

What Leads To Counterproductive Work Behavior? Predicting The Effect of Resistance To Change

Miftachul Mujib^{1*}, Masitha Fahmi Wardhani², Rudi Kurniawan³

^{1,2,3} *Program Studi Manajemen, Universitas Dian Nuswantoro, Semarang, Indonesia*

E-mail: miftachul.mujib@dsn.dinus.ac.id^{1}, masithafahmi@dsn.dinus.ac.id², rudi.kurniawan@dsn.dinus.ac.id³*

ABSTRACT

There is still limited literature on organizational change management that focuses on examining the impact of resistance to change on deviant work behavior. This study examines the effect of resistance on changes in counterproductive work behavior. Information of change is proposed as a moderating variable in the effect of resistance on changes to counterproductive work behavior. This study took a population of lecturers in the context of organizational change in higher education institutions with the establishment of the MBKM Curriculum as a substitute for the previous curriculum. Data were obtained from a sample of 156 using a random sampling technique. Data analysis used the SEM-PLS technique with the Warp-PLS application. The study results prove that resistance to change has a positive effect on counterproductive work behavior. However, the study results contradict the second hypothesis, where the moderating effect of information of change is positive. These results contribute to developing organizational change management literature that has not been studied before by providing evidence that resistance to change can lead to counterproductive work behavior. The results of this study also explain the need for organizations to deal with resistance to organizational change shown by employees so that it does not lead to behavior that is detrimental to the organization, such as counterproductive work behavior.

Keywords: Counterproductive Work Behavior; Information of Change; MBKM Curriculum; Resistance to Change.

I. INTRODUCTION

One of the keys to the success of organizational change is the support from members of the organization for the change program. Organizational changes often fail due to a lack of cooperation and support from members (Onyeneke & Abe, 2021). The failure of various organizational change initiatives is also due to resistance to change (Erwin & Garman, 2010; Pardo del Val & Fuentes, 2003). Amarantou et al. (2018) define resistance to change as a person's protective effort over the consequences of ongoing change as an expression of fear or concern for change managers and trying to maintain the status quo. Someone resistant to change is proven by behavior and tries to maintain the status quo, even though resistance to change is a significant contributor to the failure of change (Srivastava & Agrawal, 2020). Resistance to change often encourages a person to protect himself from the negative consequences encountered during the change process (Mousa et al., 2020). Commonly, someone is resistant to change due to the belief that the organization will not be able to make organizational changes or because he does not understand the implications of these changes (Fernandes dos Santos & Aires, 2023).

Some studies shown that resistance to change that is not handled properly can produce adverse outcomes for both individuals and

organizations. The direct negative impact can be delaying organizational change, increasing the costs of the change process, and hindering organizational change and development (Damawan & Azizah, 2020; El-taliawi, 2020). Resistance to organizational change can also lead to adverse outcomes that are detrimental to the organization. For companies, employee resistance to change can limit the company's ability to respond effectively to new challenges (Jaramillo et al., 2012). Another negative impact of resistance to change is the emergence of attitudes, behaviors, and emotional conditions that are unfavorable and even counterproductive for individuals. Several studies have found the negative impact of resistance to change, including decreased job satisfaction, reduced performance creativity, reduced ability to work, and threatening organizational change failure (Damawan & Azizah, 2020). Srivastava and Agrawal's (2020) study found an influence of resistance to change towards increasing the intention to leave the organization. Organizational changes can threaten the status quo of one's current working conditions, causing a person to feel physically, mentally, and emotionally exhausted (Srivastava & Agrawal, 2020). Another study found a negative effect of resistance to changes in performance outcomes, where the greater the level of resistance to change, the lower the performance produced by a person (Jaramillo et al., 2012).

Workman-stark (2022) also found that resistance to organizational change affects decreasing individual citizenship behavior.

Of the several studies examining the effect of resistance to change on various outcomes, as far as we know, none have specifically examined its impact on negative behaviour. Resistance to organizational change tends to cause employees to take deviant actions. Changes in an organization that are made suddenly and cannot be predicted often lead to negative emotions that can reduce trust and attachment between the organization and employees and trigger counterproductive work behaviour (Malik et al., 2020). We argue that resistance to organizational change will decrease trust and attachment to the organization, leading to counterproductive work behaviour. Counterproductive work behaviour is also a way for employees to protest their reluctance to accept organizational change plans (Kelloway et al., 2010). Therefore, we seek to explore the effect of resistance to changes in counterproductive work behaviour.

