

OVERCOMING RESISTANCE TO INNOVATION: STRATEGIES AND CHANGE MANAGEMENT

Zile Xue

Guangdong Polytechnic College, China

Nor Saidi Mohamed Nasir
Universiti Islam Melaka, Malaysia

Yanping Cheng
Guangdong Polytechnic College, China

Weifeng Wu
Guangdong Polytechnic College, China

Yawen Cao
Guangdong Polytechnic College, China

**Corresponding Author's Email: 876147079@qq.com*

Article History:

Received : 10th September 2024

Accepted : 4th October 2024

Published : 6th November 2024

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To cite this article:

Xue, Z., Nor Saidi, M. N., Cheng, Y., Wu, W., & Cao, Y. (2024). OVERCOMING RESISTANCE TO INNOVATION: STRATEGIES AND CHANGE MANAGEMENT. *Journal of Business Innovation*, 9(1), 32-45.

ABSTRACT

Innovation is vital to organizational success, yet it often encounters resistance that hinders progress. This paper explores the reasons behind this resistance and proposes strategies rooted in change management to overcome it. By understanding why resistance arises and adopting proactive measures, organizations can create a more innovation-friendly environment. Innovation drives competitiveness, growth, and adaptability, but overcoming obstacles to its acceptance is crucial. This paper investigates the core causes of resistance, linking them with principles of both innovation and change management for effective resolution. The literature review delves into the psychological and behavioral factors causing resistance, such as fear of the unknown, loss of control, and cognitive biases. We will examine research on change management strategies and their relevance to fostering innovation. Moreover, we will highlight the parallels between managing change and managing innovation. Through surveys, interviews, and observations, this study aims to uncover the roots of organizational resistance. A conceptual framework will be presented, merging change management with methods that support innovation adoption. Recommended strategies include clear communication, employee engagement, pilot programs, and incentives to address psychological resistance factors. Additionally, we will discuss leadership's role, effective communication, continuous learning, and support systems like innovation committees. Integrating change and innovation management allows companies to overcome resistance and nurture a culture open to innovation.

Keywords: *Innovation, resistance to innovation, change management.*

1.0 INTRODUCTION

Innovation stands as the lifeblood of organizational competitiveness, offering the means to not just survive but thrive in today's rapidly evolving business landscape. It fuels growth, enhances adaptability, and drives organizations toward a future teeming with opportunities. Yet, amidst the allure of innovation, a formidable barrier often rears its head: resistance. Resistance to innovation, an intricate blend of psychological, emotional, and behavioral barriers, poses a significant challenge to organizations striving to implement new ideas and technologies. It's the paradox of progress - as organizations seek to innovate, they encounter a formidable adversary within their own ranks. This resistance can stem from a variety of sources, including the fear of the unknown, the perceived loss of control, and deeply ingrained cognitive biases. The central mission of this paper is to embark on a comprehensive exploration of the underlying causes of resistance to innovation. By dissecting the psychological and behavioral factors that contribute to this resistance, we seek to shed light on the invisible barriers that impede progress. Yet, our aim extends far beyond mere analysis. We propose a holistic approach that integrates the principles of innovation management with the strategies of change management. This harmonious union allows organizations not only to understand the intricacies of resistance but also to navigate through them effectively. Innovation is not a solitary act; it's a multifaceted journey that traverses various stages, from idea conception to implementation and beyond. At each juncture, resistance may surface in unique ways.

To address this complexity, we offer a structured framework that aligns change management principles with innovation strategies across these different stages. Our framework begins with the crucial step of identifying resistance triggers. By employing methodologies such as surveys, interviews, and observations, organizations can pinpoint the root causes of resistance within their specific context. This proactive approach enables a more precise understanding of the sources of resistance, facilitating tailored interventions. As innovation moves from concept to execution, change management principles come into play. Change management provides the scaffolding that supports the innovation journey. Clear communication, employee involvement, and leadership support are just a few of the tools at an organization's disposal. Our framework aligns these strategies with the unique challenges posed by each stage of innovation, ensuring a seamless integration that mitigates resistance effectively. Within our proposed framework, we present a comprehensive toolbox of strategies. These encompass a wide array of tactics, from clear and persuasive communication to fostering a culture of continuous learning. Pilot projects, employee engagement, and well-structured reward systems all play vital roles in addressing the psychological factors that underpin resistance. Furthermore, we explore the critical role of organizational culture in fostering innovation adoption. Leadership, communication, and a commitment to skill development are key components in creating a culture that values innovation and embraces change. Our framework outlines how organizations can cultivate an environment that not only tolerates innovation but actively encourages it. Overall, while resistance to innovation remains a formidable adversary, it is not insurmountable. By understanding its root causes and adopting a proactive approach that marries innovation and change management, organizations can effectively dismantle these barriers. In doing so, they pave the way for a future where innovation is not met with resistance but welcomed as the catalyst for progress it truly is.

