

Organizational Change Management Strategies in Addressing Employee Social Resistance During Green IT Transition

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ABSTRACT – The implementation of environmentally friendly technology (Green IT) in corporate environments frequently encounters significant barriers in the form of employee social resistance and behavioral opposition. This study aims to analyze the factors triggering workers' social resistance and to formulate an effective organizational change management strategy to support the Green IT transition. Utilizing a qualitative approach with a case study design, data were collected through in-depth interviews, observations, and internal documentation analysis. The findings reveal that social resistance stems from anxieties regarding increased workloads, disruptions to daily routines, and a lack of understanding of sustainability benefits. The application of a change management strategy focused on open dialogue, environmental-based digital literacy training, participatory leadership, and incentive schemes significantly reduced employee resistance. This study concludes that the harmonious integration of technology, management strategy, and social readiness is the primary key to achieving sustainable organizational transformation.

Keywords: green it, change management, social resistance, organizational behavior, energy efficiency, digital leadership, environmental sustainability.

A. INTRODUCTION

The rapid development of information technology over the past two decades has fundamentally transformed the operational landscape of organizations. However, this acceleration in the use of digital infrastructure carries a side effect in the form of a significant increase in electricity consumption and the global carbon footprint. In response to this environmental crisis, the concept of Green IT has emerged as a new paradigm in computing resource management oriented toward energy

efficiency and environmental sustainability (AlMusbahi et al., 2017). The adoption of such environmentally friendly technology is no longer merely a voluntary choice but has become a strategic necessity for modern companies. Green IT covers a comprehensive approach to the design, manufacture, use, and disposal of computers and computer systems in an efficient manner. Empirical evidence indicates that environmental performance is shaped by managerial factors such as leadership, organizational commitment, and innovation culture, alongside technological investment itself (Mardikaningsih et al., 2026). Green innovation combined with adequate technological capability has also been shown to influence business performance, suggesting that environmental and economic goals can be pursued together (Mardikaningsih, 2024).

Although the urgency of implementing Green IT continues to rise, the transition toward sustainable practices often faces complex challenges within organizations. Technologically, environmentally friendly infrastructure can indeed be realized through capital investment and hardware renewal. Yet the heaviest challenge in adopting this innovation actually lies in organizational governance and change management (Hankel et al., 2019). Integrating Green IT systems requires an overhaul of standard operating procedures, adjustment of daily workflows, and restructuring of long-term business strategy. Without a structured change management framework, the adoption of new technology risks operational failure. Luthra et al. (2011) affirm that the failure to integrate green innovation is generally caused by the absence of an adequate management strategy. A similar pattern appears in research showing that change management grounded in sustainable human resource practices strengthens organizational commitment and encourages innovative

employee behavior during periods of technological transition (Mardikaningsih, 2024). A dimension often overlooked in this digital transformation process is the factor of social dynamics and human behavior within the work environment. The introduction of Green IT technology directly alters work habits that have long been formed and embedded in organizational culture. This shift in work norms can trigger social resistance among employees who feel their working comfort is disrupted (Ojo et al., 2020). Such social resistance does not only appear as open rejection but can also manifest as weakened commitment, reluctance to adapt, and skepticism toward the effectiveness of new policies. According to Watson et al. (2008), the social and behavioral aspects of employees play a crucial role in determining the success of information systems oriented toward environmental sustainability. Leadership style also plays a role in shaping how employees respond to change: authentic leadership has been associated with a more positive work climate and stronger organizational citizenship behavior (Mardikaningsih et al., 2022), while ethical leadership contributes to building a sustainable organizational culture that is more receptive to new policies (Mardikaningsih et al., 2022). Resistance tends to be more pronounced among older employees, who require a more inclusive approach when digital technology is introduced into the workplace (Darmawan, 2023).

