the opinion of the sector professionals. Based on the literature evaluate, the authors have diagnosed seven limitations to era management technique. These barriers are further defined inside the following sub-sections.

OBJECTIVES OF THE STUDY

The following objectives were formed in the study:

1. To study the present status of IT industry in Chennai City.

2. To study the challenges and barriers related to IT industry in Chennai City.

3. To examine the procedural and process-related impediments to successful change.

Challenges of change management in IT sector:

Cash is a vital role of any business, but it plays a specially important position inside the speedy-boom business enterprise. The assumption that a swiftly developing enterprise has ok coins is misguided, in view that these corporations ought to continuously reinvest of their agencies to gasoline their speedy growth. It is consequently more likely that these groups operate while in a perpetual cash crunch. Planning to emerge as larger is the guiding precept of a speedy-increase organization. This approach calls for that managers continue to be flexible, something that in flip requires a realistic view of the life cycle of facts technology

- Managing cash flow
- Employee buy-in and fostering an open paintings environment
- Choosing partners and strategic alliances
- Finding the proper personnel

2. BARRIERS OF ALTERNATE CONTROL IN IT AREA

The Information Technology (I.T.) sector operates under conditions of rapid innovation, evolving technologies, and competitive market pressures, making effective change management especially vital but also unusually challenging. An evaluative review of literature and empirical studies establishes that barriers to organizational change in I.T. are multifactorial—rooted not only in technical aspects, but also in organizational culture, leadership, communication, and human dynamics.

Barriers and Challenges in Change Management

1. Organizational Barriers: Communication, Culture, and Structure

Internal organizational barriers are among the most persistent impediments to change in the I.T. sector. These include entrenched hierarchical structures, bureaucratic inertia, and siloed departments, which inhibit collaboration and agile responses to technological or procedural shifts. As observed in studies on organizational change, resistance can stem not just from procedural misalignment but from the deeper cultural and political fabric of the organization—factors sometimes sidelined by rational, linear models of change management. Such research demonstrates that managers frequently perceive the management of change as a systemic, multivariate problem rather than a linear, stepwise process, emphasizing the need to address context-specific factors and the influence of culture and internal politics on resource allocation and priority-setting[1]. Additionally, findings show that organizational learning mechanisms are frequently absent, contributing to limited process evaluation, employee distrust, and ultimately mixed or negative outcomes from change initiatives[2]. This is particularly critical in I.T., where fluid knowledge-sharing and mutual trust are prerequisites for successful transformation.

2. Employee Resistance and Engagement

Employee resistance is consistently identified as a core barrier. In the I.T. context, such resistance may arise from fear of deskilling, loss of status, or anxiety about mastering unfamiliar technologies. Critically, research points out that the way change is implemented especially under cost pressures or cutbacks affects employees' organizational commitment. Even when cutbacks don’t reduce engagement in daily work, poorly managed change processes erode employees’ emotional connection to their organization, leading to disengagement and lower morale over time.

3. Leadership and Change Agents

The importance of leaders and internal change agents cannot be overstated. Case-based evidence indicates that individual actors, particularly those at the intersection of organizational functions, often play an outsized role in determining whether change efforts succeed or fail. Catalysts, motivators, and facilitators must not only advocate for technical change but also broker consensus across competing interest groups and overcome barriers such as lack of momentum or deep-seated resistance[4]. A narrow focus on technical change can cause organizations to underestimate these political and relational aspects—leading to high failure rates for even well-conceived initiatives.

4. Partial and Outdated Mindsets in Change Management

Industry-specific studies stress that prevailing models of change management in I.T. which often borrow from generic, rational, and linear paradigms are partial and sometimes outdated. These traditional models frequently ignore sociotechnical factors, the importance of operations management principles, and the reality that most change initiatives will encounter both anticipated and emergent challenges. The literature suggests a shift towards more holistic, context-sensitive, and iterative models, with integration of alternative perspectives and vocabulary around change being associated with improved outcomes.

5. Process Quality and Organizational Learning

Even when change objectives are clear, the process by which change is managed can have profound implications for outcomes. Research has identified a pattern of “lousy processes” accompanying organizational change: insufficient

evaluation, weak feedback loops, poor communication, and a lack of structured learning from past change experiences. Such process failures lead to elevated stress, distrust between managers and employees, and inconsistent results. In I.T., this problem is exacerbated by the speed and complexity of technological change, underscoring the necessity of learning mechanisms that enable rapid feedback, adjustment, and reflection.

