Resisting organisational change? Psychological resilience and perceived organisational support as mediators in promoting psychological well-being and organisational citizenship behaviours

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Abstract: The increasing prevalence of global transformations has led to a surge in organisational changes worldwide. Consequently, the anticipation of employee resistance and its impact on organisational development has become a vital concern in the field of organisational psychology. This study aims to comprehensively explore employee resistance to organisational change within the energy industry, considering several critical factors, including psychological well-being, organisational citizenship behaviour, organisational support, and psychological resilience. A total of 313 employees from an organisation in the energy industry in Malaysia. Participants completed measures on attitude towards organisational change, psychological well-being, organisational citizenship behaviour, perceived organisational support, and psychological resilience. The results from our study showed significant relationships between employee resistance to organisational change, psychological well-being, and organisational citizenship behaviour. The findings also indicated significant mediating effect of perceived organisational support in the relationship between organisational change and psychological well-being. Further, the results also showed that psychological resilience was a significant mediator between organisational change, psychological well-being, and organisational citizenship behaviour. The implications from the study include increase in transparency in organisation, leaders as change agent, and brief coaching for employees to increase organisational resilience.

Keywords: organisational change; employee resistance; perceived organisational support; psychological resilience; psychological well-being; and organisational citizenship behaviour

1. Introduction

The energy industry serves as a pivotal cornerstone to modernisation of a nation, in particularly amongst developing countries that aspire to transform itself to a developed nation (Salvarli & Salvarli, 2020). In recent years, the energy sector has been confronted with disruptive changes emanating from global shifts and pandemic, such as the rapid proliferation of technology caused by artificial intelligence and the changing dynamics of natural resources due to climate change. Such changes have prompted energy organisations to embark on significant organisational transformations to remain agile, sustainable, and relevant in a rapid changing environment. Organisational restructuring is one of the many common strategies whereby organisations

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implement to respond to internal and external factors to ensure continued effectiveness and growth (Ke et al., 2022; Mathisen et al., 2017).

Although organisational restructuring is an effective way to respond to the ever-changing business environment, such action comes with profound implications on employee retention and job satisfaction (Lau et al., 2024; Brown, 2015; Leow & Leow, 2022). The phenomenon of employee resistance to change is commonly associated with shortcomings in meeting organisation's strategic mission and objectives (Ng et al., 2014). Nevertheless, failure to address employees' resistance could exacerbates the decline in organisational performance and growth. Employee resistance to organisational change heightens employees' uncertainty within the organisation and job insecurity (Conway et al., 2014).

The objective of this study is to investigate the relationship between employee resistance to organisational change and employees' psychological well-being as well as organisational citizenship behaviours. Moreover, we also investigated the mediating effects of perceived organisational support and psychological resilience.

1.1 Literature review

Employee resistance to organisational change is influenced by a combination of intrinsic and extrinsic factors. Oreg (2006) proposed a tridimentional approach to understand resistance to change, encompassing three distinct components: 1) affective, 2) behavioural, and 3) cognitive. These facets delineate the different expression of human evaluation and reaction to objects or situations (McGuire, 1985; Oreg, 2006). Affective resistance encompasses the emotional aspect of employee resistance, such as facial expression, nonverbal cues, and decrease motivation (Ashkanasy & Dorris, 2017; Ng et al., 2014). Behavioural resistance refers to the observable physical manifestations of resistance against organisational change, which encompasses deliberate reactions such as absenteeism, complaints, or endeavours to impede change within the organisation (Oreg et al., 2018). Finally, cognitive resistance involves opposition to change through distorted perceptions and cognitions pertaining to organisational change (Van Dam et al., 2019). This cognitive dimension represents an individual's mental framework that influences their interpretation and evaluation of the changes that take place within an organization. The tridimensional approach focuses on the dynamic phases of employees' psychological and behavioral changes during organizational change. It emphasizes emotional, behavioral, and mental frameworks, complementing organizational theories that emphasize structure and operational processes. In conjunction with the tridimensional attitudes, the process of organisational change is a fluid and overlapping process that could remain in a repeated cycle format, thereby, offering valuable insights into the comprehension of the affective facet of the organisational change process (Kearney, 2013).

1.1.1 Resistance to organisational change and psychological well-being

Studies in the past indicated that organisational change such as organisational restructuring and retrenchments have significant impact on employees' overall well-being. Such impacts manifest through altered perceptions of control over external circumstances, which have been associated with negative outcomes such as burnout, anxiety, and depression (Leow et al., 2020; Vedina & Dolan, 2014). Bryson et al. (2013) suggested that the sense of contentment in life can be significantly influenced by shifts within the organisational framework. Moreover, the advent of organisational change has been related to increased workplace irritation and a subsequent decline in work performance (Daniel, 2019). Notably, most studies in the past have primarily focused on facts such as job satisfaction and job-related stress, with limited attention devoted to

comprehensively exploring employee resistance to organisational change and its holistic effects on employee's psychological well-being.

