

Analysis of Key Impact Factors in New Methods Implementation in Organisations: A Change Management Perspective

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Background/Purpose: This paper examines the key factors for successful change implementation in organisations, management qualities, and the most common barriers to change implementation. The main change we focus on is implementing new work methods in the organisation, such as Six Sigma, Lean, Lean Six Sigma, Kaizen, and similar methods.

Methods: The latest findings from the literature about change management, key success factors and barriers to change implementation are presented. An empirical study of 55 organisations from Slovenia is presented. An online questionnaire was used to gather data. Descriptive statistics were used to analyse the data. The research questions concerned the key factors influencing the successful implementation of organisational changes, the qualities necessary for organisational leaders, and the most common barriers to successful implementation.

Results: The key factors for successful change implementation are strongly connected to cultural and human-related factors, such as top management and employee involvement. Choosing the right leaders and communicating effectively about the implementation of change are key success factors. Key barriers identified include ineffective means of communication and employee habits and mindsets that do not support change. The most important quality of a manager who is leading organisational change is respect for other parties in the change management process, such as employees.

Conclusion: Understanding key success factors and the barriers to implementing change in organisations can improve change management practices. The findings contribute to a better understanding of change management in the implementation of new methods in organisations and deliver theoretical and practical implications.

Keywords: Change, Management, Method, Implementation, Success

1 Introduction

To achieve better organisational performance, organisations implement various work methods. The implementation of new work methods in organisations often fails, and this can be attributed to a poor understanding of key success factors (Gijo & Antony, 2013; Hirzel et al., 2017;

Raval et al., 2021; De Koeijer et al., 2024). A lack of information about which factors critically impact success can reduce the success rate of these initiatives and lead to poor business performance, as asserted by Vashishth et al. (2024) and Gošnik (2024). As reported by Gastelum-Acosta et al. (2024), Lameijer et al. (2024), Paneerselvam et al. (2025), Al Owad et al. (2025), Bagherian et al. (2025),

Furterer et al. (2025), many key success factors pertain to human-related issues and management-related aspects, such as poor involvement of top management in the process of change and a lack of top management support. On the other hand, success also depends upon the specific factors known as barriers (Raval et al., 2018). Barriers can diminish the positive effects of success factors and lead to difficulties, such as lower efficiency and performance. Therefore, studying the most common barriers to successful new method implementation in organisations can inform key success factors and improve the overall success of new method implementation.

The previous findings of Albliwi et al. (2014), Gijo & Antony (2013), Yadav et al. (2018), and Raval et al. (2021) reveal a strong relationship between the most common barriers, such as employee-related barriers, and the success of implementing new methods. On the other hand, the latest findings of Kumar Samanta et al. (2024), Samanta et al. (2024); Gastelum-Acosta et al. (2024), Al Owad et al. (2025), Bagherian et al. (2025); Citybabu & Yamini (2025), and Furterer et al. (2025) reveal that the most common barriers to implementation of changes in organisations relate to a poorly defined vision of the planned change, a lack of clear communication and the absence of long-term planning for success. Change management has become a critical issue for the successful implementation of changes in organisations. Well-known models of change management, such as Kotter's eight-step model, can be helpful (Kotter, 1995, 1997, 2014). The simplicity and generality of this model make it convenient for use. However, this model does not provide specific answers to questions such as what the key success factors are or which qualities of leaders' support change most, especially regarding the implementation of new organisational work methods in today's business environment. This attracted our attention and guided our research.

Additionally, there has been a lack of studies on key success factors in organisational change that specifically address the successful implementation of new organisational methods. Based on previous findings (Will 2015; Idogawa et al., 2023; Kilkelly, 2024) about the importance of top management engagement in change implementation in organisations, it is clear that there has also been a lack of studies regarding the specific organisation leader qualities necessary for the successful implementation of changes in the organisation. This was identified as our research gap.

The main research problem we address is to identify which factors most impact the successful implementation of changes in organisations. Our paper aims to increase the success rate of change management initiatives in organisations.

In summary, change management can help organisations overcome implementation challenges and increase the success rate of change. Studying the most common barriers to new method implementation in organisations

requires the study of various areas of potential key success factors and barriers on different organisational levels, especially those related to employees and management, as suggested by the literature review (Kumar Samanta et al., 2024; Gastelum-Acosta et al., 2024; Al Owad et al., 2025; Bagherian et al., 2025; Citybabu & Yamini, 2025; Furterer et al., 2025). On the other hand, changes such as the implementation of new technologies, e.g., blockchain, artificial intelligence, digitalisation, robotisation and others, call into question the validity of the existing findings.