Counterproductive work behavior is deviant work behavior, defined as actions taken by employees that are inconsistent with organizational goals or sustainability and include actions that bring consequences that the organization does not want (Mercado et al., 2018). This behavior is indicated by activities that harm the organization, colleagues, and clients (Sypniewska, 2020). The dimensions of counterproductive work behavior are 1) harassment of other people; 2) productivity deviations; 3) sabotage of organizational assets; 4) theft of organizational or co-worker property, and 5) withdrawal from work (Spector et al., 2006). This study focused on two dimensions of counterproductive work behavior as negative behavior caused by resistance to change. The first dimension is productivity deviations, behaviors that intentionally deviate from work standards and job responsibilities (Sypniewska, 2020). The second dimension, withdrawal from work, is reducing the working time from regular working hours, indicated by frequent absences, leaving work early, arriving late, or taking more extended rest periods than the standard (Sypniewska, 2020).

Resistance to organizational change can occur due to a lack of information about changes received, including change procedures, the urgency of changes, and post-change benefits. Understanding the organizational changes will affect individual feelings about the urgency of change (Erwin & Garman, 2010), while the lack of

adequacy and understanding of information of change results in resistance to change (Damawan & Azizah, 2020). Inadequate organizational information of change causes a person to be reluctant to accept the changes being rolled out. Therefore, the adequacy of information on changes is predicted to reduce resistance to organizational change. The way in which information is communicated is also likely to influence change acceptance (Simoes & Esposito, 2014). When employees feel that the level of information of change they receive is high enough, it will minimize their worries about post-change conditions and reduce their resistance to change (Rahaman et al., 2020). Thus, we predict that information of change can reduce the impact of resistance to changes in counterproductive work behavior.

This study has two objectives. First, examining the effect of resistance on changes to counterproductive work behavior. Second, we examine the moderating role of information of change in the effect of resistance to change on counterproductive work behavior.

II. CONCEPTUAL FRAMEWORK

Resistance to Change on Counterproductive Work Behavior

Resistance to change is an effort to protect individuals against the consequences of ongoing change as an expression of fear of change and trying to maintain the status quo (Amarantou et al., 2018). Other researchers define resistance to change as behavior aimed at protecting recipients from change and avoiding change (Repovš et al., 2019). Someone worried about the consequences that must be accepted after organizational changes occur will tend to resist the change plan. Efforts to protect oneself from change encourage someone not to want to be involved in the changes asserted by the organization and to withdraw from the organization. Reluctance to be involved in the process of organizational change can lead individuals to deviate from work behavior and harm the organization, one of which is counterproductive work behavior. Counterproductive work behavior is an action taken by employees that is inconsistent with organizational goals or the sustainability of the organization and includes actions that bring unwanted consequences to the organization (Mercado et al., 2018). Forms of counterproductive behavior as a result of resistance to change include deliberately deviating from work standards and job responsibilities and withdrawing from work (Sypniewska, 2020). Thus, we hypothesize that resistance to change has a positive effect on

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counterproductive work behavior, where the higher the level of resistance to change that employees have, the more likely they are to behave in counterproductive work.

H1: Resistance to Change affect Counterproductive Work Behavior

Moderating Role of Information of Change on The Effect Resistance to Change on Counterproductive Work Behavior

Many situational factors influence the emergence of resistance to change, one of which is due to a lack of information about the changes received. Information of change that is not received comprehensively can cause someone to resist the change (Damawan & Azizah, 2020). The lack of volume and quality of information about what the purpose of change is, how the process of change is and what are the benefits of change causes one to be unable to objectively analyze the change plan. In addition, if employees do not get information about the urgency of change, what must be done during the change process and the organization's capacity to make changes, it will encourage them to be resistant to these changes (Furxhi, 2021). Therefore, the adequacy of information of change is predicted to be able to reduce resistance to organizational change. How to communicate information of change will also affect employee acceptance of organizational change (Simoes & Esposito, 2014). When someone gets adequate information of change, it will reduce their worry about post-change conditions and then will reduce their level of resistance to change (Rahaman et al., 2020). Minimizing resistance to change is expected to weaken and even prevent the emergence of counterproductive work behavior. The hypothesis put forward is that information of changes moderate the effect of resistance to changes on counterproductive work behavior. The higher the information about changes received by employees will reduce the positive effect of resistance to change on the counterproductive work behavior.