Drawing from contemporary advancement in psychological research, the scientific examination of well-being encapsulates two distinct yet partly intersecting paradigms, denoted as hedonism and eudaimonism (Martela, 2023). Hedonism posits that well-being primarily revolves around the pursuits of pleasure and happiness (Ryan et al., 2008). Hedonism rests upon the premise that happiness emanates from the accumulation of positive experiences and the absence of negative experiences (Kahneman et al., 1999). Contrastingly, the latter paradigm contends that well-being extends beyond mere happiness and encompasses the realisation of meaning and purposeful living whereby individuals strive to actualize their inherent potential and align their actions in accordance with their core values (Leow et al., 2023; Ryff & Keyes, 1995). This perspective is commonly referred to as eudaimonism (Ryan & Martela, 2016). Although both hedonism and eudaimonism are grounded in ancient Greek conceptualisations of well-being, they diverge in their respective viewpoints on the pursuit of a fulfilling life (Leow et al., 2021; Ryan & Deci, 2013).

The present study focuses on the eudaimonic perspective on understanding well-being. Building upon Ryff's (1989) construct on well-being, the evaluation of eudaimonia and psychological well-being was crafted by the synthesis of multiple theoretical frameworks, culminating in the formulation of the psychological well-being (PWB) scale (Ryff, 1989). Ryff conceptualizes eudaimonia as flourishing as opposed to mere happiness. Within this construct, Ryff (1989) operationalized eudaimonic well-being through the delineation of six interrelated yet distinct dimensions of life activities: self-acceptance, positive relationship with others, autonomy, environmental mastery, purpose in life, and personal growth (Ryff & Singer, 2008). By explicitly linking these dimensions to the challenges and opportunities presented by organizational change, the argument gains depth. For instance, autonomy may be crucial for employees navigating shifts in their roles or responsibilities during organizational restructuring. Environmental mastery could influence how individuals adapt to changes in the work environment, while personal growth might reflect their ability to learn and develop amidst organizational transformations. Positive relations with others become pivotal in fostering a supportive workplace during times of change, contributing to the overall well-being of employees. Purpose in life can be linked to their sense of direction and commitment during organizational transitions. Lastly, self-acceptance may influence how individuals cope with the uncertainties and stress associated with change.

Ryff's (1989) measures effectively capture the essence of eudaimonic well-being and appraise the intrinsic factors of well-being, as opposed to hedonic well-being. Hedonic well-being emphasizes a short-term perspective, whereas eudaimonic well-being centres on long-term well-being, striving for the realization of employees' full potential. When considering organisational change from the eudaimonia perspective, it becomes evident that the experiences of employees undergoing such change are deeply intertwined with the six dimensions. During organizational change, employees may experience shifts in their autonomy levels. Changes in roles, responsibilities, and decision-making processes can impact their sense of control and independence. Organizational change often presents opportunities for personal growth and development. Those who view these changes as opportunities for personal and professional advancement are more likely to experience a sense of growth and accomplishment. Employees who have a strong sense of self-acceptance are better equipped to navigate these challenges with resilience and self-assurance. When employees perceive their roles as contributing to a larger purpose or vision, they are more likely to find meaning and fulfilment in their work, even amidst

change and uncertainty. Employees who possess strong environmental mastery skills are better able to cope with these changes and maintain a sense of competence and effectiveness in their work. Further, employees who maintain positive relationships with colleagues and leaders, characterized by trust, support, and collaboration, are more likely to navigate these changes successfully and experience a sense of belonging and connection.

The process of organisational change entails the restructuring of tasks which is closely associated with an increase state of emotional exhaustion among employees. This phenomenon exhibits an adverse relationship with employee well-being (Schumacher, 2016). The ramifications for psychological well-being manifest in the form of both physical and psychological symptoms. However, the adverse impact of organisational change on employee's psychological well-being has the potential to be mitigated through the mediating effect of perceived social support from both the organisation and colleagues within the organisation. These support mechanisms hold the capacity to alleviate emotional and physical stress (Caesens et al., 2017). Similarly, within the framework of social support, effective organisational communication also appears to play a role in employee' well-being at work (Leow & Leow, 2022). Thus, to investigate the association between employee resistance to organisational change and psychological well-being, we formulate the following hypotheses:

Hypothesis 1: Employee resistance to organisational change associates with psychological well-being.

1.1.2 Resistance to organisational change and organisational citizenship Behaviours (OCB)

Organisational citizenship behaviour (OCB) is defined as actions that encompass voluntary initiatives undertaken by employees aimed at assisting their colleagues and contributing to the overall betterment of the organisation, often refers to as extra-role behaviours at work (Caillier, 2016; Nikolova et al., 2023; Organ, 1988). For instance, these observable behaviours can serve as an indicator of the quality of the employer-employee relationship, as instances of organisational citizenship behaviours tend to be more prevalent when employees have positive experiences within the organisation. Georgalis et al. (2015) further suggest that resistance to organisational change can lead employees to perceive that the organisation has not adequately fulfilled its obligations toward them, resulting in a decrease in engagement in extra-role behaviours. OCB is often associated with a proactive orientation toward work. Employees engaging in OCB are more likely to contribute innovative ideas, share insights, and actively participate in problem-solving. This proactive approach enhances the organization's capacity for innovation and adaptability, enabling it to navigate changes in the external environment effectively (Organ et al., 2005).