Therefore, the authors of this study have focused on studying key success factors, the necessary qualities of managers, and the most common barriers to the successful implementation of changes in organisations in today's rapidly changing business environment. Our study provides a review of the latest literature on change management and the implementation of organisational changes. We present the results of an empirical study conducted in Slovenia. Due to the lack of studies in this field, this research extends existing findings on the implementation of organisational change and adds unique value for researchers and practitioners.

The paper is structured as follows: (1) The theoretical background is presented, including the latest findings about change management, key success factors and the most common barriers to change implementation in organisations; (2) Methodology chapter; (3) Results, analysis and findings of the empirical study; (4) Discussion with limitations, implications and possible further research, and (5) References.

2 Theoretical backgrounds

2.1 Change management

Change aims to renew an organisation's capabilities to remain competitive (Pop et al., 2023). The theory of change explains how changes should be managed to achieve success (Kotter 1995, 1997, 2014). Changes often cause interruptions to existing processes, create barriers to implementation, require effort, a project management approach, and additional resources, and must be managed with a change management approach. New technologies and their implementation also increase the urgency for a change management approach in organisations. To achieve success, the use of a change management approach within an organisation must play a key role.

To achieve a competitive advantage, companies implement various new methodologies, such as Six Sigma and Lean, as well as combinations such as Lean Six Sigma, Kaizen, and other process-improvement methods. Implementation of these methods can be considered as changes and requires a change management approach. A change management approach helps us to achieve agility and

speed (Kotter, 2014).

Change management can be defined as a multidisciplinary discipline which navigates organisational change. It focuses on strategies, business processes and specific tools for managing changes (Monferdini & Bottani, 2024). Change management explains how an organisation should move from its existing state to a desired (future) state (Hussain et al., 2018). Successful change management requires a focus on meeting the expectations of internal and external stakeholders. A company's ability to successfully adopt changes is strongly related to its flexibility and survival; it impacts customer experiences and the organisation's competitiveness (Monferdini & Bottani, 2024; Vashishth et al., 2024; Al Owad et al., 2025). Successful change management demands a strong commitment to business strategy and management support (Vashishth et al., 2024). On the other hand, an inappropriate approach to change in an organisation can result in resistance to change, lower efficiency, lower performance of business processes, and thus lower company performance (Idogawa et al., 2023; Trzeciak, 2024).

There are many common errors which are made by managers in organisations, including poorly presented urgency for change, lack of involvement of key employees in change plan development, a missing vision of change, and a lack of communication, which are strongly related to the well-established Kotter's eight step change model (Kotter 1995, 1997; 2014; Al Owad et al., 2025). Kotter also reveals the importance of connecting strategy, skills and structures to achieve a successful implementation of changes (Kotter, 2014).

Kotter (1997) has recognised the importance of motivation for change as one of the key priorities in an organisation, as explained in the early, fundamental eight-step model of change (Kotter, 1995). The findings of Badge et al. (2010) show that change management plays a key role in the introduction of new projects. The findings of Will (2015) reveal the relationship among managers, employees, and the implementation of change. Their interactions are identified as a key factor for successful change implementation in organisations. On the other hand, Pollack & Algeo (2016) identify key success factors for change implementation and state that these factors are strongly related to the project manager leading the change. Kilkelly (2024) reveals that change initiatives are more likely to succeed when they are properly managed by competitive leaders who are empowered with knowledge of change management. The findings of Idogawa et al. (2023) show the relationship between top management support and change management. Idogawa et al. (2023) state that top management support and technological competencies positively affect change management. On the other hand, Kala Kamdjoug (2024) elaborates that IT plays a key role in human resources change management. Trzeciak (2024) also illustrates the significance of IT in relation to change

management.

To improve change management initiatives in organisations, we need to study the key factors that drive successful change implementation. Specifically, regarding the implementation of methods such as Six Sigma, Lean, Lean Six Sigma, Kaizen, and others, which are key success factors, we can overcome common barriers and improve our success rate in change implementation.

2.2 Success factors in change implementation in organisations

Success depends on specific factors known as success factors. Success factors can be identified in a narrow area that has a key impact on success (Gošnik, 2024). Analysis of key success factors helps us identify which of them have the greatest impact on success and on direct decision-making. Key success factors also guide what needs to be done in an organisation to achieve better business performance. In relation to the aim of this study and its defined research questions, we specifically identify the key success factors in implementing organisational change. In this case, changes refer to the implementation of new work methods in organisations, e.g., the Six Sigma method, the Lean method, the Lean Six Sigma method, Kaizen, and others. These methods improve business processes and organisational performance (Gijo & Antony, 2013; Lameijer et al., 2024; Vashishth et al., 2024; Paneerselvam et al., 2025).