H2: Information of Change moderate the effect of Resistance to Change on Counterproductive Work Behavior

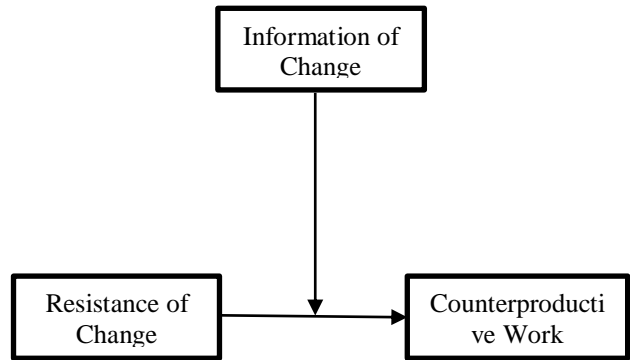


Figure 1. Research Model

III.METHODOLOGY

This study's population is lecturers at private and public universities in Indonesia. Lecturers are selected as the population in this study to determine the resistance level to organizational change by applying the MBKM Curriculum in tertiary institutions. Data were analyzed using the Structural Equation Model (SEM) technique with the Partial Least Square (PLS) approach, so the sample size was according to the guidelines of Hair et al. (2010), ranging from 100 to 200 respondents. Based on these guidelines, the number of samples determined was 150 people, and the data collected was 156 respondents. The sampling technique used was random sampling, with lecturers from public and private universities in the Java region as respondents. The validity test was conducted to obtain discriminant and convergent validity. Reliability tests were also conducted before testing the hypothesis. The established hypotheses will be tested using the Structural Equation Model (SEM) technique with the Partial Least Square (PLS) approach using the WarpPLS program.

The study was designed as explanatory research to examine the effect of the independent variables on the dependent variable and test the moderating effect. The independent variable in this study is resistance to change; the dependent variable is counterproductive work behavior, and information of change acts as a moderating variable. Resistance to change is defined as a person's protective effort over the consequences of ongoing change as an expression of fear or concern for change managers and trying to maintain the status quo Amarantou et al. (2018). Measurement of resistance to change is adapted from Oreg (2006). Information of change is the volume and quality of the information received by employees regarding the change plan, which includes the procedures, processes, and benefits of the change. Information of change is measured by an instrument developed by Wanberg and Banas (2000). Counterproductive work behavior is an action taken by employees that

is inconsistent with organizational goals or the organization's sustainability and includes actions that bring consequences that the organization does not want (Mercado et al., 2018). Counterproductive work behavior in this study was measured using two dimensions of the instrument developed by Kelloway et al. (2002): the dimension of productivity deviation and the dimension of withdrawal from work.

IV. RESULTS

Characteristics of Respondent

The data obtained were grouped based on the respondents' characteristics, including gender, age, the origin of the higher education institution, years of service, and last education. From a total of 156 data, the characteristics of the respondents were dominated by male respondents (61.6%), aged 20-30 years (49.3%), and worked at private universities as much as 69.2%. Based on years of service, most respondents had worked less than five years (64.1%), and most of their last education was at the Masters level (90.3%). The detailed characteristics of the respondents are shown in Table 1.

Table 1. Characteristics of Respondent

Characteristics		Number	Percentage
Gender	Male	96	61.6%
	Female	60	38.4%
Age	20-30 years old	77	49.3%
	31-40 years old	56	35.9%
	41-50 years old	16	10.2%
	>50 years old	7	4.4%
Institution Origin	State university	48	30.8%
	Private university	108	69.2%
Work Tenure	<5 years	100	64.1%
	6-10 years	26	16.7%
	11-15 years	21	13.4%
	16-20 years	9	5.8%
Education Level	Master	141	90.3%
	Doctoral	15	9.7%

Validity and Reliability Test

Validity testing was carried out through convergent and discriminant validity tests using the SEM-PLS method. Convergent validity is indicated by the loading factor value of each instrument item greater than 0.7 and grouped

according to the variable (Hair et al., 2010). The data processing results obtained the values of all loading factors above 0.7 and grouped each variable (Table 2).