2.0 LITERATURE REVIEW

2.1 Understanding Resistance to Innovation

Many organizations face resistance to innovation, which can hinder their ability to adopt new technologies and practices (Wang, 2022). This resistance can come from various sources, such as a lack of understanding of the benefits of innovation or a fear of change. Leadership determines the level and extent of employees' and organizations' intention and ability to cope with crises and turbulent business environments in hospitality (Senbeto & Hon, 2021). Employee resistance certainly moderates the relationship between the improvement of organizational innovation and innovative performance (Lin et al., 2020). This means that when employees appear to adopt a resistant attitude,

they can disrupt the improvement of organizational innovation, leading to poor innovative performance and affecting financial performance. The significance of comprehending regulatory focal propositions, including promotion and preventive techniques, lies in their ability to successfully deal with employees' acceptance and resistance to shifts in relation to seasonal variations (Senbeto et al., 2022). The results of the study indicate that the conventional behavior of employees has a beneficial impact on their resistance to innovation inside social enterprises (Liu et al., 2022). The customers' adherence to old practices contributes to their reluctance to embrace product changes, therefore establishing a positive correlation with resistance to innovation. The purpose of any strategy aimed at the reduction of resistance is to help the members of an organization understand the root causes of the need for a change, not only to avoid resistance but also to eliminate conditions that can lead to resistance. A strategy is a long-term action plan directed towards achieving a certain goal (Drejeris & Drejeriene, 2022).

To determine the degree of resistance of firms to open innovation and their dependence on corporate culture, it is recommended to identify the type of corporate culture based on the attitude of firms regarding opening innovation (Bilichenko et al., 2022). The positive perception of justice is among the coping mechanisms of resistance, as it has been argued that the distribution of resources, processes, and procedures influences the employees' attitudes and behavior in the context of change (Rehman et al., 2021). Regarding individuals' tendency to resist change, from a perceived decision-making perspective, findings suggest that resistance to change moderates the positive impact of the innovativeness of an innovation project on individuals' perceived risk (Röth & Spieth, 2019). Employees resist the required identity regulation by distorting the initial innovative idea to align with their problem representations, which is facilitated by entangled discourses (Jenhaug, 2020).

2.2 Change Management and Innovation

Organizational structures, culture, and processes need fundamental changes to enable continuous innovation and adaptation in today's rapidly evolving business environment (Puhan et al., 2019). A survey of 167 technology adoption cases across architecture, engineering, and construction firms showed change agent effectiveness, measured benchmarks, realistic timeframe, and communicated benefits had the strongest positive correlations with successful change adoption (Maali et al., 2020). The e-commerce industry has implemented innovations like reduced delivery charges, contactless delivery, and encouraging cashless payments in response to changing consumer behavior (Al-Ali et al., 2022). Effective practices like clear goals, transformational leadership, participation, communication, and training can promote innovative behavior (Sung & Kim, 2021). More research is needed on the human dimension in change, capturing professionals' views, and appropriate change models for complex healthcare systems (Milella et al., 2021). A theoretical model was developed and tested using survey data from 327 SMEs. The model suggests that management practices like managerial style, decision-making, and planning positively impact innovation capability through mediating factors like change management process (CMP) and technology adoption (Chatterjee et al., 2023).

Key recommendations include developing a sustainable business model, assessing strengths and weaknesses, implementing digital change carefully, determining optimal IT architecture, testing old technologies, establishing a security strategy, and viewing transformation as an opportunity (Tohanean et al., 2020). A case study of the implementation of project management and lean construction changes in a construction company found that leadership, communication, stakeholder engagement, and motivation were key factors in the success of project management changes (Errida & Lotfi, 2021). Strategies related to communication, stakeholder engagement, encouragement, organizational culture, vision, and mission are the most commonly used change management strategies (Phillips & Klein, 2023). A process-based CM framework is proposed with practices across 3 phases: preparing (e.g. assessing readiness), managing (e.g. engaging stakeholders), and reinforcing change (e.g. evaluating progress) (Kho et al., 2020).