To achieve better organisational performance, organisations implement various work methods. The implementation of these new methods in organisations often fails. Failures in implementation can be related to a lack of understanding of key success factors (Gijo & Antony, 2013; Hirzel et al., 2017; Raval et al., 2021; De Koeijer et al., 2024) and poor management support for new method implementations, as reported in the latest findings of Gošnik (2024) and others (Lameijer et al., 2024; Paneerselvam et al., 2025; Al Owad et al., 2025; Marič et al., 2025).

The potential benefits for organisations of knowing that many researchers have identified the key success factors. Raval et al. (2021) reveal strategic, organisational and project-related benefits for organisations. Gošnik (2024) reports that knowledge of critical success factors leads to better overall organisational performance. Vashishth et al. (2024) and Raval et al. (2021) emphasise the importance of key success factors in managing resistance to change in organisations. Lameijer et al. (2024) reveal that knowledge of key success factors underscores the importance of selected areas, such as employee and management engagement, for better performance. Knowing the key success factors can improve general decision-making in organisations (Gošnik, 2024), enhance communication between the operational level and top management (Raval et al., 2021), and improve the success rate of implementing

new technologies in organisations (Singh & Rathi, 2021). Setting priorities in organisations based on key success factors leads us to lower development costs and improved business efficiency (Lameijer et al., 2024).

Research into specific success factors in implementing new methods (Six Sigma, Lean, Lean Six Sigma) shows that employees and top management often play key roles. Raval et al. (2021) suggest that a wide range of success factors should be included in research on key success factors, including strategic, operational, cultural, financial, customer, and supplier aspects. Specifically, De Koeijer et al. (2024) reveal that soft aspects, characterised by an orientation to people during the implementation of new methods, are a key success factor. A similar finding is supported by Vashishth et al. (2024), who report that employee motivation to adopt new methods is a critical success factor.

On the other hand, De Koeijer et al. (2024) also highlight the importance of hard factors, which are characterised by a result and performance-oriented approach. Employee empowerment, employee commitment, and participation have been identified as key success factors in Lean Six Sigma implementation, as shown by Hirzel et al. (2017), Gošnik (2024), and Vashishth et al. (2024). The findings of Lameijer et al. (2024) show that employee education, proper information flow, communication and managerial involvement present key success factors. On the other hand, Singh & Rathi (2021) reveal that effective employee training and education in certain methods (Six Sigma, Lean, Lean Six Sigma, Kaizen, and others) lead to the successful implementation of these methods. The same finding is supported by Singh & Rathi (2021), who report that proper training provides deep insight into employees, leading to success.

Bhat et al. (2023) argue that studying key success factors requires a holistic, multilevel approach. The findings of Francescato et al. (2023) reveal the most critical success factors, including leadership and management involvement and employee training and education. On the other hand, Samanta et al. (2024) highlight the importance of organisational culture in adopting changes within an organisation, supported by top management commitment. Top management commitment has also been reported as a key success factor in the research of Gastelum-Acosta et al. (2024). Kumar et al. (2024) report that companies should focus on strategy-related key success factors and supplier-based success factors. Bagherian et al. (2025) have identified leadership support as a key success factor. The key findings of Furterer et al. (2025) support the previous findings of Paneerselvam et al. (2025) that leadership plays a key role in the successful implementation of organisational change. On the other hand, Paneerselvam et al. (2025) highlight employee factors, such as the effectiveness of education and training, as key success factors.

In summary, regarding key success factors, a lack of understanding of those related to implementing specific

methods can result in barriers to implementation, increase implementation costs, prolong implementation time, and lead to less successful implementation or potential failure (Lameijer et al., 2024).

2.3 Barriers to change implementation in organisations

For the successful implementation of new work methods, it is necessary to know not only the key success factors (what to focus on) but also the most critical barriers (what to avoid) to change or new method implementation. According to Raval et al. (2018), success also depends upon the specific factors known as barriers. Barriers cause an organisation difficulty, e.g., barriers interrupt the existing process. Overcoming barriers requires additional effort, additional time, prolonged processes, the use of additional resources, increased costs, re-directing our focus, and decreasing or nullifying the positive impact of key success factors, resulting in decreased performance. This demands the timely identification of barriers and the development of appropriate responses prior to implementing new methods (Singh & Rathi, 2021). Barriers are usually presented as the opposite of success factors. If we know the barriers, we can potentially transform them into success factors (Yadav et al., 2018). The prompt identification of barriers can help an organisation to overcome difficulties, improve change management, and improve performance.

