

# Investigating Employee Resistance and Strategies for Transformation on New Ideas at Workplace

Wan Mohd Ashroff Wan Harun<sup>1</sup>, Mazuwin Haja Maideen<sup>2</sup>, Siti Azreen Habeeb Rahuman<sup>2</sup>

<sup>1</sup>Hospital Kuala Nerang, <sup>2</sup>Azman Hashim International Business School (AHIBS), Universiti Teknologi Malaysia

Corresponding Author Email: mazuwin@utm.my

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## Abstract

Organizations continue to struggle with the persistent challenge of employee resistance during change initiatives, particularly when new ideas or work practices are introduced. This paper investigates the organizational and individual factors that shape resistance and examines strategies that support successful transformation. The review highlights that resistance often arises from leadership behaviour, communication clarity, cultural norms, perceived fairness, fear of the unknown, loss of autonomy, and trust in management. Although the literature identifies a broad range of contributors, the analysis shows that leadership and communication consistently underpin most resistance outcomes. Transformational leadership, supported by open and structured communication, plays a central role in reducing uncertainty, building readiness, and strengthening employee confidence during transitions. The discussion emphasizes practical approaches such as employee involvement, capability development, reassurance, and empowerment as pathways to reduce resistance and sustain change. By integrating insights across organizational behaviour research, this study provides a clearer understanding of why employees resist new ideas and how organizations can create conditions that foster acceptance, ownership, and long-term transformation.

**Keywords:** Employee Resistance, Organizational Change, Transformational Leadership, Communication, Change Readiness

## Introduction

Employee resistance to change is a common challenge in organizations undergoing transitions such as restructuring or the introduction of new initiatives. It reflects employees' reluctance or negative reactions toward new policies, processes, or technologies introduced by management, leading to reduced productivity. Understanding and managing this resistance is crucial for organizational success. According to Grama and Todericiu (2016), resistance to change refers to opposition to altering the existing state of affairs, with employee insecurity

being a central driver. Burnes (2015) further emphasizes that resistance arises primarily from organizational determinants rather than individual tendencies, highlighting the influence of contextual pressures and leadership practices.

The significance of examining resistance to new ideas in the workplace is underscored by evidence showing its substantial impact on performance and change outcomes. Sharma et al. (2024) demonstrate that resistance contributes to declining productivity, absenteeism, turnover, and weakened organizational competitiveness. Unmanaged resistance also results in costly project delays, reduced innovation capacity, and diminished readiness to adapt to external demands. This is supported by Rehman et al. (2021), who note that more than two-thirds of organizational change initiatives fail due to resistance-related disruptions including morale decline, workflow interruptions, and withdrawal behaviour. Tran, Pham, and Bui (2020) also highlight the enduring nature of these challenges, particularly within Lean transformation efforts, where less than ten percent of organizations fully succeed in implementation despite investment and structural planning.

Garcia (2020) reinforces these concerns by referencing findings from McKinsey and IBM showing that ineffective change management can cost organizations up to twenty percent of overall productivity. The implications of resistance therefore extend beyond the immediate failure of change events, affecting long-term competitiveness, innovation capability, and operational stability. Investigating strategies that reduce resistance and support sustained transformation is critical for organizations aiming to navigate dynamic markets and continuous technological adaptation effectively.

Recent empirical evidence demonstrates that leadership style significantly influences readiness for organizational change within healthcare settings (Mekonnen and Bayissa, 2023) and that readiness among managers is shaped by their perception of organizational support and structural clarity in change frameworks (Arbaein et al., 2024). These findings indicate that when leadership effectiveness and organizational readiness mechanisms are weak, employee resistance emerges not only as individual reluctance but as a structural response rooted in uncertainty and perceived inequity. Focusing on how leadership behaviour, communication clarity, and readiness structures shape acceptance allows this study to align with current social science discussions on psychological safety and organizational resilience in rapidly evolving work environments.

### *Theory*

When it comes to the topic of employee resistance to change, these two theories can provide valuable insights and guidance, the theories that best relate are Lewin's Change Management Model and Kotter's Eight-Step Process for Leading Change. Here to explain how these theories help understanding employee resistance to change.

Lewin's Change Management Model is a foundational framework for understanding and managing organizational change. Developed by psychologist Kurt Lewin in the 1940s, the model consists of three key stages: unfreezing, changing, and refreezing. During the unfreezing stage, the organization prepares for change by raising awareness of the need for it and addressing any resistance. They communicate the reasons for change, create a sense of urgency, and ready employees for what's coming. In the changing stage, the organization

implements the actual changes. This involves introducing new processes, systems, or behaviours that align with the desired objectives. They provide support, resources, training, and clear communication to help employees adapt effectively. Finally, during the refreezing stage, the organization stabilizes the changes and embeds them into the culture. They reinforce the new behaviours, norms, and practices to ensure they become the new standard. This strengthens the change and guards against reverting to old habits or resistance.