Studies in the past also revealed that employees tend to direct their efforts more toward the organisation rather than their colleagues (Vuong et al., 2021). This is exemplified through behaviours such as working additional hours and taking on extra tasks. Such actions are often motivated by employees' perceptions of reciprocal treatment from the organisation. In this context, a reduction in extra-role behaviours can be seen as a means to restore equity. This suggests that when employees perceive lower organisational rewards, they are less inclined to reciprocate with a high level of voluntary and task-related efforts (Rai et al., 2018). Further, when it comes to organisational change, a breach of trust between employees and organisation may occur. Organizational change behaviour is a crucial component of organizational effectiveness, as it directly influences an organization's ability to adapt, innovate, and thrive in a dynamic and competitive environment (Petrou et al., 2018). In the context of organisational change, the occurrence of a breach of trust within the organisation can elevate the likelihood of employee retaliation, thereby representing a manifestation of behavioural resistance that poses a threat to

the progression of the progression of the organisational change process. Trust acts as a crucial mediator in the relationship between organizational change and OCB. As organizations undergo change, the uncertainty and ambiguity associated with change initiatives can influence employees' willingness to engage in discretionary behaviours. Trust, in this context, becomes a stabilizing factor. When employees trust the leadership and the organization, they are more likely to perceive change positively and engage in OCB as a form of support for the change process (Gupta & Singla, 2016). To investigate the association between employee resistance to organisational change and organisational citizenship behaviours, we predict the following:

> *Hypothesis 2:* Employee resistance to organisational change associates with organisational citizenship behaviours.

1.1.3 Mediating role of perceived organisational support

Past findings on the role of perceived organisational support indicated that organisational support plays a mediating role in the relationship between employee resistance to organisational change and employee outcome such as employee's psychological well-being and organisational citizenship behaviour (Gaiuque, 2015; Vedina & Dolan, 2014). Furthermore, it is imperative to emphasize the significance of organisational support in the context of organisational change as it has been demonstrated to effectively reduce resistance from employees (Kurtessis et al., 2017). Moreover, it should also be noted that employee acceptance and trust in the organisation are outcomes resulting from perceived organisational support, which leads to heightened levels of organisational citizenship behaviours and successful change efforts (Ahmad & Zafar, 2018).

Perceived organisational support pertains to employees' perception of the extent to which organisation values and cares of their socio-emotional needs, well-being, and contributions (Eisenberger et al., 1986; Eisenberger et al., 2020) leading to reciprocation in terms of positive behaviours (Eisenberger et al., 2001). More specifically, the concept of perceived organisational support facilitates a reciprocal relationship wherein employees are more likely to engage in favourable proactive behaviours, which include workplace socialization, work commitment, and enhanced performance (Ahmed & Nawaz, 2015; Gupta et al., 2016).

In the realm of organisational dynamics, leaders are often regarded as symbolic figures representing the organisation owing to their authoritative role and hierarchical standing within it. Hence, a leader's endorsement and support are inherently construed as manifestations of organisational support (Kurtessis et al., 2017; Mesdaghinia et al., 2022). This support is commonly portrayed in the form of job security. Furthermore, research in the past have consistently demonstrated a positive association between such support and several critical outcomes, including an increase in perception of fairness as well as employee commitment towards job and control of resistance towards change (Eisenberger et al., 2020).

Moreover, past findings have also documented that the perception of organisational support has been associated with positive changes in employees' psychological well-being. This includes advancements in the ability to exert control over environmental factors, consequently reducing the likelihood of experiencing stress (Kurtessis et al., 2017). Notably, involving in employees in the change process has been found to enhance the perception of organisational support, involvement of employees in the change process improves perceived organisational support, as well as limiting impact of work strain that may occur during resistance to organisational change (Leow & Leow, 2022).

Conversely, it has been observed within the academic discourse that the perception of organisational support is linked to enhanced organisational citizenship behaviours through exhibition of assistance towards change process (Gupta et al., 2017). Moreover, perceived

organisational support in terms of management of communication facilitated growth of work performance and extra-role behaviours through creation of expectations in terms of potential benefits after organisational change and positive future exchanges (Kurtessis et al., 2017). Draw upon the existing empirical evidence, we extend our analysis to formulae the following predictions:

> *Hypothesis 3a:* Perceived organisational support mediates the relationship between employee resistance to organisational change and psychological well-being.

> *Hypothesis 4a:* Perceived organisational support mediates the relationship between employee resistance to organisational change and organisational citizenship behaviour.