The latest studies on the most common barriers to implementing new methodologies in organisations reveal the following. The research of Albliwi et al. (2014) reveals that improper project team selection presents a key barrier to successful Lean Six Sigma implementation. According to Gijo & Antony (2013), a lack of proper training was identified as a significant barrier to implementing new methods. Yadav et al. (2018) reveal that resistance to culture change presents a key barrier to success. According to Raval et al. (2021), ineffective communication and employee resistance to change are key barriers to success in organisations. People, processes and technology-related issues are key areas that present barriers to success in organisations, as reported in the latest findings of Kumar Samanta et al. (2024) and Citybabu & Yamini (2025).

Overcoming these barriers requires a shared vision for planned change, clear communication, and long-term planning for success (Al Owad et al., 2025). Gastelum-Acosta et al. (2024), Furterer et al. (2025), and Bagherian et al. (2025) also suggest that leadership skills and competences play key roles in successfully overcoming barriers to implementing new methods (such as Lean Six Sigma) in organisations. Singh & Rathi (2021) highlight the importance of studying not only the most common barriers to success but also their interference, such as cross-barrier influences.

3 Methodology

Methodologically, the research was carried out in the following steps: after the literature review chapter, we defined a research gap, presented change management theory, and developed research questions. The next steps were data gathering and analysis, followed by the presentation and discussion of results.

The main research questions (RQ) in this research are:

RQ (1): What are the key influencing factors for the successful implementation of changes in an organisation?

RQ (2): What are the necessary qualities of leaders in organisations for the successful implementation of organisational changes?

RQ (3): What are the barriers to the successful implementation of organisational changes?

To answer our research questions, we have reviewed the latest literature and findings from various authors on change management practices in organisations. Further on, we focused especially on the implementation of new managerial methods in organisations, e.g., Six Sigma, Lean, Lean Six Sigma, Kaizen, Project management, and similar methods. Findings from the literature formed the basis for developing the questionnaire. In accordance with the preliminary literature review, we included in the questionnaire many aspects and factors suggested to impact the successful implementation of organisational changes, such as strategic, organisational, cultural, financial, customer, and supplier factors. For each aspect, we developed factors/statements which were later included in our questionnaire. For data collection, we used a quantitative method with an online questionnaire, similar to that used by Raval et al. (2021). This approach enabled us to conduct a comparative analysis with similar research carried out in this field.

The target population of our research comprised practitioners and employees in various organisations with experience in the field of implementation of organisational changes, especially the implementation of various man-

agerial methods in organisations, e.g., Six Sigma, Lean, Lean Six Sigma, Kaizen, EFQM, Project management and similar, which was explained at the beginning of the questionnaire. The snowball sampling method was used to gather data.

Participants joined our research voluntarily and anonymously. Participants in our research were asked to rank the importance of each factor/statement regarding implementation changes in organisations on a 5-point Likert scale. Data from 55 organisations was gathered in June 2024. This comprised our research sample. Descriptive statistics were used to analyse the data. Average values and standard deviations were calculated collectively for the entire collected sample of 55 organisations included in this research. The results are presented as tables (Tables 1, 2, 3) and figures (Figures 1, 2, 3).

4 Results

The results from the sample of 55 organisations (N) show that the majority are middle-sized organisations (34.55%), followed by small (25.45%), micro (20.00%), and large (20.00%)—Table 1.

Our sample, in total, is well-balanced and includes organisations of all sizes and across various industries, such as the services and production sectors. The majority of organisations in our sample operates in the mechanical engineering industry (61.82%), followed by organisations in the chemical industry (9.09%), automotive industry (5.45%), telecommunications (5.45%), transportation including railways (5.45%), energetics (5.45%), electro industry (3.64%) and pharmacy (3.64%)—table 2.

A well-balanced sample, from an organisational and industry point of view, gives us more representative results regarding the importance of the further results presented in Figures 1, 2 and 3. Due to the relatively small sample size in our research (N=55), the subsequent tables and figures present aggregate results for all organisations.

