

The Change Challenge: Understanding Resistance in China's Public Sector Tobacco Industry

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ABSTRACT

Organizational resilience and readiness to change are crucial for survival in today's turbulent business environment. Known as the "world's factory," China has the highest GDP in Asia and is the second largest economy globally. However, limited theoretical understanding exists regarding the mechanisms and strategies addressing resistance to change (RTC) in China. This conceptual paper aims to explore the antecedents of RTC among employees in the public sector. A review of the literature identifies organizational factors such as leader-member exchange, organizational justice, and organizational climate as influencing RTC, mediated by trust in management. The paper proposes a theoretical framework integrating Fairness Heuristic Theory and the Theory of Interpersonal Behavior to examine these factors. It suggests the need for further empirical research on RTC in China's public sector, derived from this framework, to gain deeper insights into resistance to change across various contexts.

Keywords: Resistance to Change, Leader-Member Exchange, Organizational Justice, Organizational Climate, Trust in Management

INTRODUCTION

Organizational resilience and readiness to change are vital for survival in today's turbulent business environment. Numerous economic success stories have emerged as a result of embracing change. For instance, increased fiscal decentralization has enhanced economic globalization in seven highly decentralized countries, including Brazil, South Africa, Canada, Germany, Japan, the UK, and the USA (Chi, Muhammad, Khan, Z., Ali, & Li, 2021). Other examples include the integration of the crayfish-rice system in China's agriculture (Jiang & Cao, 2021), the adoption of a circular economy in Australia (Sohal & De Vass, 2022), and the creation of artificial rivers in the Netherlands (De Jong, Veldwisch, Melsen, & Boelens, 2024). Change is essential across various business activities to strengthen national economic growth.

Often referred to as the "world's factory," China has the highest gross domestic product (GDP) in Asia and is the second largest economy globally (FocusEconomics, 2024). China's influence and expansion around the world are very impressive (Yuan & Zhang, 2020) as a result of public-private partnership and transformations (Cheng, Wang, Xiong, Zhu, & Cheng, 2021). However, this rapid development has also introduced substantial challenges (Naz, Jamshed, Nisar, & Nasir, 2023). Despite these challenges, China has demonstrated a resolute commitment to achieving financial stability through continuous industrial restructuring (Zhang & Dilanchiev, 2022). Nevertheless, there remains a limited theoretical understanding of the mechanisms and strategies employed to address resistance to change within the country.

Recently, China has initiated a digital government transformation (DGT), leveraging information and

communication technologies (ICT) to reshape governance systems and enhance capabilities (Yang, Ran, Chen, & Zhang, 2024). This transformation has become an essential strategic choice for governments seeking to improve service delivery. In this context, the digital economy and artificial intelligence are central goals of organizational change initiatives and human resource planning in China (Budhwar, Malik, De Silva, & Thevisuthan, 2022; Mhlanga, 2022; Lund & Wang, 2023). However, Yang et al. (2024) argue that the digital transformation of the public sector in China remains underexplored. This article has therefore been developed to address these gaps in the literature.

Resistance to Change

Resistance to change is a common phenomenon which opposed the change effort, it alludes to the employees' unfavorable behavior during the organizational transformational process (Li, Sun, Tao, & Lee, 2021; Tanner, 2023). Based on past data, resistance to change accounts for 70% of failed organizational change (Alasadi & Askary, 2014; Buick et al., 2015; Hughes, 2016). It is uncommon for organizations to successfully execute changes in line with anticipated plans, as stated by Vakola and Petrou (2018). Kurt Lewin first introduced the idea of employee resistance to change in his 1940s (Bernard Burnes & Bargal, 2017). According to Lewin (1947) opposition to change will continue as long as managers and staff cannot agree on how to get to the desired result. In the 1950s and 1960s, the idea of resistance to change gained popularity, and it has since been widely regarded as a necessary component of the procedure of change. There are numerous definitions and variations of organizational resistance to change in the current scholarly literature. For example, Dent and Goldberg (1999) believed resistance to change is an expression frequently used to indicate a negative change-related problem. Furxhi (2021) defined employee resistance to change is thought to be an adverse mindset towards change. While Piderit (2000) proposed that resistance to change is a multi-dimensional concept, which needs to expound employees' ambivalence towards change from multiple perspectives.