Figure 1. *Research model*
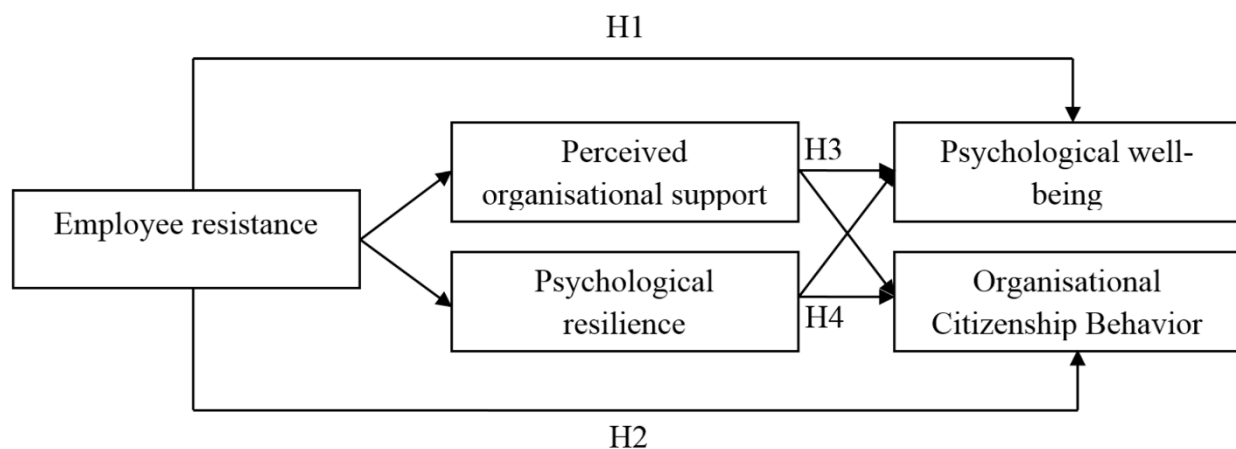
1.1.4 Mediating role of psychological resilience

Psychological resilience can be understood as a dynamic and interactive phenomenon, deduced from research outcomes that demonstrate certain individuals achieving comparatively favourable outcome even in the face of significant stressors or adversities (Rutter, 2013; Ke et al., 2022). Psychological resilience represents an individual's capacity to adapt which serves as a pivotal role in stress management. The presence of resiliency traits in employees may manifest as enhanced perceived fortitude, potentially amplifying their prospects for successfully navigating organisational change. Furthermore, it may augment their capacity to withstand unforeseen variables, including aspects like task restructuring and job relocation. Scholarly investigations concerning resilience have predominantly centre on vocations characterized by elevated stress levels and burnout rates, such as those in high-risk occupations like nursing and medicine (Bozdağ & Ergün, 2021; Son et al., 2022). In these contexts, resilience has emerged as a mediating factor in the relationship between occupational risks and burnout (Hao et al., 2015). Furthermore, according to Hao et al. (2015), employees who exhibits characteristics of optimism and responsiveness demonstrate greater proficiency in adapting to organisational change. That is, they do so by harbouring optimistic expectations regarding future outcomes and adeptly embracing change while safeguard their physical and mental well-being. Besides, resilience was also found to be positively associated with organisational citizenship behaviours, hence, leading to a greater performance of organisational change (Beal III et al., 2013; Jung & Yoon, 2014). Finally, in addition to previous hypothesis, we also predict the following:

> *Hypothesis 3b:* Psychological resilience mediates the relationship between employee resistance to organisational change and psychological well-being

Hypothesis 4b: Psychological resilience mediates the relationship between employee resistance to organisational change and organisational citizenship behaviours

2. Method

2.1 Sample and procedures

A total of 313 employees (*N* = 313) from an organisation in the energy industry in Malaysia participated in the study. There were 208 males (64.45%) and 103 women (32.91%) who participated in the study (2 employees failed to disclose their gender). Averagely, 39.94% of participants have worked in the organisation (5 – 10 years). Among those responded, 98.40% of participants were highly educated, inclusive of 241 participants (Bachelor's degree) and 67 participants (Postgraduate degree). Regarding organisational position, 82.43% of participants were non-managerial and 17.25% were in managerial position. This information contextualizes the study within the organizational setting, offering a glimpse into the workforce demographics and potential implications for organizational change initiatives.

Prior to survey distribution, ethical approval for conducting the study was obtained and approved by the institutional review board. Participants were informed regarding the purpose of the survey, its importance, and the benefits of participation. Further, protecting the anonymity and confidentiality of participants' responses were clearly communicated to encourage honest and open feedback. Surveys were conducted via company's intra email and participants were ensured voluntary and anonymous. Employees were given two weeks to respond to the surveys and follow-up emails were two few days before the deadline. Additionally, efforts to reach out to employees across different departments and hierarchical levels were undertaken to ensure diversity in the sample.

2.2 Measures

Employees rated their attitude towards change, psychological well-being, organisational citizenship behaviours, perceived organisational support, and psychological resilience. The questionnaire used Likert-type scales with different point scales for each measure.

2.2.1 Change Attitude Scale

Resistance to organisational change was measured by the Change Attitude Scale (Oreg, 2006), that consists of 15 items with 6-points Likert scale (1 = *strongly disagree*, 6 = *strongly agree*). Three subscales of attitudes towards change measured affective resistance, behavioural resistance, and cognitive resistance. An example questionnaire item is "I tend to oppose to change". The questionnaire has a reliability of Cronbach's alpha .836, .620, and .749 for all the three subscales respectively. Present study reliability was Cronbach's alpha .884.