Table 1: Size of the organisation

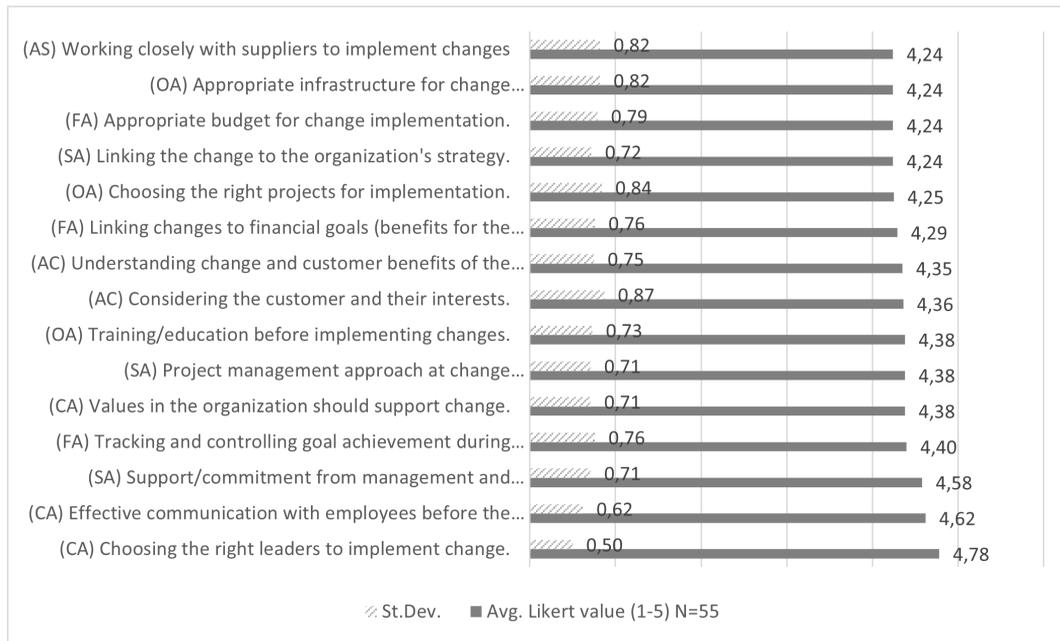
Size of organisation	No. of organisations in the sample	% of organisations in the sample
Micro (1-9 employees)	11	20.00%
Small (10-49 employees)	14	25.45%
Middle (50-249 employees)	19	34.55%
Large (250 or more employees)	11	20.00%
TOTAL	55	100.00%

Table 2: Activity of the organisation

Size of organisation	No. of organisations in the sample	% of organisations in the sample
Mechanical engineering	34	61.82%
Chemical industry	5	9.09%
Automotive industry	3	5.45%
Services-telecommunications	3	5.45%
Services-railways	3	5.45%
Services-energetics	3	5.45%
Electro industry	2	3.64%
Pharmacy	2	3.64%
TOTAL	55	100.00%

Table 3: Position of the respondents

Position	No. of organisations in the sample	% of organisations in the sample
Business owner	2	3.64%
Director or head of a business unit	5	9.09%
Project manager	9	16.36%
Project team member	39	70.91%
TOTAL	55	100.00%



Note. SA-strategic aspect, OA-organisational aspect, CA-cultural aspects, FA-financial aspects, AC-aspect of customer, AS-aspect of supplier; N - sample, Likert scale (1-5): 1-not important factor, 2...,3..., 4..., 5-highly important factor, Avg.-Average Value, St.Dev.-Standard Deviation

Figure 1: Influence factors for the successful implementation of changes in an organisation

Table 3 presents a profile of the respondents included in our research. As shown in Table 3, the majority of respondents are employed as project team members, such as technologists, quality managers, developers, maintenance engineers (70.91%), followed by project managers (16.36%), directors of business units (9.09%) and business owners (3.64%). Utilising participants from different positions within organisations gives us a better overall view of the importance and indicates the relevance of the factors presented in Figures 1, 2 and 3.

Figure 1 shows the results regarding the most important factors in change implementation in organisations. Analysis shows the importance of selected aspects, such as strategic (SA), organisational (OA), cultural (CA), financial (FA), customer (AC) and supplier (AS), in the implementation of change in organisations. Within each aspect, we have used many specific statements which present an influence factor. The level of agreement with each statement, as indicated on a Likert scale calibrated from 1 to 5, was a measure of the importance of each factor. The results and relative importance of the influence factors are shown in Figure 1.