Table 2. Loading Factor Value

Item Code	RC	IC	CWB	P Value
RC1	0.955			<0.001
RC2	0.898			<0.001
RC3	0.925			<0.001
RC4	0.875			<0.001
RC5	0.842			<0.001
IC1		0.956		<0.001
IC2		0.859		<0.001
IC3		0.942		<0.001
IC4		0.931		<0.001
CWB1			0.975	<0.001
CWB2			0.984	<0.001
CWB3			0.978	<0.001
CWB4			0.906	<0.001
CWB5			0.964	<0.001
CWB6			0.965	<0.001
CWB7			0.964	<0.001

Note: RC= Resistance to Change, IC= Information of Change, CWB= Counterproductive Work Behavior

Another requirement for testing convergent validity is the Average Variances Extracted (AVE) value which must be greater than 0.5 (Hair et al., 2010). The AVE value for the resistance to change variable is 0.569, the information of change variable is 0.661, and the counterproductive work behavior variable is 0.638. Based on these data, all variables are declared convergently valid.

A variable is declared discriminantly valid if it has the highest square roots of AVE value in the variable group. The data processing results show that the square roots of the AVE value for each variable are the highest value of the correlation value for each group (Table 3), so all variables are declared discriminantly valid.

Table 3. Square roots of AVE value

	RC	IC	CWB
RC	0.754		
IC	-0.349	0.813	
CWB	0.194	0.093	0.799

Note: The square roots of AVE values are shown in bold numbers

Reliability testing refers to the composite reliability and Cronbach's Alpha values with conditions greater than 0.6 (Hair et al., 2010). The data shows that all variables have composite reliability values and Cronbach's Alpha values with

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conditions greater than 0.6 (Table 4), so all variables are declared reliable.

Table 4. Variable Reliability Value

	RC	IC	CWB
Composite reliability	0.867	0.867	0.924
Cronbach's Alpha	0.806	0.827	0.903

Hypothesis testing

Before testing the hypothesis, the strength of the model is tested first. A model is said to be fit when tested using the SEM-PLS technique if it has a significant Average Path Coefficient (APC), Average R-squared (ARS), and Average Adjusted R-squared (AARS). In addition, the model's strength is also indicated by the Tenenhouse GoF value, which is greater than 0.36. The results of data processing show that the APC, ARS, and AARS values have significance with $P < 0.001$ and the GoF value is 0.381 (Table 5), so it can be stated that the model built is fit. To check whether there is multicollinearity between variables is seen from the Average Variance Inflation Factor (AVIF) and Average Full Collinearity VIF (AFVIF) values, with conditions that must be below five and ideally < 3.3 . It is known that the AVIF value is 1.106, and the AFVIF value is 1.123, so there is no multicollinearity in the model.

Table 5. Model Fit Test

Indicators	Value	Requirements	Information
APC	0.191* *	P sig.	Accepted
ARS	0.098* *	P sig.	Accepted
AARS	0.087* *	P sig.	Accepted
AVIF	1.106	Accepted if ≤ 5 , Ideal value ≤ 3.3	Ideal
AFVIF	1.123	Accepted if ≤ 5 , Ideal value ≤ 3.3	Ideal
GoF	0.381	Small ≥ 0.1 , Medium ≥ 0.25 , Strong ≥ 0.36	Strong Model

* $P < .05$, ** $P < .01$, $n = 156$.

The hypothesis was tested using the SEM-PLS technique by looking at the significant value of the path coefficient (β). The results of hypothesis testing are shown in Figure 2 and Table 6.

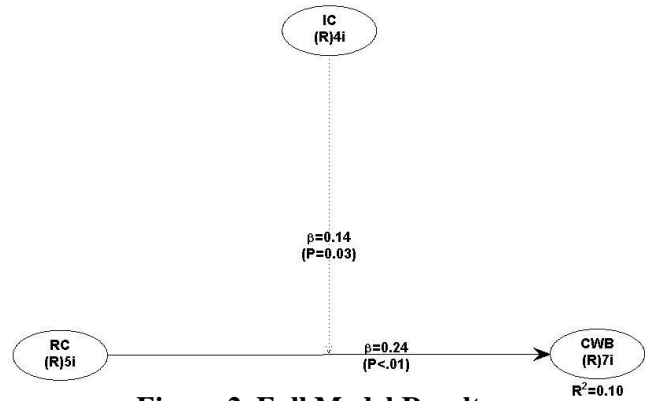


Figure 2. Full Model Result

Hypothesis 1 states that resistance to change has a positive effect on counterproductive work behavior. Table 6 shows that the path coefficient (β) of resistance to changes in counterproductive work behavior is 0.239, with a significance value of < 0.001 . These results prove a positive effect of resistance on changes in counterproductive work behavior, so H1 is supported. Hypothesis 2 states that information about change moderates the influence of resistance to changes in counterproductive work behavior. The path coefficient value of the moderating effect of information of change is 0.143 (P value = 0.034). The f Square value of the variable moderating information on change is equal to 0.031, which means that the moderating effect on the relationship of resistance to changes on counterproductive work behavior is at a moderate level (Hair et al., 2010). Based on these data, it is stated that information of change has a positive moderating effect on the relationship between the two variables. It is contrary to the hypothesis, which assumes that information of change has a negative moderating effect by weakening the effect of resistance to change on counterproductive work behavior, so H2 is not supported.