3.0 PROPOSED RESEARCH FRAMEWORK

3.1 Identifying Resistance Triggers

A survey is implemented to identify resistance triggers in the organization. This can be done through online or paper questionnaires to gather employee perceptions and reactions to change. Researchers have used semi-structured interviews and questionnaires to determine the causes of resistance to change in healthcare organizations (Ahmad & Chowdhury, n.d.). Face-to-face interviews with employees and management provide more insight into their perceptions and reactions. For example, in one study, researchers used a mixed-methods approach to determine the causes of resistance to change in Bangladeshi healthcare organizations, including semi-structured interviews with executives, human resource managers, chief executive officers, and line managers (Ahmad & Chowdhury, n.d.). By observing employees' behaviors and reactions, it is possible to determine their perceptions of and reactions to change. Researchers have used direct observation, surveys and interviews to identify productivity issues in construction projects and to discover coordination and communication problems (Tahrani et al., n.d.). Uncovering the mysterious triggers of resistance has become a critical pursuit in intricate organizational dynamics. In this context, a range of methodologies have become indispensable tools that enable researchers and practitioners to deeply analyze and decipher the unique drivers behind resistance in organizations. Among these methodologies, three stand out: surveys, interviews, and observations. Each of these time-tested techniques serves as a gateway to a deeper understanding of resistance, providing unique insights into the complex interplay of human responses to change.

Through online or traditional paper-based questionnaires, organizations can gain insight into the collective consciousness of their workforce. By soliciting employees' perceptions and reactions to impending change, surveys not only provide a quantitative overview of prevailing attitudes but also help identify patterns and trends within the organization. This empirical approach helps decision-makers develop targeted strategies to deal with resistance in a targeted manner. However, surveys are inherently limited. The responses obtained may sometimes lack nuance and context, which may weaken insights. To overcome these limitations, complementary methods, such as interviews, take center stage, seeking to reveal the complex fabric of emotions, rationales, and narratives that make up resistance. Candid one-on-one or group discussions with employees and management provide a panoramic view of their perspectives, reactions, and concerns. Interviews transcend the limitations of statistical summaries and provide a platform for individuals to share their personal experiences and unique perspectives. This qualitative approach reveals the emotional landscape that plays a key role in shaping responses to organizational change.

Furthermore, the power of observation as a tool against resistance is undeniable. By keenly observing employees' behaviors, interactions, and reactions in a real-time environment, researchers can gain insight into their reactions to change. This approach reveals subtle nonverbal cues, mood shifts, and nuanced expressions of resistance, providing a comprehensive understanding of current emotions. The power of observation lies in its ability to decipher the unspoken, capturing unspoken emotions that may escape traditional data collection methods. In summary, identifying resistance triggers within an organization is a multidimensional effort that requires the use of a range of methods. Surveys, interviews, and observations each offer different perspectives that enrich our understanding of the complex dynamics that form the basis of resistance. By applying these techniques, researchers and organizations can gain insights into the underlying causes of resistance and thus respond to the ever-changing challenges of change with greater clarity and efficiency.

3.2 Integrating Change Management and Innovation

In today's ever-changing business environment, successful innovation adoption is critical to the long-term success of an organization. However, the process of innovation adoption is often accompanied by resistance from employees and stakeholders. To effectively address this challenge, a framework that blends change management principles with strategies to facilitate innovation adoption

has emerged. This paper will present a comprehensive framework that not only helps drive innovation adoption, but also addresses possible resistance at key stages of the innovation process.

Organizations can innovate using operational models that focus on collaboration. The first step within an organization is to understand the innovation process. Before exploring change management principles in conjunction with innovation adoption strategies, it is important to have an in-depth understanding of the different stages of innovation. This includes the key stages of idea generation, proof of concept, implementation, and post-evaluation. At each of these stages, there can be varying degrees of resistance, which can be concerns about the unknown, uneasiness about changes to the work, and doubts about the effectiveness of the innovation. Change management principles provide guidance for dealing with the human factor in innovation adoption. These principles emphasize effective communication, stakeholder engagement, and proactive problem solving. By introducing change management early in the innovation process, organizations can build a culture that promotes open dialogue and fosters employee accountability. Subsequent adoption of strategies to promote innovation aims to emphasize the value of innovation, highlight its benefits, and provide solutions to potential points of resistance. These strategies include the provision of training and resources, showcasing success stories, and bringing champions into the organization who actively support innovation. By combining these strategies with change management principles, organizations can increase the likelihood of successful innovation adoption.