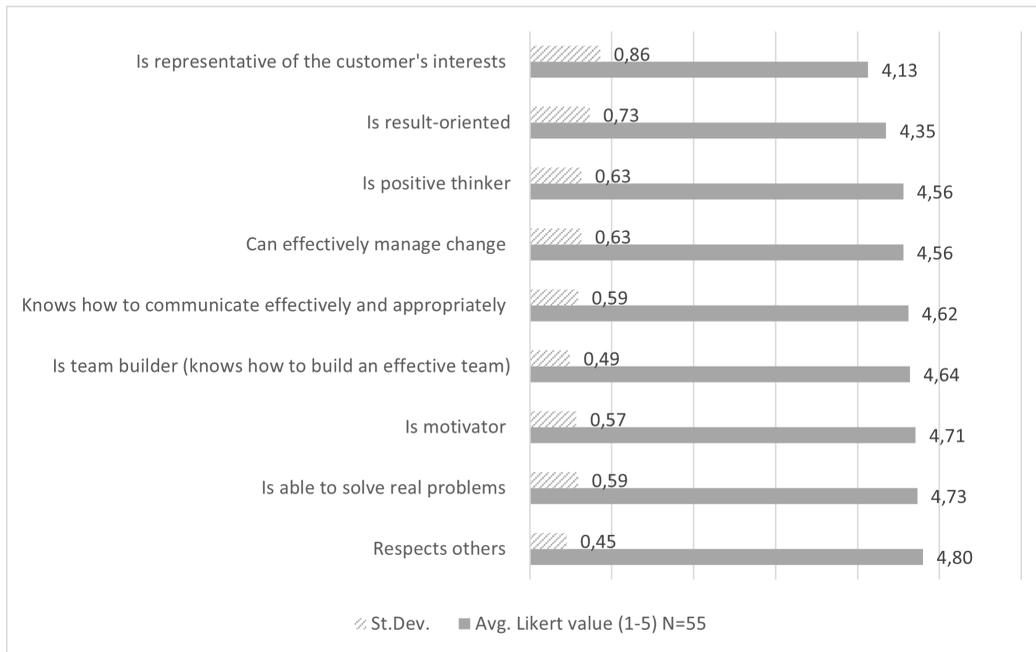
Selected cultural aspects (CA) and strategic aspects (SA), followed by financial aspects (FA), were identified as the most important factors for the successful implementation of changes in an organisation.

As shown in Figure 1, the cultural aspect (CA), defined by the factor “Choosing the right leaders to imple-

ment change” (4.78 out of 5), was identified as the most important factor in implementing change in organisations. The second most important factor was identified as the cultural aspect (CA) defined by the factor “Effective communication” (4.62 out of 5), followed by strategic aspect (SA) defined by the factor “Support of top management” (4.58 out of 5) and financial aspect (FA) defined by the factor “Tracking and controlling of goals” (4.40 out of 5). At the bottom of the list are factors such as “Working closely with suppliers”, “Appropriate infrastructure” and “Appropriate budget for change”, which all scored 4.25 out of 5 on a 5-stage Likert scale.

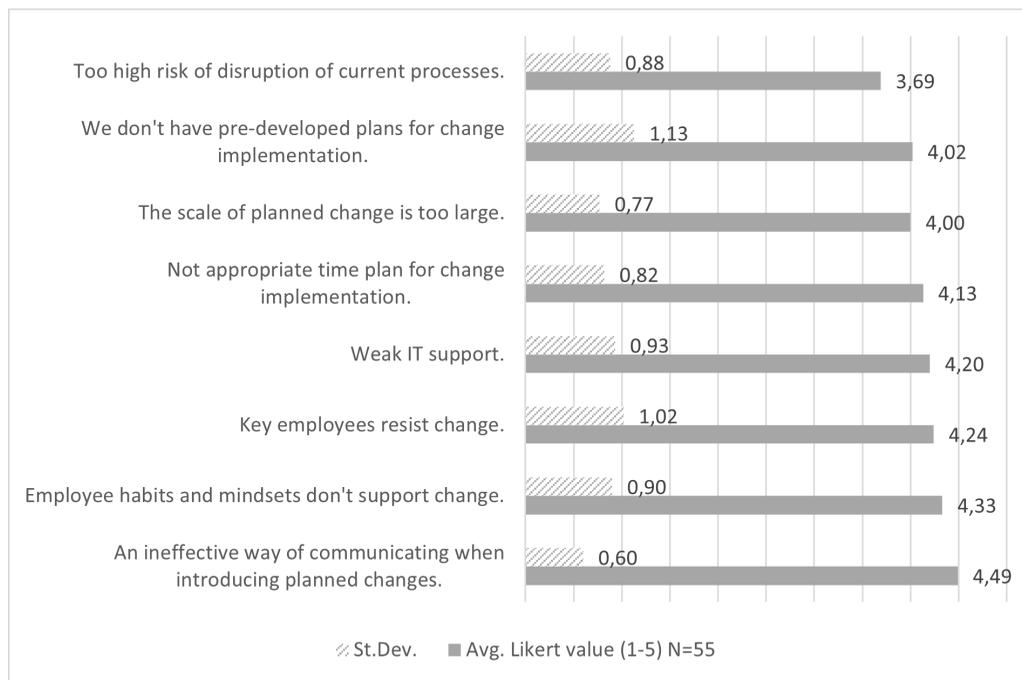
The results are in accordance with the previous findings of Gošnik (2024); Gastelum-Acosta et al. (2024); Lameijer et al. (2024); Paneerselvam et al. (2025); Al Owad et al. (2025); Bagherian et al. (2025); Furterer et al. (2025), who also highlighted the importance of human aspects in the successful implementation of changes in relation to the implementation of methods such as Six Sigma, Lean or Lean Six Sigma.