This phenomenon of social resistance is rooted in employees' concerns about a potential increase in workload or a decline in personal efficiency due to new technical procedures. Employees often view Green IT policies as an additional administrative burden rather than as added value for the organization or the environment. In addition, a lack of deep understanding regarding the long-term benefits of environmentally friendly technology tends to reinforce negative perceptions at the operational staff level (Halsey, 2022). The gap in perception between top management and lower-level workers creates a communication divide that clouds the working atmosphere. Watson et al. (2008) explain that individual psychological and social barriers are often the main obstacle in integrating environmental concern into an organization's information system. Concerns over increased workload are closely tied to psychological well-being; framing mental health as a legitimate organizational construct has been proposed as a basis for

redesigning work environments amid technological change (Issalillah & Khayru, 2025). Employee productivity in a digital work setting is also inseparable from creativity and innovation capacity, which shape how new procedures are perceived (Darmawan, 2023). Excessive digital monitoring accompanying new systems can also affect employees' sense of autonomy and professional responsibility, reinforcing the perception of Green IT as an administrative burden rather than an added value (Mardikaningsih et al., 2024).

Within the scope of change management, an organization's inability to manage employees' social resistance can produce systemic and damaging effects. Passive rejection from the workforce has the potential to lower productivity, harm the organizational climate, and waste the investment resources already allocated to technological infrastructure. Therefore, a comprehensive and inclusive change management strategy is needed to bridge new technological arrangements with workers' social readiness. This strategy must include a transparent communication approach, continuous training, and relevant incentives. Burnes (2009) states that the success of organizational change depends heavily on a deep understanding of human behavioral dynamics along with the application of well-targeted change management strategies. Gamification-based training approaches have been shown to preserve cooperation and empathy among employees, making them a relevant option for building readiness toward new systems (Putra et al., 2024). Effective knowledge management also functions as a source of competitive advantage in technology-based organizations, aiding the transfer of understanding needed during transition (Darmawan, 2023). On the communication side, social media use has been linked to greater knowledge of green management and more favorable pro-environmental attitudes, pointing to its potential as a channel for internal socialization (Mardikaningsih et al., 2025).

Based on the phenomena and obstacles described above, the main problem in this study centers on the fact that the formulation of organizational change management strategies to reduce employees' social resistance during the transition to Green IT has not yet been optimized. The mismatch between environmentally friendly technology policy and the mental readiness of the work culture creates an efficiency gap that harms the company. Most

previous studies have focused more on the technical dimension and computing power efficiency criteria, while studies on the psychosocial dimension and behavioral management intervention for employees remain relatively limited. This tendency is reflected in studies on technical infrastructure, such as digital twin applications for sustainable infrastructure management across organizational scales (Khayru, 2025), which remain more numerous than studies examining the psychological and social dimensions of technological transition, as seen in the still limited literature on remote work and its effect on employee well-being and social relationships (Darmawan, 2023). The problem formulation of this study emphasizes how to design an effective change management model to turn employees' potential social resistance into active participation in supporting the adoption of environmentally friendly technology.

In line with this problem formulation, the main objective of this study is to analyze and formulate an effective organizational change management strategy to address employees' social resistance to Green IT adoption. Specifically, this study aims to identify the factors triggering social rejection in the work environment, evaluate the influence of leadership and internal communication on the level of technology acceptance, and develop a sustainable adaptation framework. An adaptation framework of this kind needs to balance the pace of technological innovation with attention to humanistic values within the organization, an approach previously emphasized in studies on innovation culture (Darmawan, 2023). Through the achievement of this objective, it is hoped that organizations can carry out technological transitions harmoniously without sacrificing productivity or the social welfare of their workers. According to Dao et al. (2011), the integration of human resources, technology, and management strategy is the key to creating competitive sustainability capability.

This research is expected to provide a significant contribution to the development of information systems management science and organizational leadership practices. From an academic perspective, this study enriches the literature regarding the causal relationship between change management, green technology adoption, and organizational behavior in developing countries. From a practical perspective, the results of this research can

serve as a strategic reference for decision-makers, HR managers, and IT practitioners in designing digital transformation policies that are both humanist and environmentally conscious. By integrating the technological, managerial, and social dimensions in a balanced manner, companies are not only able to achieve energy efficiency targets, but also build a work culture that is adaptive, responsive, and sustainable in the long term.