2.2.2 Ryff Scales of Psychological Well-being

Employees' psychological well-being was measured using the short version of Ryff Scales of Psychological Well-being (Ryff, 1989) that consists of 54 items with 5-point Likert scale (1 = completely disagree, 6 = completely agree). It measures self-acceptance, positive relations, environmental mastery, personal growth, autonomy, and purpose in life. The sub-scale of Autonomy assesses the sense of self-determination and freedom from norms. It contains five items, for example, "I tend to be influenced by people with strong opinions". The sub-scale of Environment Mastery assesses the belief of one's ability to manage life events. It contains six items, for example, "In general, I feel I am in charge of the situation in which I live". The sub-

scale of Personal Growth assesses one's openness to new experiences and growth. It contains six items, for example, "For me, life has been a continuous process of learning, changing, and growth". The sub-scale of Purpose in Life assesses the sense of purpose and meaningfulness in life. It contains five items, for example, "I enjoy making plans for the future and working to make them a reality". The sub-scale of Positive Relations with Others assesses the extent of having satisfying relationships with others. It contains six items, for example, "I often feel lonely because I have few close friends with whom to share my concerns". The sub-scale of Self-acceptance assesses one's attitude towards oneself. It contains five items, for example, "For the most part, I am proud of who I am and the life I lead". The short version has a reliability of Cronbach's alpha .937 demonstrated in present study.

2.2.3 Organisational Citizenship Behaviours Checklist (OCB-C)

The short version of Organisational Citizenship Behaviours Checklist (OCB-C; Fox et al., 2012) were used to measure employees' extra-role Behaviours with 5-point Likert scale (1 = *never*, 5 = *every day*). An example questionnaire item is "Took time to advise, coach, or mentor a co-worker". The coefficient alpha for the measure was .930 in this study.

2.2.4 Perceived Organisational Support (POS)

This construct was measured using the short version of Perceived Organisational Support (POS; Eisenberger et al., 1986). It consists of 6 items that will be measured in a 7-point Likert scale (1 = *strongly disagree*, 7 = *strongly agree*). An example questionnaire item is "The organization strongly considers my goals and values". Present study demonstrated high Cronbach's alpha 0.922.

2.2.5 Ego-Resiliency Scale Revised (ER89-R)

Employee's psychological resilience was measured using a revised version of Ego-Resiliency Scale (ER89; Block & Kremen, 1996) that consists of 10 items with two subscales; optimal regulation and openness to life experience (Alessandri et al., 2011). It will be measured using 5-points Likert scale (1 = *never*, 5 = *every day*). An example questionnaire item is "I'm more curious than most people". The Cronbach alpha was .823 for this scale in this study.

2.3 Data analysis

Pearson correlation was used to determine the relationship of resistance to organisational change, employees' psychological well-being, and organisational citizenship Behaviours (H1 and H2), while stepwise multiple regression analysis was used to identify the statistical effect of resistance to organisational change on employees' psychological well-being, and organisational citizenship Behaviours (H1 and H2). In addition, PROCESS 2.15 (Hayes, 2012) with series of regression analyses was used to determine significant mediating effects of perceived organisational support and psychological resilience (H3 and H4).

3. Results

The study findings comprised of relationship between employee resistance (attitude towards change), psychological well-being, and organisational citizenship Behaviours up to mediation effect analysis. Descriptive statistics, Cronbach's alphas, and correlations among study variables are reported in Table 1.

Table 1. *Means, standard deviations, Cronbach alphas, and correlation (N = 313)*

Variable	M	SD	1	2	3	4	5	6	7	8
1. ATC	39.95	.59	(.88)							
2. ATC Affective	13.99	.27	.92**	(.84)						
3. ATC Behavioural	12.94	.18	.81**	.63**	(.62)					
4. ATC Cognitive	12.81	.22	.87**	.70**	.56**	(.75)				
5. PWB	235.06	1.72	-.50**	-.47**	-.41**	-.43**	(.94)			
6. OCB	58.27	.76	-.17**	-.13*	-.13*	-.18**	.27**	(.93)		
7. POS	71.02	.86	-.45**	-.40**	-.31**	-.46**	.37**	.11	(.92)	
8. PR	50.42	.46	-.30**	-.28**	-.23**	-.25**	.47**	.39**	.07	(.82)

Note. N = 313; ATC = Attitude towards change; PWB = Psychological well-being; OCB = Organisational citizenship Behaviours; POS = Perceived organisational support; PR = Psychological resilience; Cronbach's alpha in parenthesis; *p < .05, **p < .01.

Hypothesis 1 was that employee resistance associates with employees' psychological well-being. To test the relationship, Pearson correlation was conducted and as shown in Table 1, the analysis indicates moderate negative relationships with affective resistance, r = -.47, p < .01, behavioural resistance, r = -.41, p < .01, and cognitive resistance, r = -.43, p < .01.

Next, stepwise multiple regression analysis was carried out to look at the predictability as shown in Table 2 with the outcomes from three aspects (affective resistance, behavioural resistance, and cognitive resistance). The analysis showed that the first variable entered, ATC Affective explains 47.1% of the variance in employees' psychological well-being, $F(1, 311) = 88.50$, p = .000. ATC Behavioural was entered second and explained a further 2.2%, $F(1, 310) = 8.69$, p = .003, while ATC Cognitive was entered last and explained an additional 1.2%, $F(1, 309) = 5.02$, p = .026. The findings supported Hypothesis 1 where employees' psychological well-being was associated to a greater employee resistance.