Piderit noted existing some conceptualizations of resistance to change, namely, cognitive resistance to change manifested by thinking mode or lack of preparation (Achilles A Armenakis, Harris, & Mossholder, 1993), refusal to adapt to change through actions (Coch & French, 1948), and defensive habits that are a manifestation of anxiety or emotional instability (Argyris & Schon, 1978). Therefore, Piderit proposed a concept of resistance to change, which is composed of three primary components: affective, cognitive, and behavioral. The cognitive component pertains to the employees' evaluation of the value and potential advantages of the change, the affective component to both favorable and adverse feelings associated with particular changes, and the behavioral component to the employees' motives to oppose the change or to use negative language against the change (Oreg, 2006).

The limitations of the previous concepts were compensated for by Piderit's (2000) multidimensional notion, which may help to explain the inconsistent emotive, cognitive, and behavioral resistance to change among individuals. Although they may not exhibit strong resistance behaviors, such personnel may oppose change affectively and cognitively. This viewpoint's confirmed by Guerras and Navas (2015), individuals showed resistance to change in a variety of methods, including overt (e.g., sabotage, labor disputes, or strikes), and covert (e.g., deceit, low motivation, and lack of trust in the company) (Robbins, Sanghi, & Judge, 2009). In other words, employees may agree to organizational changes but not take active supportive action. Furthermore, according to Oreg (2006), the cognitive and emotive aspects of resistance are linked to anticipated benefits and job security as a result of change.

THEORETICAL PREMISE

This study integrates Fairness Heuristic Theory (FHT) and the Theory of Interpersonal Behavior (TIB) to offer a deeper insight into resistance to change in digital government transformation (DGT) among employees in China's public sector.

Fairness Heuristic Theory

Lind and MacCoun (1992) were the first to suggest the fairness heuristic theory (FHT), while Lind, Kulik, Ambrose, and Park (1993) were the first to publish it. FHT posits that people use their "judgements of fairness" to make a heuristic decision about trusting others (e.g., trust in management) before choosing an acceptable level of engagement in groups, organizations, and institutions (Lind, Kray, & Thompson, 2001; Lind, 2018). People make justice judgements based on a variety of considerations to make sure they make choices that ultimately result in cooperative behavior. Justice judgements are thought of as a proxy for interpersonal trust, directing people to behave cooperatively in social situations, including within an organization (Lind, 2001; Van den Bos, Wilke, & Lind, 1998). This theory aligns with Confucian values, which emphasize fairness and trust as key foundations before adapting to new changes (Wang, Sun, Hon, & Zhu, 2024).

According to FHT, people utilize cues related to justice (such as organizational culture, leadership, and procedural) to assess the justice of encounters or circumstances when confronted with ambiguity or insufficient information. People by applying these fairness heuristics to make decisions fast and effectively in order to build trust, ultimately directing social interactions and individual behavior (Lind, 2018). In other words, fairness information can act as a heuristic proxy for determining whether or not to trust authorities when people are aware that ambiguity exists (Van Den Bos, 2001; Van den Bos et al., 1998). Therefore, while determining how to assess outcomes that originate from authority, justice serves as a heuristic substitute for explicit trust information.

A key tenet of the FHT is that people make decisions about their willingness to collaborate with authority (i.e., accept changes) based on their views of fairness. Employees will exhibit good attitudes and behaviors when they receive equitable treatment (Kebede & Wang, 2022). Van den Bos (2001) and Lind (2001) claim that people utilize justice as a stand-in for trust because it is hard to observe the legitimacy of power. Authority demonstrates a propensity to treat subordinates fairly, which reflects managers' desire to keep positive working relationships with them. According to Newman, Fast, and Harmon (2020), this relationship can enable leaders and subordinates to build a high-quality LMX, which benefits organizational members and fosters trust in authority.