As the findings of Raval et al. (2021), Idogawa et al. (2023), and Kilkelly (2024) suggest the importance of managers for successful change implementation in organisations, we have researched the qualities required of a leader to implement changes within organisations successfully. The results and relative position of our empirical study about the importance of factors relating to leadership qualities are shown in Figure 2.



Note. N - sample, Likert scale (1-5): 1-not important factor, 2...3..., 4..., 5-highly important factor, Avg.-Average Value, St.Dev.-Standard Deviation

Figure 2: Necessary qualities of a leader for the successful implementation of changes in the organisation



Note. N - sample, Likert scale (1-5): 1- low barrier, 2...,3..., 4..., 5 – very high barrier, Avg.-Average Value, St.Dev.-Standard Deviation

Figure 3: Barriers to the successful implementation of changes in the organisation

As presented in Figure 2, the most important quality of the manager leading the organisational change implementation project is identified as the factor “Respects others”, which scored 4.80 out of 5, followed by “Is able to solve problems”, which scored 4.73 out of 5 and “Is motivator”, which scored 4.71 out of 5 on a 5 stage Likert scale. At the bottom of the list are the factors considered least important, such as “Is representative of the customers’ interests”, which scored 4.13 on a 5-point Likert scale, followed by “Is result-oriented”, which scored 4.35 out of 5 and “Is a positive thinker”, which scored 4.56 out of 5 on a 5-point Likert scale. The most important factor, “Respects others”, is shown to have the lowest St.Dev. (0.45), which shows, on average, the highest congruency among all the participants evaluating this factor. These findings resonate with those of Raval et al. (2021) and others, such as Idogawa et al. (2023); Kilkelly (2024). Regarding our third research question about key barriers to the successful implementation of changes in the organisation, we present the results in Figure 3.

The results compiled in Figure 3 show that the most important barrier to successful change implementation in organisations is identified as “Ineffective way of communication”, which scored 4.49 out of 5, followed by “Employee habits and mindsets do not support change”, which scored 4.33 out of 5, and “Key employees resist change”,

which scored 4.20 out of 5 on a 5 stage Likert scale. At the bottom of the list are the barriers deemed relatively less important, such as: “Too high risk of disruption”, which scored 3.96 out of 5, followed by “We do not have pre-developed plans”, which scored 4.02 out of 5 and “The scale of planned change is too big”, which scored 4.00 out of 5. The top-ranking barrier, “Ineffective way of communication”, can be related to managers leading the change, as it stems from Figure 2, where the factor “Manager respects others” was identified as the most important quality required of managers for successful change implementation in an organisation (Figure 2). The findings are also consistent with those of Raval et al. (2021).

5 Discussion

This paper reveals the most important factors for the successful implementation of changes in an organisation. A literature study reveals the latest findings on change management and its relationship to the successful implementation of organisational changes, such as the introduction of new managerial methods, e.g., Six Sigma, Lean, Lean Six Sigma, Project management, Kaizen, EFQM. The results of our study contribute to an understanding of the key influential factors for successful change implementation in organisations, including the most important managerial qualities that support implementation and overcome barriers.

Three main research questions (RQ) were studied: RQ (1): What are the key influence factors for the successful implementation of changes in an organisation? RQ (2): What are the necessary qualities of leaders in organisations for the successful implementation of organisational changes? RQ (2): What are the barriers to the successful implementation of organisational changes? In our research, we have included various aspects such as strategic (SA), organisational (OA), cultural (CA), financial (FA), customer (AC) and supplier (AS) aspects and thus related factors which in the literature research were identified as having a potential impact on the success of change implementation in organisations.

The results concerning key influence factors for the successful implementation of changes in an organisation show that a cultural aspect (CA), such as “Choosing the right leaders to implement change”, is followed by a second cultural aspect (CA) defined by the factor “Effective communication”, as shown in Figure 1. These results are also supported by the previous findings of Raval et al. (2021).

Our results (Figure 2) show that the most important quality of the manager leading the change implementation project in the organisation is “Respects others”, followed by “Is able to solve problems”. The results show that the highest barriers to the successful implementation of changes in organisations (Figure 3) are “Ineffective way of communication” and “Employee habits and mindsets do not support change”.

