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From Resistance to Readiness: The Impact of Leadership, Trust, and Communication in Change Management

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Abstract
In today's dynamic business environment, effective change management is critical for organizational sustainability and success. However, many change initiatives encounter significant resistance at the company level, leading to suboptimal outcomes. This conceptual paper explores the combined impact of leadership style, employee trust, and communication on company resistance to change. Drawing from Transformational Leadership Theory, Social Exchange Theory, and Organizational Justice Theory, the study proposes a holistic framework that integrates these three variables to better understand their interdependencies and influence on organizational resistance. The analysis highlights that transformational and supportive leadership styles, when complemented by high organizational trust and effective communication strategies, can significantly reduce company resistance. The paper further discusses the practical implications for organizational leaders, emphasizing the need for tailored strategies that align leadership behavior, trust-building efforts, and strategic communication practices to mitigate resistance and promote a cohesive and adaptable organizational culture. Future research should empirically validate this framework to enhance its applicability across different organizational contexts.

Keywords: Organization Change, Resistance to Change, Leadership Styles, Employee Trust, Change Communication

1. 1.0 Introduction

In today's rapidly evolving business landscape, organizations must continuously adapt to stay competitive and respond to external and internal pressures (Miceli et al., 2021). Whether driven by technological advancements, changing consumer preferences, or economic fluctuations, change is a constant element of organizational life. However, despite its inevitability, managing change successfully is a formidable challenge, with many initiatives failing to meet their objectives. Research shows that as many as 70% of change initiatives do not achieve their desired outcomes due to resistance across various levels of the organization (Gigliotti, 2019). Company resistance to change can manifest in multiple ways, such as collective opposition from departments, delays in implementation, and a lack of alignment between teams, which can severely hinder organizational progress (Hubbart, 2023). Understanding and mitigating resistance at the company level is therefore crucial for the success of any change initiative.

The role of leadership, employee trust, and communication in shaping company-wide responses to organizational change has been widely recognized. Leadership style is a key determinant of how change is perceived and accepted within the organization. Transformational leadership, which emphasizes support, inspiration, and collaboration, has been shown to significantly reduce company resistance to change by creating a sense of shared vision and purpose among employees and organizational units (Hamidianpour et al., 2016). In contrast, more autocratic or transactional leadership styles may exacerbate resistance by fostering a climate of fear, uncertainty, and misalignment among organizational members (Jones & Van de Ven, 2016). Similarly, trust in leadership, particularly in senior management and direct supervisors, is a critical factor in the success of change initiatives. High levels of trust within the company have been linked to greater collective commitment, reduced cynicism, and a higher degree of organizational acceptance of change (Lizar et al., 2018). Effective communication is also essential for managing perceptions and emotions at the organizational level during the change process. Clear, transparent, and consistent communication can foster organizational trust, reduce uncertainty, and promote company-wide cohesion (Jerab, 2024).

Problem Statement

Despite substantial research on the individual impacts of leadership style, employee trust, and communication on resistance to change, there remains a significant gap in understanding the combined influence of these factors on company resistance to change. Previous studies have typically focused on individual-level resistance, overlooking how these variables interact to shape resistance at the organizational level. For instance, while transformational leadership has been found to reduce resistance at the individual level, its effectiveness at mitigating company resistance is often contingent upon high levels of organizational trust and coordinated communication strategies across departments (Ahmed & Siddiqui, 2020). Similarly, communication strategies that are effective at reducing individual resistance may fail to address broader company resistance if trust within the organization is low or if leadership styles are not aligned with the communication approach (Lizar et al., 2018).

The failure to consider these variables in an integrated manner limits the ability of researchers and practitioners to develop comprehensive change management strategies. This lack of a holistic perspective is particularly problematic because company resistance to change is a multi-faceted phenomenon that cannot be fully understood through isolated factors. For example, a transformational leader may inspire one department, but if trust is low across other areas and communication is inconsistent, resistance may still emerge at the company level. Thus, there is a need to examine how leadership style, employee trust, and communication work together to influence company resistance to change, providing a more nuanced understanding of the drivers of resistance and strategies for its management.