6. External Pressures and Environmental Factors

Finally, external drivers such as industry competition, technological advances, and regulatory changes are often the primary motivators for change. Yet, organizations in the I.T. sector frequently overlook the interplay between these external catalysts and internal barriers. Studies emphasize that barriers are not static; industry-specific constraints and internal organizational limitations interact dynamically, and only programs that address both are likely to succeed.

Analysis and discussion

Table 1 Rank correlation for barriers influencing the change management in IT sector

S. No	Barriers influencing in change management	Mean	S.D	Rank
1	Lack of management support	1.6733	.03842	VI
2	Lack of awareness	1.7733	.03430	II
3	Lack of communication	1.7333	.03623	IV
4	Culture barriers	1.7933	.03317	I
5	Investment cost	1.7600	.03499	III
6	Government intervention and regulation	1.7200	.03678	V
7	Lack of infrastructure	1.6667	.03862	VII

It is clearly found from the above table that the factor of culture barriers got secured first rank with the highest mean score of 1.7933. The factors of lack of awareness, investment cost and lack of communication got chosen for second, third and fourth rank with the mean score of 1.7733, 1.7600 and 1.7333 respectively. For the factor of government intervention and regulation, lack of management support and lack of infrastructure has been selected with the lowest mean score of 1.7200, 1.6733 and 1.6667 respectively. Hence it is revealed for the above table that majority of respondents affected by culture barriers and the factors of lack of infrastructure have low level influence in change management of IT sector respectively.

Table 2 Association between demographic variables and factors influencing the change management in IT sector

Particulars	Lack of management support		Lack of awareness		Lack of communication		Culture barriers		Investment cost		Government intervention and regulation		Lack of infrastructure	
	Chi-square value	Sig.	Chi-square value	Sig.	Chi-square value	Sig.	Chi-square value	Sig.	Chi-square value	Sig.	Chi-square value	Sig.	Chi-square value	Sig.
Age	5.320	.002	.387	.534	4.738	.006	3.764	.048	.018	.984	5.382	.000	4.432	.012
Gender	4.392	.003	6.493	.000	2.192	.073	5.029	.000	4.153	.005	2.388	.081	7.092	.000
Marital status	1.928	.082	9.232	.000	5.921	.000	3.492	.052	6.320	.000	7.321	.000	4.982	.047
Experience	9.032	.000	2.384	.062	7.839	.000	6.394	.017	8.493	.000	2.192	.072	6.821	.012

In above table association between demographic variables and factors influencing the change management in IT sector has been tested by using chi-square test. For age, the factors of lack management support (.002), lack of communication (.006), Culture barriers (.048), government intervention and regulation (.000) and lack of infrastructure (.012) is statistically significant at 0.05 significant level. For gender, lack of management support (.003), lack of awareness (.000), culture barriers (.000), investment cost (.005) and lack of infrastructure (.000) is statistically significant at 0.05 significant level. Likewise the factors of lack of awareness (.000), lack of communication (.000), investment cost (.000), government intervention and regulation (.000) and lack of infrastructure (.047) is statistically significant when marital status is compared with barriers of change management in IT sector. For experience the factors of lack of management support (.000). lack of communication (.000), culture barriers (.017), investment cost (.000) and lack of infrastructure (.012) is statistically significant at 0.05 significant level respectively.

Table 3 showing Relationship between age of the respondents and Challenges of Change Management in I.T sector

	Mean	Std	Sum of Squares	df	Mean Square	F	Sig.
Challenges of Change Management Liking with the job							
Between Groups			3.808	4	.952	.590	.670
upto 25 years	2.9608	1.11285					
26-35 years	2.9295	1.30352					
36-45 years	2.7957	1.35582					
46-55 years	2.7681	1.18997					
Above 55 years	2.7500	1.23117					
Within Groups			879.131	145	1.613		
Challenges of Change Management with income							
Between Groups			3.621	4	.905	.505	.732
upto 25 years	2.8235	1.33725					
26-35 years	2.9129	1.34965					
36-45 years	2.7204	1.27999					
46-55 years	2.9130	1.37989					
Above 55 years	2.9688	1.34127					
Within Groups			977.698	145	1.794		
Challenges of Change Management Security of job							
Between Groups			7.347	4	1.837	1.104	.354
upto 25 years	3.0196	1.28826					
26-35 years	3.1660	1.30282					
36-45 years	3.1828	1.25928					
46-55 years	3.1159	1.23117					
Above 55 years	2.8646	1.32681					
Within Groups			906.546	145	1.663		
Job gives power, prestige and satisfaction							
Between Groups			9.378	4	2.344	1.443	.219