Table 2. *Regression models examining relationship between ATC and PWB (N = 313)*

Variables	R^2	B	SE B	Beta	t	p
ATC Affective	.471	-1.68	.47	-.26	-3.55	.000
ATC Behavioural	.493	-1.43	.60	-.15	-2.38	.018
ATC Cognitive	.505	-1.24	.55	-.16	-2.24	.026

Note. ATC = Attitude towards change; PWB = Psychological well-being.

The second hypothesis was that employee resistance is associated with employees' organisational citizenship Behaviours. Correlation analysis showed significant negative relationship with affective resistance, r = -.13, p < .05, behavioural resistance, r = -.13, p < .05, and cognitive resistance, r = -.18, p < .01.

In Table 3, stepwise regression analysis revealed that only ATC Cognitive was entered and explains 3.1% of the variance in employee's organisational citizenship behaviours, $F(1, 311) = 10.07$, p =.002. Second and third variable entered did not show significant associations where ATC Affective, *B* In = -.01, p = .908, and ATC Behavioural, *B* In = -.04, p = .568. Therefore, Hypothesis 2 is partially accepted, in which only cognitive resistance was associated to employees' organisational citizenship behaviours.

Table 3. *Regression models examining relationship between ATC and OCB (N = 313)*

Variables	R^2	B	SE B	Beta	t	p
ATC Cognitive	.031	-.61	.19	-.18	-3.17	.002
ATC Affective				-.01	-.12	.908
ATC Behaviours				-.04	-.57	.568

Note. ATC = Attitude towards change; OCB = Organisational citizenship Behaviours.

Subsequently, Hypothesis 3 was looking at the indirect effect of employee resistance on psychological well-being, with perceived organisational support and psychological resilience as mediators. In the first part, with perceived organisational support as mediator, there were significant mediating effects on all three components; affective, behavioural, and cognitive resistance. As shown in Table 4, there were significant indirect effects of employee resistance on psychological well-being through perceived organisational support, where affective resistance, *b* = -.56, BCa CI [-.98, -.23] with a relatively small effect K^2 = .09, 95% BCa CI [.04, .15], behavioural resistance, *b* = -.78, BCa CI [-1.32, -.42] with the effect K^2 = .09, 95% BCa CI [.05, .15], and cognitive resistance, *b* = -.80, BCa CI [-1.40, -.31] which represents a small effect K^2 = .10, 95% BCa CI [.04, .17].

Table 4. Indirect effects of ATC on PWB

Variable	Indirect effect	95% confidence interval
ATC Affective → POS → PWB (H3a)	-.56	[-.98, -.23]
ATC Behavioural→ POS → PWB (H3a)	-.78	[-1.32, -.42]
ATC Cognitive → POS → PWB (H3a)	-.80	[-1.40, -.31]
ATC Affective → PR → PWB (H3b)	-.66	[-1.06, -.34]
ATC Behavioural→ PR → PWB (H3b)	-.85	[-1.37, -.43]
ATC Cognitive → PR → PWB (H3b)	-.77	[-1.21, -.40]

Note. ATC = Attitude towards change; POS = Perceived organisational support; PWB = Psychological well-being; PR = Psychological resilience.

In the second part, with psychological resilience as mediator, there were significant mediating effects on all three components; affective, behavioural, and cognitive. The indirect effects are that affective resistance, *b* = -.66, BCa CI [-1.06, -.34] with K^2 = .11, 95% BCa CI [.06, .17], behavioural resistance, *b* = -.85, BCa CI [-1.37, -.43] with small effect K^2 = .10, 95% BCa CI [.05, .15], and cognitive resistance, *b* = -.77, BCa CI [-1.21, -.40] which represents a relatively small effect K^2 = .11, 95% BCa CI [.05, .16]. Hence, Hypothesis 3 is accepted.

Finally, Hypothesis 4 was predicting indirect effects of employee resistance on organisational citizenship Behaviours, with perceived organisational support and psychological resilience as mediators. In the first part where perceived organisational support acts as mediator (refer to Table 5), there were no significant indirect effects for all three components; affective, behavioural, and cognitive resistance. We found no indirect effects, where affective resistance, *b* = -.08, BCa CI [-.23, .07] with effect K^2 = .03, 95% BCa CI [.00, .07], behavioural resistance, *b* = -.10, BCa CI [-.28, .05] with similar effect K^2 = .02, 95% BCa CI [.00, .07], and cognitive resistance, *b* = -.05, BCa CI [-.27, .16] with small effect K^2 = .01, 95% BCa CI [.00, .05].

In the second part, there were significant indirect effects for all three components; affective, behavioural, and cognitive resistance when psychological resilience acts as mediator (refer to Table 5). The significant indirect effects are that affective resistance, *b* = -.30, BCa CI [-.46, -.17] with a relatively small effect K^2 = .11, 95% BCa CI [.06, .16], behavioural resistance, *b* = -.35, BCa

CI [-.60, -.18] with the effect K^2 = .09, 95% BCa CI [.04, .14], and cognitive resistance, b = -.32, BCa CI [-.52, -.17] which represents a relatively small effect K^2 = .09, 95% BCa CI [.05, .15]. The findings do not support Hypothesis 4a, but supported Hypothesis 4b. Therefore, Hypothesis 4 is partially accepted.