This theory explains the connection between resistance to change, trust in management and organizational factors (LMX, organizational fairness, and organizational climate), as well as trust in management as a mediator in this relationship. Because organizational change is inherently uncertain, ambiguous, and prone to failure (Newman, Round, Wang, & Mount, 2020; Rafferty & Griffin, 2006), employees will assess a variety of justice experiences (e.g., LMX, organizational justice, climate) in order to determine their attitudes and behaviors in the workplace (Ambrose & Schminke, 2009). Additionally, by generating overall justice judgements, people were able to determine if authorities were trustworthy during the execution of the change and whether they supported or blocked it (Jacobs & Keegan, 2018; Thibaut & Kelley, 1959).

Theory of Interpersonal Behavior

The theory of interpersonal behavior (TIB) was first forth by Triandis in 1977. TIB suggests that people frequently consider their own feelings, which are typically impacted by external as well as internal factors, in addition to the perceived characteristics of the circumstance while making decisions (White, Habib, & Hardisty, 2019; Jackson, 2005; Triandis, 1979). According to Robinson (2010), TIB is of significance because external circumstances (facilitating conditions) are taken into account as the behavior's premise.

Based on Triandis (1979), TIB indicated more objective facilitating conditions that either help or hinder behavior, it makes the assumption that a person's habit and other facilitating conditions can either help or hinder them from performing a specific behavior. Osbourne and Clarke (2008) defined habits as the frequency with which a person has previously engaged in a specific behavior. The ability of the individual to perform the behavior, their level of arousal to perform the act, and their understanding of how to perform the target behavior

are all considered facilitating conditions. He added that facilitating conditions primarily apply to any environmental factors, such as a supportive work environment or an equitable allocation of resources, that make a specific behavior simple to carry out.

Additionally, the TIB highlights that facilitating conditions require beliefs regarding the "presence or absence of necessary resources and opportunities" (i.e., enabling resources) (Ajzen & Madden, 1986; Ajzen, 1991). According to the theory, for a person to successfully carry out a behavior, the external setting should encourage them to do so that is, it must arouse them to carry out the behavior. Due to external conditions are a significant factor affecting behavior (Triandis, 1979). People may aim to satisfy their own wants in this external context (Daramy-Williams, Anable, & Grant-Muller, 2019).

Therefore, complex behaviors that may be impacted by social and physical surroundings can be effectively explained by the TIB (Betts, Setterstrom, Pearson, & Totty, 2014; Maticka-Tyndale, Herold, & Mewhinney, 1998). TIB also offers a more thorough explanation of how people's intentions and actions are influenced by their surroundings. However, further research is needed to determine the external factors influence that encourage particular behaviors. Araujo and Premeau (2008) pointed out that in the absence of precise guidelines, the researchers could be left to define these variables (external facilitating conditions) operationally. Also, Pee, Woon, and Kankanhalli (2008) believed the theory of interpersonal behavior is hence adaptable enough to encompass a variety of situations.

The idea of resistance to change, especially in organizational contexts, was linked to the theory of interpersonal behavior. According to TIB, people typically assign behaviors to either external (situational) or internal (personal) reasons, when organizational change takes place, people may oppose it and blame it on external factors like organizational factors (LMX, organizational justice, and organizational climate) if they feel the change is being forced upon them without their knowledge. these elements either help or hinder the adoption of changing behavior Triandis (1979). Hence, in order to explain how external factors affect the willingness to adopt organizational change behavior, this study employs Triandis' (1979) TIB as a theoretical foundation.

Van den Bos (2001) and Lind (2001) proposed through fairness heuristic theory (FHT) that in the absence of evidence to trust managers, the employee uses perceptions of justice judgment to accept any new organizational changes. Employees' willingness to accept organizational changes according to theory of interpersonal behavior (TIB) by Triandis (1979) depends on external factors, such as organizational factors (LMX, organizational justice, and organizational climate). The above two theories explain the relationship between organizational factors (LMX, organizational justice, and organizational climate), trust in management and resistance to change. Therefore, this study proposes the following theoretical framework:

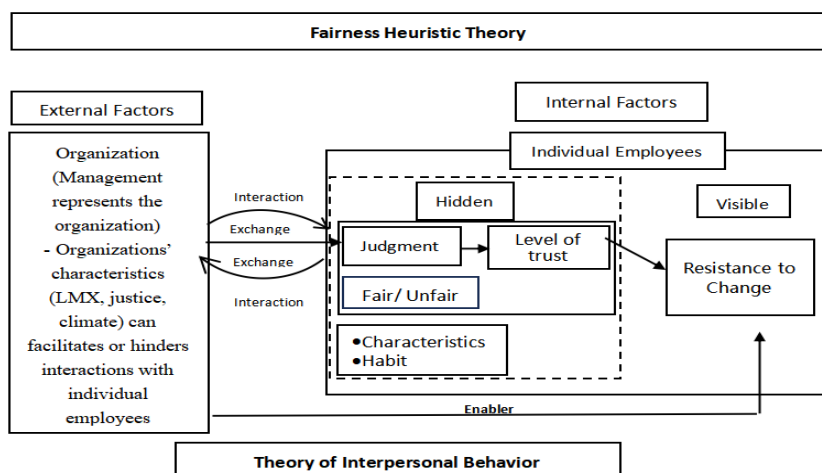


Figure1: Theoretical Framework

Furthermore, resistance to change is also characterized by both explicit and implicit resistance. Appelbaum, Degbe, MacDonald, and Nguyen-Quang (2015) found resistance is not always evident, instead of publicly protesting and objecting to change, employees may use other means to voice their disapproval of organizational change plans. One example is employees frequently fail to actively support or encourage change efforts (Giangreco & Peccei, 2005). Compared to explicit resistance such as strikes, labor conflicts, sabotage, or work defects, implicit resistance is hard to detect and more dangerous. Therefore, change managers should identify the factors influencing resistance, and modify their strategies accordingly to lower the likelihood of resistance to change and eventually facilitate organizational change.

Previous research has demonstrated that several organizational factors might contribute to lowering employees' resistance to change. Such as change atmosphere (e.g., Papademetriou, Anastasiadou, Ragazou, Garefalakis, & Belias, 2023); information (e.g., Heath, Porter, & Dunegan, 2020); the quality of communication and participation (e.g., Amarantou, Kazakopoulou, Chatzoudes, & Chatzoglou, 2018). Meanwhile, organizational justice was considered that could lessen change resistance (AlDossari, 2016; Lewin, 1951), because employee's perception of organizational justice has a key role in encouraging them to take beneficial steps towards organizational change.

ORGANIZATIONAL FACTORS, TRUST IN MANAGEMENT AND RESISTANCE TO CHANGE

Organizational Factors and Resistance to Change

LMX and Resistance to change The quality of an employee's relationship with their superior is referred to as leader-member exchange (LMX) (Graen & Cashman, 1975). The primary idea behind LMX, which was first put forth by Graen and Dansereau in 1972, is that leaders and their followers or members form two kinds of relationships: high-quality LMX and low-quality LMX. According to previous research, a high quality of LMX can interchange more valuable resources, including knowledge, promotion, and rewording (Bass, 1990). As demonstrated by Liao and Hui (2019) effective coalition building can significantly affect the effectiveness of organizational change, because high-quality LMX can convert resources into positive outcomes more effectively than any one person could on their own. Additionally, several pieces of empirical research have demonstrated that LMX can help lessen individual resistance to change. According to a study by Rehman et al. (2021), LMX significantly and negatively affects resistance to change in Pakistan's banking sector. Samal & Chatterjee (2022) also demonstrated a negative correlation between LMX quality and M&A staff's individual RTC. Hence, LMX is an important antecedent of resistance to change among employees.

Organizational justice and Resistance to change In the view of Greenberg (1987), an individual's impression of fairness in an organizational setting is what constitutes organizational justice. According to earlier studies on justice, one of the key elements affecting employee's willingness to embrace change is organizational justice (Michel, Stegmaier, & Sonntag, 2010). According to Colquitt's (2001) definition of organizational justice includes distributive justice, procedural justice, interpersonal justice and information justice, namely employees' equitable assessment of the outcomes of resource distribution and procedures, interpersonal interactions, and information sharing pertaining to individual interests within an organization is known as organizational justice. A finding by Croonen (2010) and Kebede and Wang (2022), perception of injustice is a significant factor of resistance to strategic change in the organization, and resistance to organizational change increases with the severity of injustice (Kernan & Hanges, 2002). In line with Lewin (1951), he thought organizational justice was a crucial component in the early stages of change, which can lessen resistance and aid in the successful implementation of the change. Similarly, some evidence suggested that resistance to change is significantly and negatively impacted by organizational justice (Lizar et al., 2019; Saruhan, 2014; Shah, 2011).