In their 2009 study, J. Prokosch, H. U., & Ganslandt highlights the efficacy of Kurt Lewin's Change Management Model in reducing resistance to change. During the unfreezing stage, raising awareness about the necessity for change and involving employees in decision-making can minimize resistance. In the movement stage, providing support, training, resources, and open communication further reduces resistance. Finally, in the refreezing stage, reinforcing changes and integrating them into the organizational culture contribute to decreasing resistance. Active employee involvement and addressing their concerns enhance the prospects of successful implementation.

### **Literature Review**

A comprehensive review of the literature shows that employee resistance to change is shaped by a combination of organizational and individual forces that influence how employees interpret and respond to new ideas. Leadership consistently appears as a central determinant of resistance, as the style adopted during change shapes clarity, motivation, and emotional readiness. Transformational leadership, which emphasizes inspiration, clear direction, and supportive communication, is particularly effective in reducing uncertainty and encouraging acceptance (Mohammadi, Rahimi, and Bagheri, 2019; Sharma et al., 2024). Poor leadership communication, on the other hand, amplifies confusion, weakens commitment, and heightens scepticism toward change efforts.

Communication more broadly plays an equally critical role. Resistance tends to escalate when employees are not adequately informed about the purpose, process, or implications of change. Lack of clarity about expected outcomes or personal impact creates uncertainty that employees often interpret as risk, leading to defensive behaviour (Mohammadi, Rahimi, and Bagheri, 2019; Jaman, James, and Luamba, 2022). Empirical work further shows that unawareness of change objectives is a major contributor to resistance, underscoring the importance of transparent, consistent, and timely communication throughout the transition (Zafar and Naveed, 2014). Effective communication not only addresses practical concerns but also supports employees' sense-making, which is vital in complex contexts such as integrations and restructuring (Dias et al., 2022; Memon, Shah, and Shah, 2017; Sharma et al., 2024; Apoi and Abdul Latip, 2019).

Organizational culture also influences how employees respond to change. Structures marked by rigidity, centralization, or limited collaboration often create environments where new initiatives are viewed with scepticism. Unsupportive cultures, particularly those with strong hierarchical norms or high uncertainty avoidance, reduce readiness and hinder acceptance (Zafar and Naveed, 2014; Sharma et al., 2024). Cultures that limit participation reinforce a sense of disconnection. When employees are excluded from planning or decision-making, they feel less ownership and are more likely to oppose the initiative (Tran, Pham, and Bui, 2020; Fernando, 2022; Jaman, James, and Luamba, 2022). Trust-based relationships,

especially those reflected in high-quality Leader-Member Exchange, help counteract this by creating psychological safety and encouraging openness to change (Rehman et al., 2021).

Other organizational elements further shape resistance. Perceived fairness, availability of organizational support, resource sufficiency, and diversity-related dynamics all influence how employees interpret the feasibility and legitimacy of change. When employees perceive decision-making processes as fair and feel supported by the organization, their willingness to embrace change increases (Rehman et al., 2021; Lee and Lee, 2016). Conversely, limited resources or conflicting stakeholder interests can weaken confidence in the change effort and increase resistance (Zafar and Naveed, 2014; Fernando, 2022). Training also plays an important role by strengthening competence, reducing anxiety, and improving preparedness (Tran, Pham, and Bui, 2020).

On the individual side, fear of the unknown remains one of the most influential psychological contributors. Employees often experience anxiety regarding how change may affect their responsibilities, job security, or ability to perform. These concerns reflect deeper emotional responses shaped by uncertainty and anticipated loss (Mohammadi, Rahimi, and Bagheri, 2019; Apoi and Abdul Latip, 2019; Dias et al., 2022; Garcia, 2020). Prior research also shows that low tolerance for change, concerns about increased workload, and doubts about fairness in new assignments reinforce these fears (Kirkman, Jones, and Shapiro, 2000).

Employees' perceptions significantly influence their attitudes toward change. When individuals believe that the change aligns with their goals, presents clear benefits, or is supported by the organization, they are more open to adjusting their behaviours (Lee and Lee, 2016; Rehman et al., 2021). Conversely, when they view the change as threatening or poorly justified, resistance naturally emerges (Mohammadi, Rahimi, and Bagheri, 2019; Tran, Pham, and Bui, 2020).