Significance of the Study

The significance of this study lies in its potential to bridge the gap between theory and practice in managing company resistance to change. The findings will contribute to both academic literature and practical applications by offering a holistic framework for managing resistance at the organizational level. For academic researchers, the study will extend the existing body of knowledge by examining how leadership style, employee trust, and communication interact to shape company resistance to change. This integrated approach will challenge traditional, siloed perspectives on change resistance and highlight the importance of considering multiple, interacting variables at the company level.

From a practical perspective, the study's results will provide actionable insights for organizational leaders, change managers, and HR professionals. By identifying the most effective combinations of leadership styles, trust-building strategies, and communication practices, the study will help practitioners tailor their approaches to specific organizational contexts. For instance, the findings could guide leaders in choosing a leadership style that best suits the existing level of trust within the organization and in developing communication strategies that are coordinated across different units. Understanding these dynamics will enable organizations to design more effective change management interventions, reducing company resistance, enhancing cross-functional collaboration, and ultimately improving the likelihood of successful change implementation.

Moreover, the study will have broader implications for organizational culture and collective employee relations. By fostering a culture of trust, open communication, and supportive leadership at the company level, organizations can not only reduce resistance to change but also create a more resilient and adaptable workforce. This organizational resilience is particularly valuable in today's rapidly changing business environment, where the ability to implement change swiftly and effectively can be a key competitive advantage.

Hence, this paper aims to provide a comprehensive framework for understanding and managing company resistance to change by examining the combined influence of leadership style, employee trust, and communication at the organizational level. The insights generated from this study will be instrumental in helping organizations navigate change more effectively, thereby contributing to both the academic and practical domains of change management.

Research Objectives

The primary objective of this research is to examine the impact of leadership style, employee trust, and communication on company resistance to change. Specifically, the study aims to:

- RO1: To determine the impact of between different leadership styles (transformational, transactional, and autocratic) on company resistance to change.
- RO2: To Assess the role of employee trust impact on company resistance to change.
- RO3: To Investigate the impact of tole of communication on company resistance to change.
- RO4: To examine the combined influence of leadership style, employee trust, and role of communication on company resistance to change.
- RO5: To provide actionable insights and recommendations for reducing company resistance and enhancing the success of change initiatives.

Research Questions

The study is guided by the following research questions:

- RQ1: What is the impact of different leadership styles (transformational, transactional, and autocratic) on company resistance to change?
- RQ2: How does employee trust influence company resistance to change?
- RQ3: What is the impact of communication on company resistance to change?
- RQ4: How do leadership style, employee trust, and communication collectively influence company resistance to change?
- RQ5: What actionable insights and recommendations can be provided to reduce company resistance and enhance the success of change initiatives?