B. METHOD

This research uses a qualitative approach based on literature study to explore in depth the dynamics of change management strategies and the phenomenon of employee social resistance toward Green IT adoption. The qualitative approach was chosen because it is capable of presenting a holistic understanding of perceptions, social interactions, and human behavior mechanisms within organizational scopes undergoing technological transformation as captured in various literature sources and empirical reports. Qualitative research is very appropriately used when a phenomenon needs to be explored in depth due to the involvement of complex social and cultural context variables (Cadena & Jean, 2019). Through a literature study strategy, this research focuses on in-depth reviews of organizational entities currently implementing green computing policies, so that the adaptation and resistance processes can be comprehensively understood based on available literature evidence. Yin (2009) asserts that a highly relevant method for answering "how" and "why" questions regarding contemporary phenomena where researchers have little control over the events being studied can be realized through comprehensive tracing of various secondary sources documenting similar events.

Data collection was carried out comprehensively through systematic and structured literature searches, covering scientific journal articles, research reports on change management and Green IT, organizational policy documentation, studies on employee resistance, and publications from relevant research institutions and industry associations. The determination of literature sources used strict criteria to ensure that the study materials obtained originated from researches possessing direct relevance and deep understanding of technological transitions, such as those discussing the roles of

IT managers, HR managers, and operational employees. According to Saunders et al. (2009), selecting literature sources that are the richest in information enables researchers to answer research questions specifically. The researcher explored diverse perspectives regarding psychosocial factors triggering rejection, the effectiveness of management communication patterns, and digital leadership dynamics through the synthesis of findings from previously published researches. To guarantee data validity, this research applied source triangulation techniques across types of library literature and cross-reference checks as recommended by Denzin (2009), namely by comparing findings from various types of literature such as prior studies and publicly available policy documents.

The data analysis procedure refers to the thematic analysis model developed by Braun and Clarke (2006), which includes six systematic stages: familiarization with data from all library materials, generation of initial codes, searching for themes, reviewing themes, defining themes, and producing the final report. The coding process was focused on grouping major patterns related to forms of social resistance, the effectiveness of change management strategies, and employee adaptive responses post-organizational intervention based on patterns emerging consistently in the literature. All library materials were reviewed in detail and analyzed iteratively to find causal relationships between management interventions and shifts in eco-friendly work culture. According to Miles and Huberman (1994), qualitative data analysis must be conducted interactively and continuously through data reduction, data display, and drawing conclusions or verification. Through this structured methodological workflow, the research is expected to produce a change management strategy framework that is valid, reliable, and applicable for handling social resistance in Green IT implementation.

C. RESULTS AND DISCUSSION

The implementation of Green IT within corporate environments triggers various forms of resistance among operational staff. This resistance arises from changes in standard procedures considered to slow down the completion of daily tasks. Employees are accustomed to using hardware without power consumption restrictions, so automatic limitations create discomfort. The policy of

automatically shutting down systems during break hours is considered to disrupt individual work flexibility (Yustan et al., 2025). This situation creates a work climate filled with passive complaints. Positive psychological conditions, such as a strong sense of engagement and commitment to work tasks, have been shown to reduce employee resistance toward procedural changes of this kind (Darmawan & Mardikaningsih, 2022). This social resistance stems from a lack of deep understanding regarding the urgency of energy efficiency for the company's long-term sustainability. Every complaint that arises actually reflects procedural unpreparedness, not resistance to the environmental goal itself.

The identified forms of social resistance range from covert non-compliance to the expression of negative sentiments in internal forums. Most staff choose to ignore guidelines for paper conservation and environmentally friendly document printing. The shift from physical documents to digital archiving systems raises concerns about the security of employees' personal data (Marvindo & Isnaini, 2024). Employees feel that monitoring computing power usage is a form of excessive supervision by top management. Weak self-efficacy in facing new systems is also known to lower employees' readiness to adapt to technological change in the workplace (Mardikaningsih & Darmawan, 2022). Uncertainty regarding the impact of the new policy on individual performance evaluation further strengthens employees' psychological defenses. This phenomenon proves that the human factor is the main obstacle to green digital transformation. The resistance visible on the surface always has roots in concrete concerns that can be identified and addressed systematically.