In the meantime, organizations need to be prepared to deal with the resistance that may arise during the innovation process. In the early stages of idea generation, employees may be hesitant to deviate from the norm. To address this resistance, employees need to be encouraged to share ideas, provide brainstorming platforms, and recognize contributors to boost their confidence. Subsequent to the feasibility analysis stage, employees may be concerned about resource allocation, potential disruptions, and uncertainty. Adopting change management principles, such as involving relevant stakeholders in decision-making and clearly communicating the rationale for the innovation, can alleviate these concerns. The implementation phase of an innovation is a critical time when resistance may be strongest. Employees may resist changing the way they work and fear that it may negatively impact their responsibilities. This resistance can be mitigated through comprehensive training, ongoing support, and the introduction of early adopters as change champions. Even after the successful implementation of an innovation, resistance may still occur as employees adapt to new processes. Regular feedback mechanisms, transparent communication of progress, and demonstration of positive results can help overcome any remaining resistance.

In conclusion, integrating a culture of innovation into an organization requires a strategic approach that identifies and addresses resistance to the innovation process. By combining change management principles with strategies to promote innovation adoption, organizations can build a supportive environment that encourages change and fosters a culture of continuous improvement. At each stage of the innovation process where resistance may arise, a comprehensive framework that treats change management and innovation adoption strategies equally can better address the challenges. Through this synergistic approach, organizations can not only overcome resistance but also accelerate the process toward successful innovation adoption.

3.3 Strategies for Overcoming Resistance

Employee involvement is a strategy that can address the psychological factors driving resistance to innovation adoption. By involving employees in the innovation process, they feel valued and empowered, which can increase their motivation to adopt the innovation. This strategy can also help identify potential barriers to adoption and generate ideas for improvement. Research has shown that employee involvement positively affects employee attitudes toward change and innovation (Arifin, 2020). One way to involve employees is through participatory design, where employees are involved in the design and development of the innovation. This approach has been found to increase employee satisfaction and commitment to innovation. Another way to involve employees is through training and development programs that provide employees with the necessary skills and knowledge to adopt the innovation. This approach has been found to increase employee confidence and reduce resistance to change (Baranga et al., 2020).

4.0 SUGGESTIONS FOR IMPLEMENTATION

4.1 Creating a Change-Ready Culture

Fostering an organizational culture that values innovation and embraces change is critical to achieving long-term success and competitive advantage in today's rapidly evolving business environment. Achieving this goal involves key elements such as leadership, communication, and continuous learning, which interact and complement each other to create an environment where innovation can flourish and drive organizational progress. In this article, we will take a deeper look at each of these elements and explore how they contribute to fostering a culture of innovation and adaptability. One of the foundational pillars of an innovative organizational culture is leadership. Transformational leadership in particular has been shown to have a significant positive impact on employee performance. Transformational leaders encourage and inspire teams to go beyond their usual boundaries, encouraging them to think creatively and take risks to achieve results. These leaders are adept at fostering a culture of continuous improvement and adaptability. Transformational leadership has also been linked to job satisfaction, acting as an indirect mediator between leadership style and employee performance. When employees feel inspired and supported by their leaders, they are more likely to resonate with the values and goals of the organization, contributing to a positive culture of innovation. Effective communication is another key element in shaping an innovative organizational culture. Communication serves as the glue that binds all aspects of the organization together, facilitating the flow of ideas, information, and feedback.

Open and transparent communication channels allow employees to freely share their insights, concerns, and innovative ideas. Communication is also the driving force behind the process of developing a strong and balanced culture (Díaz-Soloaga, 2019). In addition, a culture of open communication fosters collaboration and cross-departmental interaction, which is essential for innovation. When individuals from different departments are able to exchange ideas and perspectives, it often leads to breakthroughs and innovative solutions that may not be possible in a siloed environment. A strong culture of sustainable learning is the foundation for innovation to flourish. In an ever-changing business environment, organizations must continue to adapt and evolve. Learning becomes the means by which employees acquire new skills, knowledge, and perspectives that are necessary to drive innovation. Learning and development programs within an organization play a critical role in fostering a culture of continuous improvement. Employees who have access to training programs, mentorship, and skills development are more likely to contribute innovative solutions and stay engaged in their work. To create a culture that values innovation and embraces change, a number of key factors need to be considered. These factors include participatory decision-making, communication, tolerance for conflict and risk, continuous improvement, and leadership. Each of these elements contributes to the overall environment for innovation, whether it is encouraged or stifled.