Conceptual Framework

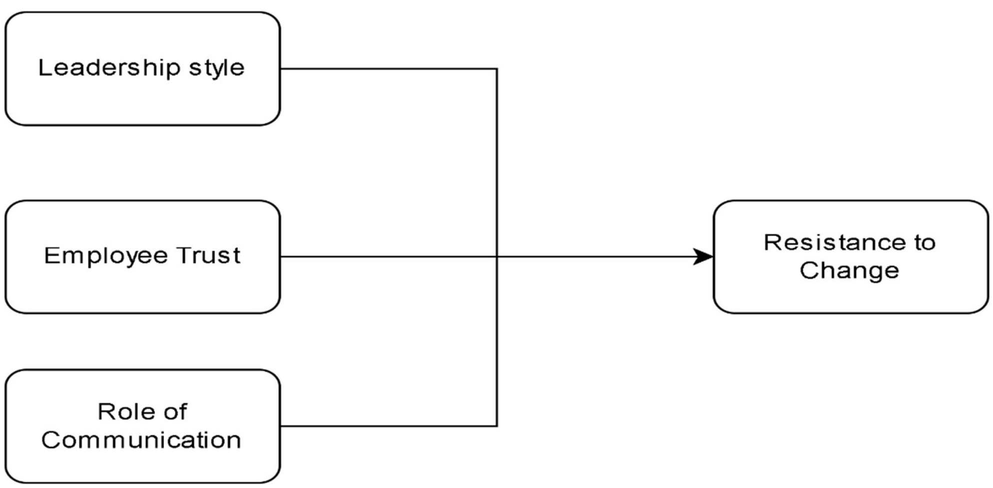

Figure 1: Conceptual Framework of the Study

2. 2.0 Literature Review

Company resistance to change has long been recognized as one of the most significant obstacles to successful organizational transformation. Various theoretical frameworks and empirical studies have sought to understand the underlying causes of company-wide resistance and strategies to manage it effectively (Oreg, 2006). The literature on change management points to several critical factors that influence company resistance, including leadership style, employee trust, and the role of communication. This literature review synthesizes existing research on these three key variables, highlighting their impact on company resistance to change and the interrelationships among them.

Leadership Style and Company Resistance to Change

Leadership style plays a crucial role in shaping how resistance is perceived and addressed at the organizational level. Transformational leadership, which emphasizes vision, inspiration, and support, has been consistently linked to reduced company resistance to change (Faupel et al., 2019). Transformational leaders are seen as change agents who inspire trust and commitment by articulating a clear vision, empowering employees, and fostering a positive and inclusive organizational environment (Lewa et al., 2022). Studies show that organizations led by transformational leaders experience lower levels of collective resistance as teams feel aligned with the shared vision and are more willing to support change initiatives (Men et al., 2020; Peng et al., 2021). Conversely, authoritarian leadership styles, characterized by rigid control and lack of employee involvement, tend to increase company resistance by creating an environment of fear, distrust, and fragmentation across departments (Ahmed & Siddiqui, 2020).

The impact of transactional leadership styles on company resistance is more nuanced. Transactional leaders, who focus on monitoring performance and rewarding compliance, may reduce short-term resistance by aligning organizational behaviors with top-down goals (Mendoza, 2023). However, such compliance is often superficial, and deeper resistance at the collective level may persist, potentially resurfacing later in the change process. This highlights the importance of adopting a flexible leadership approach that combines transformational and transactional elements depending on the stage of change and the unique needs of different organizational units.

Employee Trust and Company Resistance to Change

Trust is a fundamental element of organizational life that influences how different levels of the company respond to change. Trust in management and supervisors significantly shapes how employees and departments perceive and respond to change initiatives at the company level (Lizar et al., 2018). When organizational trust is high, employees are more likely to view change as legitimate, necessary, and beneficial, which reduces resistance at the collective level (Men et al., 2020). Conversely, low levels of trust can lead to organizational skepticism, fear, and resistance, undermining even the most well-designed change programs (Watts, 2022).

Trust at the company level is built over time through consistent actions that demonstrate competence, fairness, and integrity (Udomkit et al., 2020). Research shows that when employees perceive high levels of procedural justice—where processes are transparent and fair—organizational trust is enhanced, leading to greater acceptance of change (Wang & Kebede, 2020). This trust is further reinforced by effective communication strategies that convey transparency and openness across all organizational units (Men et al., 2020). The relationship between trust and company resistance is thus complex and mediated by factors such as leadership style and communication effectiveness. High organizational trust serves as a buffer against resistance, while low trust can exacerbate resistance across the company.

Role of Communication in Managing Company Resistance

Effective communication is widely regarded as a cornerstone of successful change management at the company level (Asikhia et al., 2021). The literature emphasizes that communication serves multiple roles in the change process which reduces uncertainty, clarifies the rationale for change, and aligns organizational expectations (Van, 2022,). Open, honest, and consistent communication has been shown to lower resistance by making employees and teams feel informed and involved in the change process (Lizar et al., 2018). Moreover, communication that emphasizes organizational justice and provides opportunities for feedback across all departments fosters a sense of fairness and trust, which are critical for minimizing company resistance (Wang & Kebede, 2020).

