

# ***E- management: Barriers & challenges in Iran***

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## Knowledge & Information Technology era

- Information: Strategic critical resource;
- Information society: Toward deep changes on human life;
- Prime forces of change: Globalization, Complexity, New technology, Competition, ...
- IT: leading to newly emergent domains of technological capabilities and innovations.

# ***E- management***

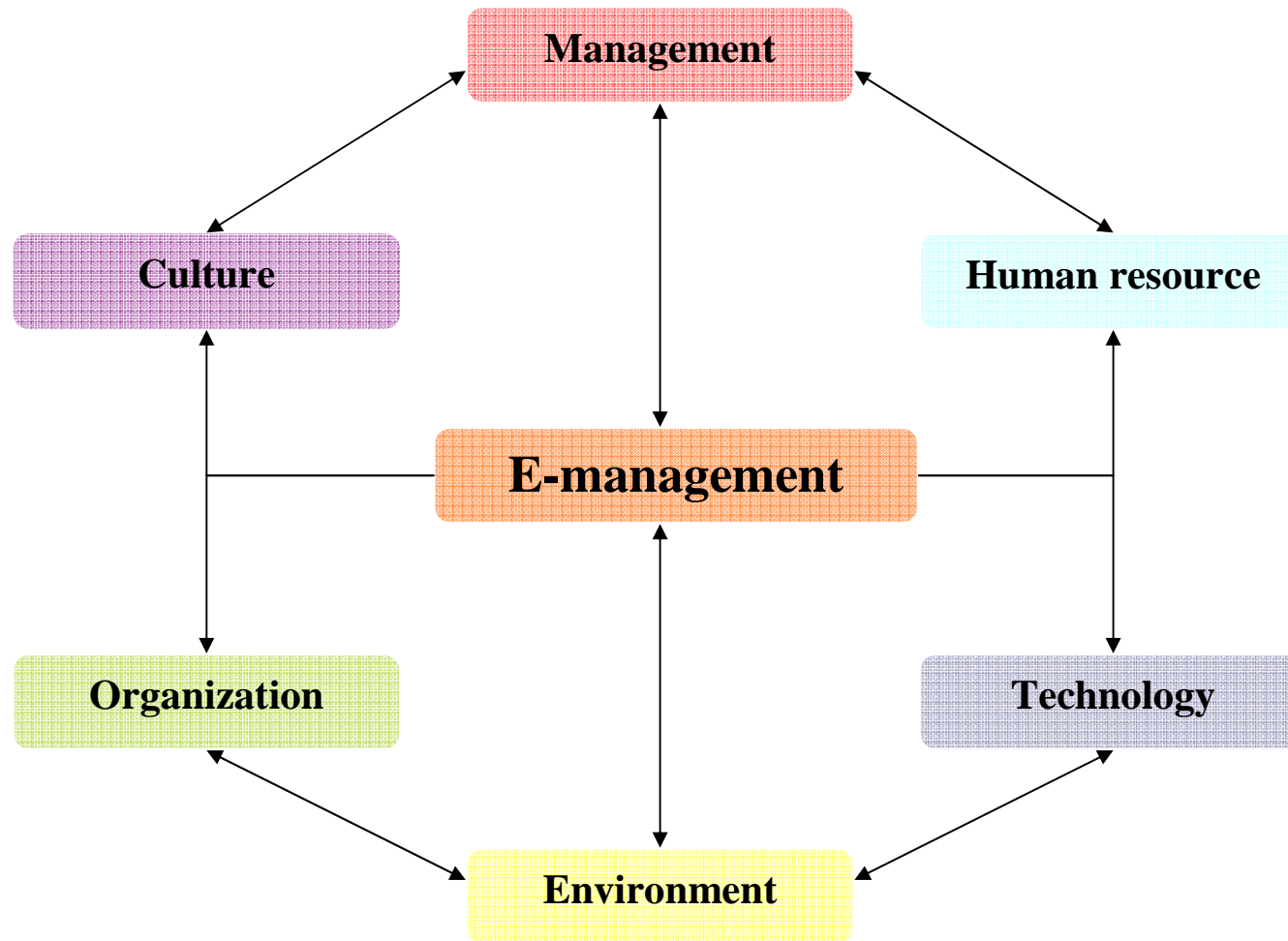
**E-management is an umbrella name for several e-business modules.**



# ***E- management***

**Includes the processes that will ensure that business and IT departments are aligned with each other and are able to deliver the level of service, availability, security and performance required for e-business success.**