Table 5. Indirect effects of ATC on OCB

Variable	Indirect effect	95% confidence interval
ATC Affective → POS → OCB (H4a)	-.08	[-.23, .07]
ATC Behavioural→ POS → OCB (H4a)	-.10	[-.28, .05]
ATC Cognitive → POS → OCB (H4a)	-.05	[-.27, .16]
ATC Affective → PR → OCB (H4b)	-.30	[-.46, -.17]
ATC Behavioural→ PR → OCB (H4b)	-.35	[-.60, -.18]
ATC Cognitive → PR → OCB (H4b)	-.32	[-.52, -.17]

Note. ATC = Attitude towards change; POS = Perceived organisational support; OCB = Organisational citizenship behaviours; PR = Psychological resilience.

In summary, the relationship between employee resistance, employees' psychological well-being, and organisational citizenship behaviours was supported in five out of six hypotheses. Perceived organisational support mediated the relationship between attitude towards change and employees' psychological well-being, while not for organisational citizenship behaviours. Psychological resilience on the other hand, mediated both relationship between employee resistance, employees' psychological well-being, and organisational citizenship behaviours.

4. Discussion and conclusion

This study delves into the associations between employees' resistance to organisational change and their psychological well-being. Our findings provide additional insights that aligned with and expanded upon prior research in the field. Specifically, our study suggests that employee resistance serves as a predictor of psychological well-being. Consistent with the work of Nikolova et al. (2014), who identified an interplay between resistance and employees' well-being at the workplace, this study further examined the connection, particularly in the context of resistance to change encompassing task restructuring. Notably, the current study examined this relationship across three distinct dimensions of resistance, namely, affective, behavioural, and cognitive.

Contributing to the existing body of literature, our study's findings reveal a consistent reduction in employee well-being across all three dimensions of resistance, a notion aligned with Oreg's (2006) assertion that these dimensions exhibit interdependence. The adverse impact on employees' psychological well-being identified in our study can be attributed to the emergence of feelings of uncertainty and insecurity during periods of organisational change (Conway et al., 2014). Moreover, the dearth of transparency within the change process is identified as a factor that detrimentally affects the trust relationship between employees and the organisation (van den Heuvel et al., 2015).

Secondly, our findings affirm the connection between employee resistance and organisational citizenship behaviours. Past findings argued that the breach of psychological contract often led employees to perceive unfair treatment from their employer, subsequently resulting in a notable decline in the propensity of employees to engage in extra-role behaviours towards the organisation (Conway et al., 2014). The significant contributions of our findings encompass the discovery that, 1) affective resistance serves as a predictor of reduced organisational citizenship

behaviours, while 2) behavioural and cognitive resistance does not predict organisational citizenship behaviours.

To elaborate on the first point, affective resistance is underpinned by observable facial and bodily expressions that result in a decline in enthusiasm (Bael et al., 2013). Past research study conducted by Hussain et al. (2014) found that resistance tends to induce negative workplace behaviours, such as employees protesting against the organisation by reducing their engagement in extra-role behaviours. In the context of comprehending shifts in employee behaviours, it is suggested that the reaction, manifested as a decrease in organisational citizenship behaviours, represents a form of equity restoration. In this instance, employees are reciprocating in a manner aligned with their perceptions of the treatment received from the organisation (Conway et al., 2014).

The second finding posits that behavioural and cognitive resistance do not predict organisational citizenship behaviours which can be elucidated by considering the role of external variables that serve as moderators influencing the outcomes. Fatima et al. (2015) highlighted the use of procedural justice as a moderator, which assesses the fairness with which employees are treated, can encourage employees to exhibit desired behaviours during a change process. Similarly in present study, the impact of employees' perception and reaction to change (cognitive and behavioural resistance) on organisational citizenship behaviour could have been diminished when they are assured of fair procedure. For this reason, we conclude from our findings that affective aspect of resistance predicts employees' extra-role behaviour, while cognitive and behavioural aspects could be moderated by other factors such as procedural justice.

Next, looking at the mediating effects, we found that perceive organisational support and psychological resilience mediated the relationship between employee resistance and psychological well-being. These mediation effects supported the findings by Gaiuque (2015) which suggested that the mediation is successful in improving conditions of psychological well-being as perceive organisational support improves feeling of uncertainty during change process among employees. Furthermore, it is noteworthy that high-quality 360-degree communication has been found to exert a substantial positive impact on employees' psychological well-being, particularly in alleviating stress arising from employee resistance (Green et al., 2014).

Persistence and resilience are the required key to produce the most efficient outcomes in difficult situation, such as in the context of organisational change. Studies in the past have evidently put psychological resilience as an effective trait to overcome stress and burnouts (e.g., Hao et al., 2015; Taku, 2014, Xu et al., 2013; Zhang, 2013). The capacity to adapt and endure adversity during the process or organisational change, when complemented by a higher level of emotional stability, enhance employees' perceptions of control throughout the change process thereby fostering greater psychological well-being among employees (Avey et al., 2009). Notably, our study contributed to the existing body of literature by demonstrating the mediating effects on all tri-dimensions of resistance individually.