Participatory decision-making empowers employees to have a voice in shaping the direction of the organization, fostering a sense of ownership and commitment. Tolerance of conflict and risk encourages employees to voice their concerns and take planned risks, both of which are critical to innovation. The philosophy of continuous improvement, i.e., continual improvement, models a mindset of ongoing innovation and refinement. Nevertheless, leadership plays a central role in fostering innovation. By leadership and actively supporting and championing innovative initiatives leaders inspire their teams to do the same. Empowering subordinates and sharing power with them increases effectiveness and creativity. When employees feel trusted and valued, they are more likely to take responsibility for their work and contribute their innovative ideas. Overall, fostering an organizational culture that values innovation and embraces change is a multifaceted process. It requires effective leadership, open and transparent communication that inspires and supports employees, and a culture of continuous learning that fosters employees with the skills and knowledge needed to innovate. In addition, organizations must actively promote elements such as participatory decision-making, tolerance for conflict and risk, and continuous improvement to create an environment in which innovation can flourish. By fostering these elements, organizations can prepare for long-term success in an ever-changing business environment.

4.2 Training and Skill Development

In nowadays competitive business environment, innovation has become one of the key factors driving organizational success. However, innovation is not a single skill, but rather a composite of multiple related skills and mindsets. To help employees improve their innovation-related skills and provide them with a deep understanding of the benefits of innovation, we highly recommend the following innovation skills training program. To begin with, this training module is designed to guide employees to think outside the box and encourage them to look for new solutions and opportunities. Through case studies, team activities, and creative games, employees will learn how to drive innovation, challenge the status quo, and stay agile in an ever-changing marketplace. Design thinking is then a user-centered approach that helps employees better understand user needs and deliver innovative solutions. In this training, employees will learn how to apply the principles of design thinking, such as empathy, definition, ideation, prototyping, and testing, to drive innovative product and service development. Innovation often stems from collisions and collaborations between talented people from different backgrounds and areas of expertise. By training employees to collaborate in cross-functional teams, they will be able to look at problems from different perspectives and bring together diverse ideas and viewpoints, thus facilitating innovation to happen. Additionally, leaders play a key role in their organizations in driving a culture of innovation. In this training, employees will learn how to foster a culture of innovation, inspire teams to innovate, and effectively manage the entire process of an innovation program.

By analyzing examples of innovation from different industries, employees will learn about the positive impact of innovation on business growth. This will help them realize that innovation is not just a skill, but a strategic choice that can bring sustained competitive advantage to an organization. Employees need to feel positively incentivized to innovate in order to participate more actively in the organizational innovation process. This training will explore how to create innovation incentives and rewards to encourage employees to come up with new ideas, try new approaches, and achieve results in the innovation process. Through this comprehensive innovation skills training program, employees will be able to improve their innovation-related skills in a holistic manner so that they can be more flexible and creative in meeting challenges in their daily work. In addition, they will gain a deeper understanding of the value of innovation to the organization, so they will be more motivated to engage in the practice of innovation and drive the company's continued success.

4.3 Establishing Support Systems

In the fast-moving business environment of modern times, innovation is no longer just a buzzword, but a necessity for survival and growth. Organizations that foster a culture of innovation are better able to meet the challenges of a dynamic world and seize new opportunities. However, innovation is not a one-person endeavor. It thrives when employees are guided and supported throughout the innovation journey. In order to achieve this, it is critical to establish support mechanisms such as innovation councils, mentors, and change champions. Establishing innovation committees within an organization is at the heart of the innovation journey. These committees are made up of individuals from a variety of backgrounds and departments, each bringing their own unique perspective and expertise to the table. Their primary responsibility is to identify, evaluate and prioritize innovative ideas and projects. One of the main strengths of the Innovation Committees is their ability to foster cross-functional collaboration. They bridge the gap between departments and encourage employees to work together to develop innovative solutions. By doing so, innovation committees break down silos and ensure that the organization's innovation efforts are not limited to specific departments or teams. In addition, innovation councils act as idea filters, ensuring that resources are allocated to projects with the greatest potential for success. They provide a structured framework for assessing feasibility, impact and alignment with the organization's strategic objectives.

Guiding employees through the complex process of innovation plays a key role. Experienced mentors are invaluable guides, providing insights, advice, and support to those embarking on an innovation journey. They provide a safe space for employees to discuss their ideas, concerns, and

challenges. Mentors can also help employees navigate innovation by providing guidance, feedback, and support (Kåks et al., 2022).