Research distinguishes between different types of communication—formal versus informal, top-down versus bottom-up—and their varying impacts on company resistance. Top-down communication, when not supplemented by employee and team input, can lead to feelings of exclusion and increase resistance at the organizational level (Lim, 2021). In contrast, communication strategies that include two-way dialogue, where employees and teams are encouraged to voice concerns and provide feedback, are more effective in reducing company resistance by promoting a sense of ownership and participation (Lizar et al., 2018).

Interrelationships Among Leadership, Trust, and Communication

The interrelationships among leadership style, organizational trust, and communication are critical for understanding company resistance to change. Transformational leaders who prioritize open communication and actively build trust at the company level are more successful in reducing resistance than those who focus solely on achieving compliance (Jones & Van de Ven, 2016). Organizational trust, in turn, enhances the effectiveness of communication by making employees and departments more receptive to messages from leaders (Qin et al., 2023). This suggests that trust acts as a mediator between leadership style and company resistance, while communication serves as a conduit through which trust and leadership influence company-wide resistance. The literature further suggests that the effectiveness of leadership and communication strategies is contingent upon the existing level of trust within the organization (Lizar et al., 2018). In high-trust environments, leaders can adopt a more directive approach without triggering company resistance, as organizational members are more likely to interpret directives as aligned with collective interests. In low-trust environments, however, leaders need to engage in more participative communication to build trust and mitigate resistance.

Theoretical Framework

The theoretical framework for understanding the impact of leadership style, employee trust, and communication on company resistance to change is grounded in multiple theories, including Social Exchange Theory, Transformational Leadership Theory, and Organizational Justice Theory. Social Exchange Theory posits that trust and communication create a reciprocal relationship between employees and leaders, where positive exchanges reduce company resistance by enhancing perceptions of fairness and support (Blau, 1964). Transformational Leadership Theory suggests that leaders who inspire and support organizational members create an emotional connection that fosters acceptance of change (Bass, 1985). Organizational Justice Theory, on the other hand, highlights the role of communication in shaping perceptions of fairness, which in turn influence company resistance (Greenberg, 1990).

In summary, the literature highlights the critical role of leadership style, organizational trust, and communication in managing company resistance to change. While each of these factors has a significant impact on company resistance independently, their interrelationships suggest that a holistic approach is needed to address the complexities of change management effectively. By integrating these three variables, organizations can develop more nuanced strategies that account for the diverse factors influencing company resistance, thereby increasing the likelihood of successful change implementation. This study builds on the existing literature to provide a comprehensive framework for understanding and mitigating company resistance to change in organizational settings.

3. 3.0 Research Methodology

The methodology section will outline the research design, population and sampling, data collection methods, and analysis techniques that will be used to examine the impact of leadership style, employee trust, and communication on company resistance to change. Given the empirical nature of this study, a quantitative research approach will be adopted to test the proposed relationships among the variables. A survey-based methodology will be employed, using structured questionnaires to gather data from employees across various organizational contexts. This approach will be suitable for capturing collective perceptions and behaviors regarding organizational change and will allow for generalizable findings at the company level (Agneessens, 2022).

The study will utilize a cross-sectional quantitative research design to investigate the effects of leadership style, employee trust, and communication on company resistance to change. Cross-sectional designs will be appropriate for analyzing relationships between variables at a single point in time, enabling the identification of patterns and correlations among the variables. This research will employ correlational analysis to assess the strength and direction of the relationships between the independent variables (leadership style, employee trust, and communication) and the dependent variable (company resistance to change). Structural equation modeling

(SEM) will be used to test the hypothesized model and identify the direct and indirect effects of the variables.