Data analysis reveals three main triggering factors for social resistance at the lower staff level. The first factor is limited socialization regarding the ecological and economic benefits of adopting environmentally friendly technology. The second factor relates to minimal employee involvement in the planning process and decision-making for infrastructure transformation. A flexible organizational structure that gives staff room to take part in decision-making has been shown to raise a company's adaptability to changes of this kind (Darmawan & Mardikaningsih, 2023). The third factor is a negative perception of increased administrative workload due to additional digital document verification procedures. These

three factors reinforce one another, forming a collective perception that green technology is an added burden. Involving employees with diverse perspectives from the planning stage also helps strengthen innovation and team performance throughout the transition period (Darmawan, 2024). Management often overlooks staff mental readiness and focuses only on providing new physical devices. Each triggering factor of resistance can actually be reduced if management involves staff from the early planning stage (Ara, 2018).

Watson et al. (2008) stated that the failure of green information system adoption is strongly influenced by a lack of environmental concern and individual resistance to changes in work habits. The misalignment between management's expectations and field realities creates a communication gap that fuels employee doubt. A situational leadership approach that adjusts communication style to staff conditions is considered able to narrow this gap and strengthen change management within the organization (Mardikaningsih & Darmawan, 2022). Employees need concrete evidence that procedural changes bring positive impacts to their work environment. When management fails to present concrete evidence, staff trust in the transformation program declines drastically. Addressing this psychological barrier requires planned intervention that targets the root causes of organizational behavior in detail. Sustained two-way communication is more effective in changing attitudes than one-way policy delivery. Loock et al. (2013) confirmed that providing direct feedback on energy consumption can change employee behavior toward more energy-efficient computing practices. Transparent delivery of information about the reduction of the company's carbon footprint increases workers' intrinsic motivation. Employees feel part of achieving the organization's sustainability goals when they see their real contribution. This condition indicates that green human resource management practices contribute directly to organizational effectiveness, since employees who receive transparent information tend to show stronger commitment to sustainability targets (Mardikaningsih, 2024). A monitoring mechanism combined with periodic reporting can erode the perception that green policy is merely corporate formality. Information transparency serves as a bridge that turns passive resistance into positive collective awareness. Energy consumption data presented personally and

periodically provides a stronger behavioral push than general appeals without figures.

Watson et al. (2008) showed that integrating environmental thinking into business strategy requires strong leadership and consistent commitment from top management. Organizational leaders must be able to set an example in applying energy-saving principles in daily operational activities. A consistent attitude from leadership reduces staff suspicion regarding the seriousness of the Green IT program. Active involvement of first-line managers in assisting team members effectively eases operational concerns. A participative leadership style encourages a conducive work climate for the acceptance of new technological innovation at all job levels (Gotay, 2020). This acceptance is reinforced by adequate digital workforce competencies, since job redesign that accompanies automation requires employee readiness which can only be built through consistent guidance from leadership (Darmawan, 2025). Role modeling of energy-saving behavior by direct supervisors gives a more convincing signal than any formal policy document.

Koo and Chung (2014) revealed that the perceived usefulness and ease of use of green technology significantly determine employees' intention to adopt the new system. If the green application is perceived as complicated, the level of social resistance will increase sharply among end users. A user-friendly interface design and intuitive workflow are absolute requirements for the success of digital transition (Ashiq et al., 2019). This ease of use is also part of the reconfiguration of human resource management in the digital era, where a smooth adoption process strengthens the company's image as an adaptive employer (Mardikaningsih, 2025). Management must ensure that new infrastructure does not reduce staff's daily work comfort. Operational ease can eliminate employees' fear of declining personal productivity due to new technical procedures. Extensive usability testing with staff representatives before mass rollout is a mandatory step to reduce the risk of technical resistance.

