

Challenges and Barriers to Digital Transformation in Sri Lankan Government Organisations: Managers' Perceptions

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ABSTRACT

Despite facing significant challenges, the Sri Lankan government actively supports digitising its organisations, recognising its potential to enhance governance, optimise operations, and improve citizen services. This study investigates the key challenges and barriers hindering the effective implementation and adoption of digital transformation in Sri Lankan government organisations. This research analyses the perspectives of 147 managers working on digital transformation projects and information technology departments at different government organisations. Data is collected using a structured survey questionnaire, and analysed through SPSS, employing demographic analysis and frequency analysis to identify significant challenges and barriers. The study employed the Technology, Organisation, and Environment (TOE) framework, to categorise technological, organisational, and environmental factors that hinder digital transformation in the public sector. The findings reveal inadequate communication, high costs, insufficient digital skills, employee resistance, absence of a digital-centric organisational culture, system integration issues and insufficient regulatory frameworks as main barriers to digital transformation. However, despite all the challenges managers hold a largely positive view on digital transformation by acknowledging improvements in organisational efficiency and effectiveness. Managing these challenges, Sri Lankan government organisations can leverage emerging technologies to enhance public sector efficiency and productivity, to achieve sustainable digital transformation ultimately driving operational excellence.

Keywords: Challenges and Barriers, Digital Transformation, Digital Technology Adoption, Sri Lankan Government Organisations