The target population for this study will include employees from medium-sized and large organizations undergoing strategic change initiatives in the manufacturing, service, and technology sectors. These sectors will be selected due to their varying rates of change and unique organizational cultures, which will provide a rich context for examining the factors influencing company resistance to change. To ensure diversity and capture a range of experiences, the sample will include employees at different hierarchical levels such as managers, supervisors, and non-managerial staff. Departments level could be operations, human resources, and finance. A stratified random sampling technique will be used to select participants from a pool of organizations that meet the inclusion criteria. Stratification will ensure that subgroups within the population like different departments and levels of seniority are adequately represented, enhancing the generalizability of the findings. A minimum sample size of 300 respondents will be targeted, based on recommendations for SEM, which suggest a sample size of 10 respondents per parameter estimated (Cheah, 2023). This sample size is expected to provide sufficient statistical power for testing the hypothesized relationships.

Data will be collected using a structured questionnaire consisting of closed-ended questions measured on a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The questionnaire will be divided into four main sections. The demographics section will gather information on respondents' age, gender, educational background, job role, and years of experience. The leadership style section will use items adapted from the Multifactor Leadership Questionnaire (MLQ) to assess transformational, transactional, and autocratic leadership styles (Batista, 2021). Sample items will include “My leader encourages employees to contribute ideas during change initiatives” (transformational) and “My leader relies on rewards and punishments to ensure compliance” (transactional). Employee trust will be measured using items adapted from the Organizational Trust Inventory (OTI), which captures trust in management and trust in immediate supervisors (Kask, 2021). Example items will include “I believe that my manager has my best interests in mind during organizational changes.” The communication section will assess communication practices related to change management, using items adapted from the Change Communication Questionnaire (CCQ), focusing on transparency, frequency, and inclusiveness of communication. A sample item will be “Change initiatives are communicated to employees in a timely and transparent manner.” Company resistance to change will be measured using items adapted from Oreg’s (2006) Resistance to Change Scale, which will include statements such as “I feel uneasy about the changes being implemented in my organization” and “I am willing to support the change initiatives at the organizational level.” Before the full-scale data collection, a pilot test will be conducted with 30 respondents to ensure clarity and reliability of the survey items. Based on feedback, minor adjustments will be made to refine the questionnaire.

The collected data will be analyzed using SPSS for descriptive statistics and AMOS for structural equation modeling (SEM). The analysis will proceed in several steps. Descriptive statistics (mean, standard deviation, and frequency distribution) will be used to summarize the demographic characteristics of the sample and provide an overview of the responses to each variable. Cronbach’s alpha coefficients will be calculated for each construct to assess internal consistency, with a threshold of 0.70 indicating acceptable reliability. Construct validity will be evaluated using confirmatory factor analysis (CFA) to ensure that the measurement items accurately reflect the underlying constructs. Pearson’s correlation coefficients will be computed to examine the strength and direction of the relationships between leadership style, employee trust, communication, and company resistance to change. Structural equation modeling (SEM) will then be used to test the hypothesized model and analyze the direct and indirect effects of leadership style, employee trust, and communication on company resistance to change. The model fit will be assessed using standard fit indices such as the Chi-square statistic, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA). A good model fit will be indicated by CFI and TLI values above 0.90 and RMSEA values below 0.08 (Byrne, 2016). Mediation analysis will be conducted to examine whether employee trust mediates the relationship between leadership style and company resistance to change. Similarly, moderation analysis will be used to test whether communication moderates the relationship between employee trust and company resistance. The PROCESS macro for SPSS will be employed for these analyses.

Ethical considerations will be addressed to ensure the protection of respondents' rights and well-being. Informed consent will be obtained from all participants, and they will be assured of the confidentiality and anonymity of their responses. Participation will be voluntary, and respondents will have the right to withdraw from the study at any time without penalty. The study will also undergo review and approval by the university's ethics committee before data collection begins.