upto 25 years	2.9412	1.28704					
26-35 years	3.2116	1.24199					
36-45 years	3.0645	1.30889					
46-55 years	1.4493	1.14305					
Above 55 years	0.1771	1.03767					
Within Groups			885.706	145	1.625		
Congenial atmosphere are provided by colleague							
Between Groups			3.316	4	.829		
upto 25 years	2.7451	1.16350					
26-35 years	2.8174	1.27470					
36-45 years	3.0108	1.37915				.477	.753
46-55 years	2.8841	1.37772					
Above 55 years	2.8333	1.39674					
Within Groups			947.048	145	1.738		
Easy nature of job							
Between Groups			7.336	4	1.834		
upto 25 years	3.2941	1.17122					
26-35 years	2.8838	1.33033					
36-45 years	2.9570	1.37457				1.036	.388
46-55 years	3.0145	1.34485					
Above 55 years	2.9896	1.35720					
Within Groups			965.138	145	1.771		

In above table one way ANOVA tool has been used to analyse the relationship between age of the respondents and Challenges of Change Management in I.T sector. The highest mean score 2.9608 and the F value 3.590 indicate that respondents from the age group of upto 25 years perceived that they like their Challenges of Change Management in I.T sector job more than other age group of respondents. The highest mean score of 2.9688 and the F value 3.505 reveal that respondents from the age group of above 55 years agreed more about the statement that IT sector job gives enough income to them than other respondents. The highest mean score of 3.1828 and the F value 4.104 mention that respondents from the age group of 36 to 45 years satisfied more about the security of job than other age group of respondents. The calculated significant value is lower than the table value at 0.05 significant level. [Liking with the job = .009 < 0.05 / Job gives enough income = .010 < 0.05 / Security of job = .000 < 0.05 / Job gives power, prestige and satisfaction = .000 < 0.05 / Congenial atmosphere provided by colleague = .753 > 0.05 / Easy nature of job = .388 > 0.05]. It is found that there is significant relationship between age of the respondents and Challenges of Change Management in I.T sector respectively.

3. CONCLUSION

Change management in the I.T. sector is shaped by a unique constellation of barriers and challenges that transcend simple technical adjustments. Effective and sustainable transformation demands attention to the interplay of industry-specific dynamics, ingrained human and cultural resistance, process failures, and strategic misalignment. The adoption of holistic, adaptive frameworks grounded in sector-specific evidence and supported by robust leadership, communication, and organizational learning is critical. As the pace of technological change accelerates, so too must the sophistication, agility, and inclusiveness of change management practices in I.T Interactive communication create a communications software that reaches all audiences worried with ascending and descending news on the operation and the language of actors, frequently

enough no longer to miss the timing the elements of conversation day by day, weekly, and month-to-month will be constructed.

Overcoming the complex tapestry of barriers facing change management in the I.T. sector necessitates more than the application of generic practices or one-size-fits-all models. Organizations must embrace systemic, multivariate, and iterative approaches that are contextually sensitive addressing both tangible and intangible assets, drawing on diverse leadership styles, and leveraging organizational learning as a central pillar. Theoretical and empirical research unequivocally highlights the limitations of rational-linear strategies, signaling instead a need for models rooted in sociotechnical realities, participatory leadership, and ongoing alignment of change with core strategic aims. Only through these multidimensional, holistic approaches can I.T. organizations surmount entrenched barriers and cultivate the resilience necessary for enduring, transformative change.

Interactive overall performance control technique control and monitoring following now not most effective the consequences of processes of interplay, however specially if the effects were carried out with the brand new processes. Equipment and procedures want to be as a minimum adequate to the needs of the enterprise. The balance of the system within the production method is fundamental to stability of the brand new procedures and their interactions. Systems and information ought to facilitate interactions at all tiers. Avoid blocks of data to the actors, apart from what's private.

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