Organizational climate and Resistance to change Researchers began adopting the phrase "organizational climate" in the 1950s (Argyris, 1958). Various definitions of organizational climate have been developed by academicians based on numerous viewpoints. According to Schneider, Ehrhart, and MacEy (2013) and Randhawa and Kaur (2014), organizational climate is the perception and experiences that members of the

organization have of the organizational environment in which they are situated. In addition, the elements of organizational climate can be divided according to different research purposes (Schneider, 1990). For instance, Patterscon et al. (2005) proposed an organizational climate measurement (OCM) that can be used in organizational change research, they proposed segmenting the organizational climate into four quadrants: internal processes, open systems, human relations, and rational goals.

Given prior studies, the way individuals act and behave inside an organization can be influenced by the organizational climate (Litwin & Stringer, 1968; Pritchard & Karasick, 1973; Randhawa & Kaur, 2014). This is owed to the fact that an organization's climate can influence the attitudes, actions, and patterns of interpersonal relationships among its members (Denison, 1996; Salancik & Pfeffer, 1978). Shi, Gao, and Xu (2012) indicated employee excitement for change may wane under an unfavorable organizational climate. Besides, Cuadra-Peralta, Veloso-Besio, Iribaren, and Pinto (2017) discovered a climate that was unsuitable for organizational development at the organizational level was an indicator of resistance to change. Recent research by Kuen, Lum, and Kim' (2023) confirmed enhancing organizational climate could lessen resistance behavior.

Based on the above discussion, this study hypothesized that:

H1a: There is a significantly negative relationship between LMX and employee resistance to change.

H1b: There is a significantly negative relationship between organizational justice and employee resistance to change.

H1c: There is a significantly negative relationship between organizational climate and employee resistance to change.

Trust in Management and Resistance to Change

Trust refers the positive expectations and confidence that people have in the words, acts, and decisions of others when risks or dangers are involved (Dirks & Ferrin, 2001; Tan, Yang, & Veliyath, 2009). Trust in leadership has been regarded as the key concept in applied management related fields early (Argyris, 1962; Likert, 1967; Read, 1962). Numerous studies have shown that trust in management appears to have a significant impact on lowering or avoiding resistance to change (Carolina and Benson, 2001; Oreg, 2006; Thomas & Davies, 2005; Thomas, Sargent, & Hardy, 2011). According to a recent study by Doeze Jager, Born, and van der Molen (2022), organizational trust and resistance to change were found to be negatively connected in both planned and unplanned change situations. This perspective was in Keeping with Stanley, Meyer, and Topolnytsky (2005), who discovered a link between employees' intentions to oppose change and their level of trust in management. Those with low levels of trust show higher levels of behavioral, affective, and cognitive resistance. Therefore, the management that is able to inspire staff trust appears to be more successful in preventing resistance to change.

Based on the above discussion, this study hypothesized that:

H1d: There is a significantly negative relationship between trust in management and employee resistance to change.

Organizational factors and Trust in management

LMX and Trust in management Mutual trust, respect, and accountability are the cornerstones of high-quality LMX (Graen & Uhl-Bien, 1995; Haifeng Liu, Song, Xu, Xu, & Li, 2023). Because social exchange fosters mutual trust and accountability, Blau (1964) found that trust is connected with the exchange connection, quality of the exchange, and the exchange process. Trust is shattered when the exchange does not go as planned. According to Martin et al. (2016), LMX is a trust-building process. Based on Dansereau et al. (1975), leaders and their followers might develop greater trust if they maintain a cordial relationship. In a similar vein, a finding by Botero and Van Dyne (2009) and Schriesheim et al. (1999), when LMX is of high quality, the superior is seen as reliable. Recent research also proved that employees' faith in management and LMX were positively correlated (Lau & Höyng, 2023; Xue & Moon, 2019).