While this study seeks to provide a comprehensive understanding of the factors influencing company resistance to change, several limitations should be noted. First, the cross-sectional design will limit the ability to infer causal relationships. Longitudinal studies would be more appropriate for examining how these variables evolve over time. Second, the use of self-reported data may introduce bias, as respondents may provide socially desirable answers. Future research could incorporate multiple data sources, such as interviews or archival data, to validate the findings.

The methodology outlined above will provide a structured approach to examining the impact of leadership style, employee trust, and communication on company resistance to change. By employing a quantitative research design, rigorous data collection methods, and advanced statistical techniques, the study aims to generate robust and generalizable insights that can inform both theory and practice in the field of change management.

4. 4.0 Discussion

This paper proposes a conceptual framework to understand the impact of leadership style, employee trust, and communication on company resistance to change. By integrating various theoretical perspectives such as Transformational Leadership Theory, Social Exchange Theory, and Organizational Justice Theory, the framework offers a comprehensive view of the interdependencies among these variables and their influence on company resistance. The discussion here aims to explore the theoretical contributions and potential practical applications of the proposed model, while also highlighting its implications for future empirical research.

Theoretical Implications

The proposed conceptual framework makes a significant theoretical contribution by integrating multiple perspectives on change management to examine company resistance holistically. Previous studies have often focused on singular aspects, such as leadership or communication, without considering how these factors interact to influence resistance at the company level. This paper addresses that gap by incorporating employee trust as a mediating variable and communication as a moderating variable, thereby providing a more nuanced understanding of company resistance.

Transformational Leadership Theory serves as the foundation for understanding the role of leadership in shaping an organization's collective response to change. Transformational leaders are expected to reduce company resistance through supportive and empowering behaviors that build trust and create a shared vision for change. Social Exchange Theory complements this by explaining the mediating role of trust in the leader-follower relationship. When leaders demonstrate consistency, fairness, and integrity, organizational members reciprocate with positive attitudes, reducing the overall inclination to resist change. Finally, Organizational Justice Theory helps position communication as a critical factor in moderating the trust-resistance relationship. The framework suggests that when communication is transparent and inclusive, it enhances perceptions of fairness and strengthens the negative association between trust and company resistance.

The conceptual model also introduces Leader-Member Exchange (LMX) Theory to explain how high-quality relationships between leaders and employees can lower company resistance by fostering mutual respect and open communication across departments. This integrative approach not only advances the theoretical understanding of company resistance to change but also provides a solid foundation for future empirical studies to validate and refine these relationships at the organizational level.

Practical Implications

Although the proposed framework is theoretical, it has practical implications for organizational leaders and change agents. By understanding how leadership styles, trust, and communication interact at the company level, leaders can design more effective change management strategies. For example, the framework suggests that transformational leadership, characterized by empathy, motivation, and vision-sharing, is likely to be more effective in reducing company resistance than transactional or autocratic styles. Leaders can adopt behaviors that build trust and engage departments and teams in the change process, thereby minimizing company resistance and enhancing overall change readiness.

Furthermore, the framework emphasizes the importance of trust-building and strategic communication throughout the organization during the change process. Leaders should focus on establishing a high-trust environment by being transparent, consistent, and fair in their interactions with all levels of the company. Communication should not be limited to top-down directives but should involve two-way dialogue that allows different units and teams to voice concerns and contribute ideas. This participative communication style not only reduces uncertainty and anxiety but also fosters a sense of ownership, making the entire organization more likely to support change initiatives.

The practical value of this framework lies in its ability to provide a structured approach to diagnosing and addressing company resistance. Change agents can use the model to assess the levels of organizational trust, the type of leadership styles in place, and the effectiveness of communication strategies across the company. Based on these assessments, they can tailor their interventions to specific organizational contexts, ensuring that all three factors are aligned to promote smoother company-wide change implementation.