# *E- management Barriers*



### **Managerial Factors**

- Lack of technological awareness among managers
- Lack of computer-relevant knowledge and experiences of managers
- Lack of awareness among managers about the advantages of IT
- Lack of motivation and support for managers
- Insufficient commitment of top managers in IT implementation
- Short life-cycle of management

### **Cultural-Social Factors**

- The non-developed culture for proper application of IT
- Unfamiliarity of users with IT
- Unfamiliarity of citizens and authorities with IT performance

### **Technical-Technological Factors**

- Lack of sufficient software facilities
- Incongruity between systems and users
- Lack of sufficient band-width for internet
- Existence of network and telecommunication problems
- Difficulties in IT application

### **Humanistic Factors**

- Lack of IT specialists in organizations
- Employees` lack of interest and motivation to apply new techniques
- Lack of relevant training for employees
- Employees` resistance to change

### **Organizational-Structural Factors**

- Weakness of communication channels in organizations
- Lack of financial resources to equip software and hardware
- Insufficient financial capability of units to apply IT

### **Environmental Factors**

- No integrated network in country
- Lack of necessary rules and regulations in country
- Lack of clarity in policy-making in IT
- Lack of coordination and cooperation between different units and divisions in industries and organizations

# *Methodology*

- Population: Public organizations
- Sample: 200 experts, scholars and managers in 45 public organizations
- Research method: Proportion test
- Questionnaire: 25 questions in 6 subcategories
- Chronbach's coefficient alpha: 75%

# *Hypothesis*

- Managerial factors hinder the utilization of e-management in Iran.
- Humanistic factors hinder the utilization of e-management in Iran.
- Socio-cultural factors hinder the utilization of e-management in Iran.



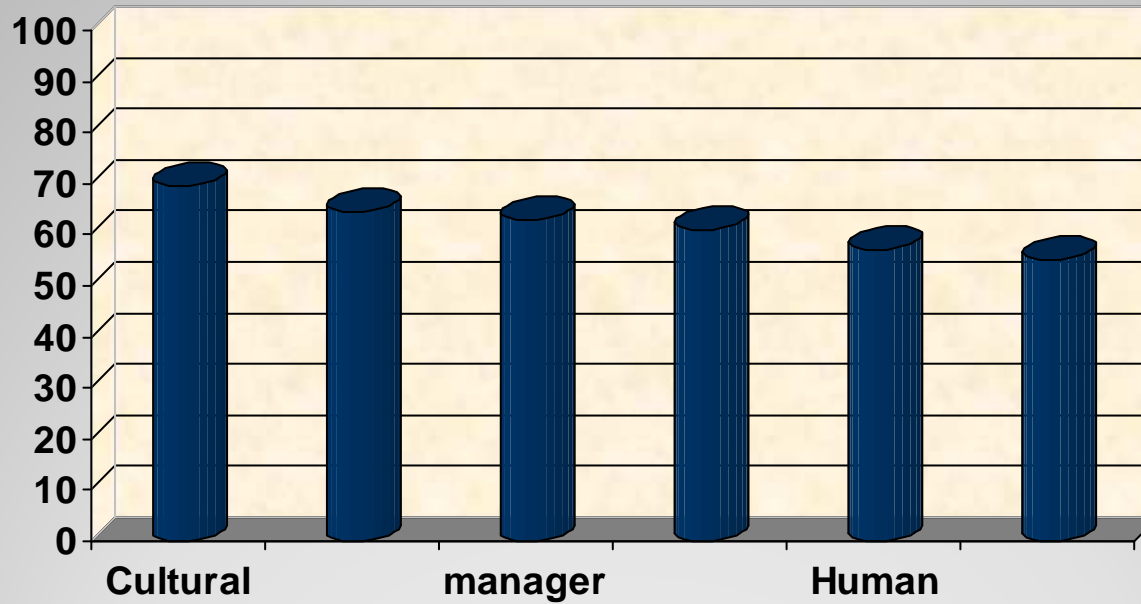
# *Hypothesis*

- Organizational-structural factors hinder the utilization of e-management in Iran.
- Technical-technological factors hinder the utilization of e-management in Iran.
- Environmental factors hinder the utilization of e-management in Iran.

# Result

Hypothesis 1	✓
Hypothesis 2	✓
Hypothesis 3	✓
Hypothesis 4	✓
Hypothesis 5	x
Hypothesis 6	✓

# *Ranking of factors*



# *Discussion*

In order to eliminate barriers:

- Development of cultural awareness to apply IT,
- Development of public awareness of the structure, performance and advantages of IT adoption and application,
- Development of sufficient network and communication foundations and contexts,

# *Discussion*

- Promotion of e-services such as e-banking and e-insurance,
- Motivating and training employees and managers for effective application of e-management.

# ***Acknowledgement***

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