Loss of autonomy also contributes to resistance. Employees often resist when they perceive a reduction in control over their work processes or fear that decision-making authority will be restricted. Reduced role clarity, especially in team-based contexts, can further intensify frustration and opposition (Dias et al., 2022; Jaman, James, and Luamba, 2022; Kirkman, Jones, and Shapiro, 2000). Trust in management serves as a mitigating factor; high trust fosters confidence in the change process, while low trust amplifies doubts and defensive behaviour (Tran, Pham, and Bui, 2020; Memon, Shah, and Shah, 2017).

Additional individual differences such as preference for routine, readiness for change, educational background, personality traits, and cognitive rigidity further explain why reactions to change vary across employees. Individuals who value predictability, hold short-term priorities, or possess resistant thought patterns tend to exhibit stronger opposition, whereas those with higher openness to experience or higher educational attainment show greater adaptability (Garcia, 2020; Memon, Shah, and Shah, 2017; Zafar and Naveed, 2014; Lee and Lee, 2016).

Taken together, the literature demonstrates that resistance to change emerges through a complex interaction of structural, cultural, psychological, and relational elements. Addressing resistance requires more than implementing new procedures; it involves reshaping

communication patterns, strengthening leadership practices, supporting employee autonomy, and creating an environment where individuals feel informed, valued, and capable of navigating the transition.

### **Discussion**

In general, there are 2 main factors why employees resist change. These factors are organizational factors and individual factors. Both main factors can be further subdivided into several themes as mentioned above. However, when all these factors are properly examined, they boil down to 2 fundamental components causing employees to resist change: leadership within the organization and how communication occurs within the organization. It is recommended for the organization to look into these two main components if they are to bring about changes and transform the organization.

As we know, there are different types of leadership styles: Autocratic Leadership, Democratic Leadership, Transformational Leadership, Transactional Leadership, Servant Leadership, Laissez-Faire Leadership, and Charismatic Leadership. These different styles can be observed in different organizations depending on the nature of the organization. Sometimes, a leader can use different styles of leadership within the same organization, depending on the employees they are dealing with and the employees' competency levels. This adaptive style can be called situational leadership.

In general, Transformational leaders aim to elevate followers' needs, empower them to overcome challenges, and develop their skills through mental stimulation. They are future-oriented, open-minded, and dynamic, focusing on redefining the organizational mission and vision to renew employee dedication. These leaders inspire followers to align with a mission beyond self-interest, empowerment, and dependency. Transformational leadership also includes inspiring motivation, idealized control, individualized attention, and analytical stimulation, going beyond mere compliance to change followers' attitudes, needs, and ideals by raising awareness of consequential issues.

When it comes to communication, many issues or problems occur due to communication itself such as no communication at all, insufficient communication, miscommunication, unclear communication, or lack of transparency in communication. All these issues stem from communication problems, which can later lead to further problems within the organization. Furthermore, if one intends to implement changes within an organization, it is crucial to have effective communication to ensure the success and sustainability of the change.

Organizations can reduce employee resistance to new ideas by strengthening participation, capability, and psychological readiness. Involving employees in planning and decision-making increases ownership and minimizes the sense of imposed change. Providing training ensures that employees feel competent and prepared, which lowers uncertainty. Addressing fears directly through clear communication and reassurance helps reduce emotional resistance. Empowering employees with autonomy over their work processes further supports acceptance. Together, these strategies create a supportive environment in which employees feel informed, capable, and valued, leading to smoother and more sustainable change.

By implementing these strategies and creating a supportive and inclusive organizational culture, organizations can effectively manage and overcome employee resistance to new ideas, leading to successful change initiatives and improved organizational performance as well as sustainability of the changes.

### Conclusion

This literature review highlights that employee resistance to change, defined as opposition to altering the status quo influenced by organizational and individual factors, Leadership and communication significantly contribute to this resistance. Effective strategies like strong transformative leadership support and effective communication can manage resistance and enhance organizational agility during transitions. Understanding and managing employee resistance is vital for organizational success, as unaddressed resistance can prevent innovation and reduce productivity. The findings highlight practical insights and future research directions. Organizations can leverage effective change management strategies, develop supportive cultures, and enhance leadership to manage resistance successfully. Future research should explore the long-term impacts of change initiatives, can changes be sustainable after addressing all the resistance factors, and the role of technology in change management. These efforts will inform best practices, enhance change practices, and drive engagement, providing valuable insights for organizational strategies and academic research in diverse contexts.

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