Mentors bring a wealth of knowledge and experience to help participants avoid common pitfalls and make informed decisions. They can share their own experiences of overcoming obstacles and offer practical solutions to the barriers innovation often encounters. In addition, mentorship programs create a sense of community and a culture of learning within an organization. Employees with access to mentors are more likely to feel supported and empowered to take risks and pursue innovative projects.

Change advocates are the promoters of innovation within an organization. They play a key role in driving the adoption of innovative ideas and practices. Change advocates are passionate individuals who believe in the potential of innovation to positively transform organizations. These change advocates act as catalysts for change, inspiring their colleagues and peers to embrace innovation. They communicate the benefits of innovation, address resistance, and actively promote a culture of experimentation and adaptation. Change champions also act as role models, demonstrating a commitment to innovation through their actions and behaviors. Their enthusiasm and dedication are contagious, influencing others to follow suit. When innovation committees, mentors, and change champions work in harmony, their collective impact on an organization's innovation culture is profound. The Innovation Council provides the structure and direction needed to effectively channel creativity. Mentors provide guidance and wisdom to those exploring the realm of innovation. Change champions galvanize the enthusiasm and motivation needed to drive innovation adoption.

These support mechanisms work together to create a whole innovation ecosystem within the organization. They encourage employees to explore their creative potential, take calculated risks, and contribute to the growth and resilience of the organization. Moreover, they ensure that innovation is not an isolated endeavor, but a shared responsibility across the organization.

Overall, the establishment of support mechanisms such as innovation committees, mentors, and change advocates is critical for organizations committed to fostering a culture of innovation. These mechanisms provide the guidance, support, and advocacy needed to enhance the innovation journey of employees. As organizations continue to face unprecedented challenges and opportunities, investing in these support structures is a strategic imperative that can drive long-term success and competitiveness. By fostering innovation at all levels, organizations can innovate with purpose and thrive in an ever-changing world.

5.0 CONCLUSION

Innovation is the lifeblood of progress, yet it faces an elusive adversary in the form of resistance. This research set out to unravel the intricacies of innovation resistance by analyzing its underlying psychological and behavioral drivers. Our literature review revealed that resistance stems from multiple sources including fear of change, reluctance to relinquish control, and ingrained cognitive biases. However, analysis is just the first step. The core mission of this research was to provide an actionable framework to overcome these barriers to innovation. Our proposed framework integrated strategies from change management and innovation management to provide a holistic approach. The initial phase focused on identifying resistance triggers through methodologies like surveys, interviews, and observations. This proactive approach provides organizations with tailored insights into the specific causes of resistance within their unique context. Armed with this understanding, they can respond with precision. As innovation progresses from conception to execution, our framework leverages change management principles to provide scaffolding. Communication, leadership support, and employee empowerment help mitigate resistance at each stage.

We outlined specific strategies to address concerns that may arise during idea generation, prototyping, implementation, and beyond. In addition to managing resistance, our framework emphasizes creating a culture that values innovation. Leadership is crucial in inspiring teams and communicating a compelling vision. Fostering open communication ensures transparency and gives employees a voice. Ongoing training and development equip employees with the mindsets and skills to contribute innovations. Innovation committees, mentors, and change advocates provide guidance to

employees throughout their innovation journeys. Ultimately, this research underscores that innovation resistance is not an insurmountable barrier. By meticulously analyzing resistance triggers and executing strategies tailored to each phase, organizations can overcome obstacles to innovation. They can cultivate a culture where innovation is not resisted but readily embraced. Our integrated framework provides organizations with a roadmap to traverse the innovation landscape successfully despite the inevitability of resistance. The rewards of innovation are profound, but realizing them requires foresight and perseverance. This research aimed to provide organizations with clarity on the drivers of resistance and equip them with strategies to actively foster innovation's adoption. With concerted efforts to understand and address resistance proactively, organizations can unlock innovation's immense power to fuel growth and unlock new possibilities. They can transition resistance from a barrier to a gateway through which progress flourishes. Innovation has the potential to transform organizations and propel them into the future. It is our hope that the actionable framework presented in this research will enable organizations to fulfill this potential and continue pushing the boundaries of progress.

AUTHOR CONTRIBUTIONS

Xue, Z., Nor Saidi, M. N., Cheng, Y., Wu, W., & Cao, Y. contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

CONFLICT OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its submission and declare no conflict of interest on the manuscript.

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