Organizational justice and Trust in management Evidence showed that the development of trust within an organization is strongly predicted by justice (Farndale, Hope-Hailey, & Kelliher, 2011; Thornhill & Saunders, 2003). The degree of fairness of senior management's actions determines how much trust employees have in them (Macey & Schneider, 2008). because justice in the workplace helps employees get rid of anxiety and uncertainty and boost their trust in the outcomes of change (Lind & Van den Bos, 2002). Therefore, organization should be honest and open to preserve employee happiness and confidence (Lee, Hong, Shin, & Lee, 2023). According to Grunenberg, Prantl, Heidt, and Kals (2024), an organizational justice system can promote interpersonal trust. In the meantime, some research has also discovered a connection between supervisor trust and organizational justice (e.g., Farndale et al., 2011; Masterson et al., 2000; Mey, Werner, & Theron, 2014). Thereby, employees will have more faith in their management when they believe that the organization is justice.

Organizational climate and Trust in management Employee behavior within the organization is significantly affected by a favorable organizational climate (Destler, 2017). According to early research by Armenakis, Harris, and Mossholder (1993), a climate of positive human connections can also foster trust in management, and employees' faith in senior management's ability to handle change can inspire believe in it. Because human interactions, or how individual of an organization behave with one another in such an environment, are one way that climate can be conveyed (Arnaud & Schminke, 2012). Moreover, the interaction between the organization and the individual was also crucial to work efficiency since it relied on cooperation and teamwork (Snell, 1999). The effect of human relationships and their impact on the psychological state of change readiness were further validated by the findings of Hatjidis, Griffin, and Younes's (2019). Because embracing or opposing behaviors associated to change depends on one's readiness for change (Eby, Adams, Russell, & Gaby, 2000).

Based on the above discussion, this study hypothesized that:

H2a: There is a significantly positive relationship between LMX and trust in management.

H2b: There is a significantly positive relationship between organizational justice and trust in management.

H2c: There is a significantly positive relationship between organizational climate and trust in management.

Mediating Role of Trust in Management

Dansereau et al. (1975) believed LMX can foster an setting of mutual trust between leaders and subordinates, it will ultimately result in better outcomes for the organization (Graen, 1976; Graen & Cashman, 1975). Because subordinates who receive trust from high-quality LMX may be more inclined to go above and beyond to finish tasks in order to protect the interests of leaders and organizations (Sun, Long, & Li, 2018). Wang and Zhang (2016) also noted that because of the influence of traditional Chinese culture, when subordinates win their bosses' trust, they feel obligated to do more to repay them. According to a study by Van Dam et al. (2008), they found trust in management acts as a mediator in the association between development climate and LMX and resistance to change. In accordance with another study by Abuzid and Abbas (2017), organizational trust significantly mediates the relationship between LMX and change resistance, and LMX decreased employee resistance to change.

According to past study findings, employees who have previously experienced unjust treatment may have a lower level of trust in management and react poorly to organizational change (Achilles A Armenakis et al., 1993). Since an organization's justice is the foundation of trust, injustice causes people to lose faith in it, which in turn causes negative behaviors to surface (Georgalis et al., 2015). On the contrary, Oosthuizen et al. (2018) indicated when employee believe organization is fair, their trust in the organization will rise, which will boost their level of engagement at work (Agarwal, 2014), as well employees are more inclined to help an organization achieve its objectives (Alias, Rasdi, Ismail, & Samah (2013). Moreover, high-level employees'

trust and involvement in the decision-making process for change increase with the strength of their view of procedural justice, which in turn increases the acceptance of change (Rutherford & Holt, 2007; Zainalipour, Fini, & Mirkamali, 2010), and lessens the possibility of resistance to change.

One prior research study by Van Dam et al. (2008), trust plays a mediating role in the relationship between change resistance and development climate as a specific category of organizational climate. This suggests that organizational change may be implemented more smoothly in an environment with a strong development climate, and that employees who perceive a positive development climate are more confident in management and exhibit less resistance to change. According to Rodríguez-Sánchez et al. (2020), employee attitudes and beliefs were influenced by the organizational climate. This favorable trend makes employees evaluating organizational changes more favorably, demonstrating greater job satisfaction, a stronger sense of happiness, and trust in management (Fu & Deshpande, 2014; Gould-Williams, 2007). As stated by Das and Teng's (1998), the degree of mutual organizational trust and benefits between change agents and change beneficiaries, improves the working environment, results in a favorable reaction to the changes, and encourages active engagement in the change process, thereby reducing the risk of resistance.