The results also show that the most important barriers to successful change implementation in organisations are “Ineffective way of communication” and “Employee habits and mindsets do not support change”. These two factors are also strongly related to the cultural and human-related aspects and are supported by the previous findings of De Koeijer et al. (2024) and Gastelum-Acosta et al. (2024).

It can be concluded that the cultural and human-related aspects play a key role in the successful implementation of changes in an organisation, as similarly identified in the findings of Yadav et al. (2018), Raval et al. (2021), De Koeijer et al. (2024), and Gastelum-Acosta et al. (2024).

The results of our empirical study must be interpreted with caution. The results of this study depend strongly on the relatively small sample size (N=55) included in this research. On the other hand, our sample does not depend on a single company size or profile. However, it includes organisations of various sizes (Table 1), various industries (Table 2), and various participant positions (Table 3). So, our well-balanced sample provides additional value and contributes to our findings, yielding more representative results.

The theoretical implication of this research is an overview of the latest literature in the field of change management, especially in relation to successful change implementation in organisations, in the introduction of new

managerial methods such as Six Sigma, Lean, Lean Six Sigma, Project management, Kaizen, and EFQM. The results of this research will provide researchers with a better insight into and understanding of which factors impact successful change management in organisations. Additionally, this research establishes the feasibility of similar comparative studies in this field and enhances knowledge of change management.

On the other hand, this study offers some practical implications as well. The findings of our empirical study can help managers in organisations by highlighting the key factors that contribute to the success of change implementation projects across organisations of various sizes and industries. The results can help managers in their decision-making by directing them to focus on the key impact factors that support the implementation of change initiatives and, consequently, improve organisational performance.

Based on the results, it is important to consider the limitations of this study. This study presents results regarding the impact factors for the successful implementation of changes in organisations, especially the introduction of new managerial methods, e.g., Six Sigma, Lean, Lean Six Sigma, Project management, Kaizen, and EFQM. Success is influenced by many factors, which unfortunately cannot all be included in a single research project at the same time. So, in our study, we include only a limited number of pre-selected aspects and thus related success factors which, in the literature, were suggested to have an impact on the successful implementation of changes in an organisation. Our research is limited to a sample of 55 organisations (of varying sizes and industries) in Slovenia. From a methodological point of view, the limitation is reflected in the use of an online questionnaire for quantitative data collection and descriptive statistics for data analysis.

Future research in this field could include a larger sample size, comparative studies across different types of organisations and industries, comparative studies across similar economies, longitudinal studies, and the use of other research methods.

Overall, this article contributes to the theoretical understanding of change management in the implementation of new work methods in organisations and highlights the theoretical and practical implications for researchers and managers/practitioners.

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Analiza ključnih faktorjev vpliva pri uvajanju novih metod v organizacijah: vidik managementa sprememb

Namen raziskave je preučiti vključne dejavnike za uspešno uvajanje sprememb v organizacijah, katere lastnosti managerjev najboljše podpirajo uvedbo sprememb in katere so najpogostejše ovire pri uvajanju sprememb v organizacijah. Glavna sprememba, na katero se osredotočamo, je uvedba novih metod dela v organizaciji, kot so Šest Sigma, Vitko poslovanje, Vitka šest sigma, Kaizen in podobne metode.

Metode: Predstavljene so najnovejše ugotovitve iz literature o upravljanju sprememb, ključnih dejavnikov uspeha in ovirah pri uvajanju sprememb. Predstavljena je empirična študija o na vzorcu 55 organizacij iz Slovenije. Za zbiranje podatkov je bil uporabljen spletni vprašalnik. Za analizo podatkov je bila uporabljena opisna statistika.

Rezultati kažejo, da so ključni dejavniki za uspešno izvajanje sprememb močno povezani s kulturo in ostalimi človeškimi dejavniki, kot je podpora vršnega managementa in primerna vključenost zaposlenih. Izbira pravih vodij in učinkovita komunikacija pri uvajanju sprememb sta bila zaznana ključni dejavnik uspeha. Ugotovljeno je, da so ključne ovire pri uvajanju sprememb neučinkovit način komunikacije ter to, da obstoječe navade in miselnost zaposlenih ne podpirajo sprememb.

Ugotovitve te raziskave prispevajo k boljšemu razumevanju uvajanja sprememb ter prinašajo teoretične in praktične implikacije, kot je uspešnejše uvajanje sprememb v organizacije.

Ključne besede: *Change, Management, Method, Implementation, Success*