Finally, when examining the mediating influence of perceived organisational support and psychological resilience within the nexus of employee resistance and organisational citizenship behaviour, it should be highlighted that perceived organisational support did not exhibit significant mediating effect, while psychological resilience showed significant mediation effects. Our findings suggest the possibility that perceived organisational support has no impact on employees' organisational citizenship behaviours in the context of resistance to organisational change. This is consistent with the findings where organisational change have caused negative effect on trust relationship between organisation and employees, and it takes time to restore such relationship (Lindorf et al., 2011). Additionally, this finding supports previous studies indicating

that employees' readiness to change is the key element for successful organizational change, rather than perceived organizational support (Kebede & Wang, 2022; Thakar & Srivastava, 2018). Therefore, employees' readiness to change reduces the impact of resistance to change during organizational transitions. Hence, perceived organisational support may not work efficiently in this specific context and time.

On the other hand, psychological resilience strongly mediates the relationship between employee resistance and organisational citizenship behaviours. The essence of high resiliency is important in combating the negative impact of resistance, whereby presence of resilience increases organisational citizenship behaviours, decreasing employee absenteeism, as well as turnover intention (Sherlock-Storey et al., 2013). In summary, by considering the improvement in employees' extra-role behaviours, greater performance of organisational change can be expected (Beal III et al., 2013; Jung & Yoon, 2014).

4.1 Theoretical implications

The findings from our study have significant implications, suggesting that advocating for organisational change can yield advantages at both the individual and organisational levels. Firstly, our study posits that enhancements in organisational change efforts may be achieved through the implementation of a transparency framework concerning organisational decisions and the change process. Employee resistance often arises from feelings of exclusion and an increased sense of uncertainty when they are kept uninformed about change-related decisions, as corroborated (van den Heuvel et al., 2015). Therefore, an increase in transparency serves to enhance the perception of fairness, diminish resistance, and improves employee commitment for organisational change. Transparency reduces uncertainty and helps build trust within the organisation. Moreover, establishing channels whereby employees are able to voice their concerns and provide feedback further help address any emotional resistance.

Apart from that, it is vital for leaders to assume the role of immediate support facilitators by fostering employee empowerment through the integration of employees' values and opinions into organisational decision-making processes. Research in the past has demonstrated that employee empowerment yields positive outcomes in the context of organisational change (Lang Lehmann et al., 2024). Moreover, leaders are often viewed as the immediate representatives of the organisation, therefore, it is important to establish leaders as pivotal agents of change within the organisational framework. Besides, identifying and encouraging employees who exhibit strong OCB to act as change agents can positively influence others and reduce resistance.

Lastly, an organisation-wide approach might encompass the implementation of concise coaching sessions aimed at enhancing employees' psychological resilience levels. Psychological resiliency has been demonstrated to bolster employees' self-assurance in navigating the complexities of organisational change, particularly by cultivating a mindset centred around hope and optimism (Sherlock-Storev et al., 2013). Equipping employees with the necessary skills to cope through training programmes help employees develop the necessary coping strategies and resilience.

4.2 Limitations and future directions

The outcome of employee resistance, employees' psychological well-being, and organisational citizenship behaviours utilised in current study are in the context of early phase of change. In line with the Kubler-Ross Grief Construct (1969) where there were five stages of grief, the Jaffe et al. (1994) model mentioned that there are four reactions experienced by employees as they move through the change process: (1) denial; (2) resistance; (3) exploration; and (4) commitment. Hence,

in the early phases, employees tend to react negatively due to shock and anger to the antecedents, where else late phase of organisational change have gathered more mature employees in regards to reaction to change. Therefore, future studies may explore other phases of change to validate the model of the current study through a longitudinal stud to effectively track these changes and understand how OCB unfolds over time, offering valuable insights on the identification of different phases in the response to change trajectory and test these theoretical frameworks.

Aside from that, our study is based on self-report measures from all employees. The analysis and impacts of resistance to organisational change were based on a one-sided point of view. Reliance on self-report measures can potentially introduce biases such as social desirability bias that affect the validity of the data collected without incorporating additional relevant perspectives. In order to validate and achieve holistic view, future studies may consider paired report of employee and immediate leaders, especially focusing on measuring organisational support and organisational citizenship behaviours based on 360-degree feedback or interviews with different stakeholders. Furthermore, the findings could not be generalized to all cases of organisational change as the context of our study focuses on employees who work in the energy industry. Therefore, studies in the future may consider studying employees from other types of industry. Finally, based on other studies, we understand that OCB is also significantly influenced by various contextual factors such as organisational culture, industry norms, and sector-specific challenges. In the energy sector, these factors interplay in unique ways in potentially shaping the way employees respond to organisational change and influence the findings of this study.

In conclusion, our study shows that understanding of employee resistance, psychological well-being, and organisational citizenship behaviours associations may benefit from the tridimentional approach that takes into account the affective, behavioural, and cognitive arising from the cognitive behavioural perspective. In practical terms, this study suggests that organizations may consider enhancing organisational support and equip employees with higher resilience for a healthier acceptance to change.

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