Table 6. Summary of Hypothesis Testing

Hypotheses	SE	β	P value	f Squar	Note
H 1 RC-> CWB	0.076	0.239	$< 0,01$	0.068	Support ed
H 2 RC*I C-> CWB	0,073	0.143	0.034	0.031	Not Support ed

V. DISCUSSION

The results of this study provide empirical evidence of the effect of resistance on changes to the emergence of counterproductive work behavior. Resistance to change is a person's defensive effort to express concern over planned organizational changes threatening the status quo. Resistance to change can weaken trust and attachment to the organization and trigger counterproductive work

behavior (Malik et al., 2020). Counterproductive work behavior shown due to employee reluctance to support organizational change plans can result in productivity deviations and withdrawal from work. Employees can deliberately deviate from work standards and job responsibilities as a form of protest against the rejection of organizational change plans. Another possible deviation is withdrawing from work by reducing working hours, being frequently absent, and coming to work late. The higher the level of resistance to change will increase the intensity of counterproductive work behavior carried out by an employee. This study complements several previous studies that focused on examining the negative impact of resistance to organizational change on the emergence of emotions, intentions and attitudes (such as (Jaramillo et al., 2012; Srivastava & Agrawal, 2020; Workman-stark, 2022) by proving that there is an impact on counterproductive work behavior. It also proves the suggestion from research by Turgut and Neuhaus (2020) that resistance to change is relevant to behaviors that organizations must prevent (e.g., counterproductive work behavior).

Information of change is proven to have a positive moderating effect on the relationship of resistance to changes in counterproductive work behavior. It is contrary to the hypothesis, which states that information of change received by an employee has a negative moderating effect, namely weakening the effect of resistance to change towards the emergence of counterproductive work behavior. This result is in contrast to Furxhi (2021), which states that if employees do not have information about the importance of the changes that must be made, they will resist these changes. The positive moderating role of information of change can be interpreted that more information of change achieved will strengthen resistance to changes felt by employees. Thus, resistance to change that a person feels will strengthen him to behave in counterproductive work when receiving more and more information of change. This result is in line with the study of Oreg (2006), which found results where adequate information of change does not automatically reduce resistance to change.

VI. CONCLUSION

The study results succeeded in providing evidence for one of the two hypotheses proposed, namely the existence of a positive influence of resistance to changes in counterproductive work behavior. While the second hypothesis, which

states that information of change has a negative effect on counterproductive work behavior is not proven in this study. These results contribute to developing organizational change management literature that has not been studied before by providing evidence that resistance to change can lead to counterproductive work behavior. Theoretically, these results have implications for the assumption that information of change can weaken resistance to change is not proven and needs to be corrected or retested. The practical contribution of this research is by providing empirical evidence that counterproductive work behavior among lecturers can be caused by resistance to organizational change, especially in the case of implementing the MBKM Curriculum. The practical implication of this study explain the need for organizations to deal with resistance to organizational change shown by employees so that it does not lead to behavior that is detrimental to the organization, one of which is counterproductive work behavior. Therefore, higher education institutions are advised to be able to oversee the implementation of the MBKM Curriculum so that it can be supported by lecturers. Another implication is that too much change information will not reduce the level of resistance to change. Thus, higher education institutions should use other persuasive methods to attract support from lecturers in the implementation of the MBKM curriculum in addition to providing adequate information.

There are some limitations in this research. First, the low sample response rate causes the amount of data obtained to be processed a little, even though it is sufficient for testing using the SEM-PLS method. Second, counterproductive work behavior is measured by perceptual instruments so that it cannot assess the actual objective conditions of employee behavior at work. Moreover, because the variable of counterproductive work behavior is a negative behavior, some of the respondents may fill out a questionnaire instrument that is not in accordance with their original behavior.

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