Managerial Implications

The proposed conceptual framework has significant implications for managers and change leaders. Understanding the interplay between leadership style, employee trust, and communication can help managers tailor their approaches to minimize company resistance and foster a supportive environment for organizational change. First, managers should prioritize adopting transformational and supportive leadership styles during change initiatives. Transformational leadership, characterized by a clear vision, individualized support, and motivational behaviors, can inspire trust and commitment among organizational members, making them more open to change. Supportive leadership, which emphasizes empathy and personal engagement, can further reduce company resistance by addressing employees' collective emotional concerns and creating a safe space for organizational dialogue.

Second, building and maintaining high levels of trust across the organization should be a strategic priority during change initiatives. Trust can be enhanced through actions that demonstrate fairness, consistency, and transparency. Managers should communicate change decisions openly, involve different organizational units in the planning and implementation process, and show genuine concern for their collective well-being. Trust-building practices, such as regular feedback sessions and transparent decision-making processes, will mitigate negative reactions and create a positive perception of leadership.

Third, the framework underscores the importance of strategic communication in managing company resistance. Communication should not merely serve to inform organizational members about changes but should be used to engage them actively. By adopting a two-way communication strategy, leaders can encourage employees to express their concerns and provide input, thereby reducing uncertainty and building a sense of organizational ownership. Additionally, communicating the rationale behind change initiatives and highlighting the expected benefits can align employees’ perceptions with organizational goals, further reducing company resistance.

Lastly, managers should pay attention to the quality of leader-member relationships (as suggested by the Leader-Member Exchange Theory), as these relationships significantly influence trust and openness to change across different units. High-quality exchanges, characterized by mutual respect, frequent interactions, and personalized support, can reduce company resistance by making employees feel valued and supported. Therefore, managers should strive to cultivate strong, positive relationships with their teams to facilitate smoother transitions during change.

Limitations and Future Research Directions

Although this conceptual paper offers a robust framework for understanding company resistance to change, several limitations must be acknowledged. First, the relationships proposed in the framework are grounded in theoretical reasoning and prior research but have not been empirically tested in this study. This limits the ability to draw concrete conclusions about the strength and direction of the relationships among leadership style, employee trust, communication, and company resistance. Future research should empirically test these propositions using quantitative or qualitative methods to validate the proposed framework.

Second, the framework primarily focuses on transformational, transactional, and supportive leadership styles. It does not consider other potentially relevant styles, such as servant leadership, ethical leadership, or authentic leadership, which may also influence company resistance to change. Future research could explore how these additional leadership styles interact with trust and communication to impact resistance at the organizational level.

Third, this study conceptualizes employee trust and communication as the primary mediating and moderating factors but does not account for other contextual variables such as organizational culture, employee personality traits, or the type of change being implemented (e.g., incremental vs. transformational). Examining these variables could provide a deeper understanding of how contextual factors shape company resistance dynamics.

Finally, the cross-sectional nature of the proposed framework suggests that it captures a snapshot in time rather than the dynamic evolution of company resistance during change processes. Longitudinal studies could offer more nuanced insights into how trust, leadership style, and communication evolve over the different phases of change. By studying these variables over time, future research could identify critical points when interventions are most effective in reducing company resistance.

5. 5.0 Conclusion

This conceptual paper proposes an integrative framework that highlights the critical roles of leadership style, employee trust, and communication in shaping company resistance to change. By synthesizing multiple theoretical perspectives, the framework provides a comprehensive understanding of how these variables interact to influence resistance at the company level. Transformational and supportive leadership styles are expected to reduce company resistance by fostering trust and using transparent, inclusive communication strategies. Trust is positioned as a mediating variable that enhances the impact of leadership on resistance, while communication serves as a moderator that strengthens the relationship between trust and resistance.

The proposed framework has practical implications for managers, who can use it as a guide to design more effective change management strategies. By adopting appropriate leadership behaviors, building trust, and using strategic communication, managers can reduce company resistance and create a more change-ready organizational culture. Future research should focus on empirically testing the framework to validate its propositions and explore additional contextual variables that may influence the relationships. Despite its limitations, this paper provides a valuable foundation for understanding company resistance to change and offers actionable insights for both researchers and practitioners.

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