

Efficient and effective design of product and service	Pearson Correlation	0.794
	Sig. (2-tailed)	0.000
	N	42
Use of consultants	Pearson Correlation	0.729
	Sig. (2-tailed)	0.000
	N	42
The right level of workload	Pearson Correlation	0.584
	Sig. (2-tailed)	0.000
	N	42
Having a short implementation time	Pearson Correlation	0.440
	Sig. (2-tailed)	0.004
	N	42
Setting up a steering group and improvement teams	Pearson Correlation	0.728
	Sig. (2-tailed)	0.000
	N	42
Access to external resources and knowledge	Pearson Correlation	0.644
	Sig. (2-tailed)	0.000
	N	42
Having a culture of continuous improvement	Pearson Correlation	0.735
	Sig. (2-tailed)	0.000
	N	42
Participation in BE awards	Pearson Correlation	0.619
	Sig. (2-tailed)	0.000
	N	42
Providing necessary human resources for implementation	Pearson Correlation	0.772
	Sig. (2-tailed)	0.000
	N	42
The implementation strategy and approach	Pearson Correlation	0.844
	Sig. (2-tailed)	0.000
	N	42
Adapting quality management systems such as IS9000	Pearson Correlation	0.610
	Sig. (2-tailed)	0.000
	N	42
Data analysis and reporting capabilities	Pearson Correlation	0.846
	Sig. (2-tailed)	0.000
	N	42
Effective organizational communication capabilities	Pearson Correlation	0.847
	Sig. (2-tailed)	0.000
	N	42

Availability of clear vision in the organization	Pearson Correlation	0.725
	Sig. (2-tailed)	0.000
	N	42
Adapting an effective and flexible organization structure	Pearson Correlation	0.640
	Sig. (2-tailed)	0.000
	N	42
Clarity of roles and responsibilities in the organization	Pearson Correlation	0.674
	Sig. (2-tailed)	0.000
	N	42
Having the right level of authorities	Pearson Correlation	0.600
	Sig. (2-tailed)	0.000
	N	42
The use of benchmarking	Pearson Correlation	0.832
	Sig. (2-tailed)	0.000
	N	42
Employee motivational and reward programs	Pearson Correlation	0.742
	Sig. (2-tailed)	0.000
	N	42
Management support and encouragement to innovation culture in the organization	Pearson Correlation	0.680
	Sig. (2-tailed)	0.000
	N	42
The investment and use of information technology and systems in the organization	Pearson Correlation	0.771
	Sig. (2-tailed)	0.000
	N	42
The focus on customer complaints management and opinion	Pearson Correlation	0.659
	Sig. (2-tailed)	0.000
	N	42
Employee opinion management and engagement in decision making	Pearson Correlation	0.630
	Sig. (2-tailed)	0.000
	N	42
Adapting a clear governance framework	Pearson Correlation	0.834
	Sig. (2-tailed)	0.000
	N	42

Appendix 2: Validity Testing Using Pearson Correlation for Critical Barriers

Statement	Test	Score
Lack of top management commitment	Pearson Correlation	0.682
	Sig. (2-tailed)	0.000
	N	90
Limited availability of financial resources	Pearson Correlation	0.350
	Sig. (2-tailed)	0.001
	N	90
The fear of change	Pearson Correlation	0.610
	Sig. (2-tailed)	0.000
	N	90
The high work overload	Pearson Correlation	0.527
	Sig. (2-tailed)	0.000
	N	90
Lack of customer orientation	Pearson Correlation	0.749
	Sig. (2-tailed)	0.000
	N	90
Lack of clear measurement system	Pearson Correlation	0.697
	Sig. (2-tailed)	0.000
	N	90
Lack of qualified employees	Pearson Correlation	0.757
	Sig. (2-tailed)	0.000
	N	90
The long implementation time needed	Pearson Correlation	0.595
	Sig. (2-tailed)	0.000
	N	90
Lack of perceived benefits stemming from the BEMs	Pearson Correlation	0.708
	Sig. (2-tailed)	0.000
	N	90
Lack of a culture of continuous improvement	Pearson Correlation	0.801
	Sig. (2-tailed)	0.000
	N	90
Too prescriptive nature of BEMs	Pearson Correlation	0.505
	Sig. (2-tailed)	0.000
	N	90
Lack of organization strategy	Pearson Correlation	0.770
	Sig. (2-tailed)	0.000
	N	90

Lack of adequate support from BE awards custodians	Pearson Correlation	0.391
	Sig. (2-tailed)	0.000
	N	90
Not having a steering group and improvement teams to drive the BE effort	Pearson Correlation	0.0630
	Sig. (2-tailed)	0.000
	N	90
Lack of clear organizational roles and responsibilities	Pearson Correlation	0.733
	Sig. (2-tailed)	0.000
	N	90