Based on the above discussion, this study therefore hypothesized that:

H3: Trust in management mediates the relationship between organizational factors (leader-member exchange, organizational justice and organizational climate) and employee resistance to change.

CONCEPTUAL FRAMEWORK

Based on the discussion above, a conceptual framework was put forth in this study, which suggests trust in management is considered a mediator used to explore the influence of organizational factors (leader-member exchange, organizational justice and organizational climate) on resistance to change among public sector employees in China.

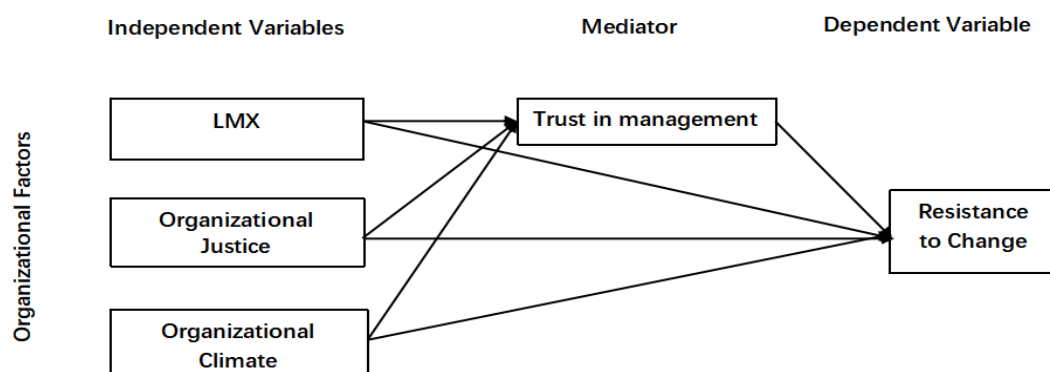


Figure 2. Conceptual Framework

CONCLUSION

Organizational change for most organizations is crucial for long term survivability, especially for China, where technology is developing rapidly. However, given the fact that 70% of significant organizational changes fail to achieve the desired results or fail altogether (Warrick, 2023). Meanwhile, resistance to change is One of

obstacle to organizational human resource development (Dorling, 2017). Therefore, continuous studies related to the antecedents of influence on employees' resistance to change are needed. The literature review of this study indicates that there is a correlation between organizational factors (LMX, organizational justice, and organizational climate), trust in management and resistance to change.

The findings suggested that organizational factors (LMX, organizational justice, organizational climate) have shown positive association with trust in management, as well as negative association with resistance to change among employees, additionally, trust in management mediates the relationship between organizational factors (leader-member exchange, organizational justice and organizational climate) and employee resistance to change. This indicated that high-quality LMX, the perception of organizational justice and favorable organizational climate are an effective strategy for diminishing employees' resistance to change. Furthermore, employees who fail to trust management may have shown more resistance.

The most significant contribution of this paper is the formulation of a theoretical framework which gives a deeper understanding of the relationship between organizational factors, trust in management and resistance to change. This is because the fairness heuristic theory (FHT) (Van den Bos, 2001; Lind, 2001) combined with Triandis (1979)'s theory of interpersonal behavior (TIB) are rarely integrated to explain resistance to change, it is also still limited in the Chinese context. FHT offers a theoretical framework for comprehending how organizational factors (LMX, organizational justice, organizational climate) affect resistance and how trust in management plays a mediating role in the relationship between antecedents and resistance to change. TIB emphasizes external factors (LMX, organizational justice, and organizational climate) play a role in hinder or facilitate resistance behavior (Triandis, 1979). Above two theories provide a theoretical basis for the practice of human resource management in organizational change in China context. Finally, the present paper proposed that more empirical studies on the antecedents of resistance to organization in public sector of China. Future research should focus on empirically testing this framework to validate its effectiveness in different contexts.

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