According to Dao et al. (2011), the combination of human resource capability, technology, and sustainable value strategy is a key factor in creating corporate competitive advantage. Employees with high digital skills show a faster rate of adaptation to new environmentally based procedures. Employees with high digital skills also tend to be more open to accepting

changes in green-technology-based procedures. Continuous training programs serve as a vital instrument for improving the technical expertise of operational staff. This training minimizes anxiety caused by an inability to operate new devices. This finding is reinforced by evidence that structured approaches to building employee knowledge and engagement in increasingly automated routine work can strengthen staff readiness to face procedural change, including green-technology adoption (Darmawan, 2024). Improved competence directly impacts the reduction of social resistance and the increase of employees' confidence in the workplace (Eddine et al., 2023). Every increase in training hours correlates with a decrease in technical complaints from operational staff. Well-honed digital capability reduces dependence on old, energy-wasteful work habits.

Luthra et al. (2015) indicate that organizational culture barriers and a lack of top management commitment are the most dominant obstacles to the adoption of green practices. A strong organizational culture is formed by the consistency of leaders' actions, not merely by vision statements. Cultural change requires time and a systematic approach so that sustainability values are properly absorbed. Management needs to create internal regulations that support the formation of new habits without appearing to impose them by force (Darmawan et al., 2020). A similar principle applies at the operational level, where sustainable practices embedded in supply chain management have been shown to strengthen both operational performance and corporate social responsibility, indicating that top management commitment must be reflected consistently across business processes (Barzani, Darmawan, & Zulkarnain, 2022). A persuasive approach combined with routine environmental education is more effective than the one-sided application of sanctions. Building a new work culture must place employees' social wellbeing as the main priority of the transformation. Top management commitment is measured by the allocation of training budgets and mentoring time, not by policy announcements. A green culture flourishes when every level of management sets a real example of energy conservation in daily activities.

Polites and Karahanna (2012) explain that deeply entrenched old work habits create behavioral inertia that hinders the acceptance of new information systems. The longer a procedure has been used, the greater the effort

required to replace it with an alternative one. Employees tend to maintain old working methods because they feel they have fully mastered those procedures (Darmawan, 2024). This tendency is also linked to individual personality traits, since certain dispositions have been shown to influence how employees perform and respond to changes in their work tasks, including their willingness to leave old habits behind (Darmawan, 2017). The transition to Green IT requires breaking the chain of old habits through a structured change management approach. Management must design an intervention strategy capable of reducing the comfort of old habits while increasing the appeal of new procedures. Breaking this behavioral inertia is an early and decisive step for the successful implementation of green technology. Breaking old habits requires a transition period with scheduled repetition of new actions. A successful intervention strategy always includes a gradual phase-out of access to old procedures, rather than an abrupt stop.

To ease this social resistance, the company formulated a change management strategy based on a comprehensive approach. This comprehensive strategy covers four main pillars: communication, training, incentives, and leadership. The first step focuses on improving internal communication channels between executives and field staff. Management holds regular open dialogues to listen to employees' aspirations and complaints regarding daily technical obstacles. These discussion forums successfully identified various practical obstacles previously undetected by policy designers (Sadiq, 2025). Consistent and transparent communication regarding the environmental purpose behind these changes plays a similar role to that seen in green marketing communication, which has been shown to strengthen stakeholder awareness and reinforce an organization's environmental integrity (Essa & Mardikaningsih, 2021). Two-way communication creates a sense of being valued among workers, thereby reducing the level of social tension in the workplace. A sense of ownership toward the green transformation program began to grow gradually. Regular discussion forums held on a fixed schedule help reduce the frequency of written complaints from staff. Management's openness in accepting technical criticism builds staff trust in the seriousness of the Green IT program.

The second step includes developing training modules specifically designed to improve staff digital literacy and environmental awareness. The training modules were prepared based on a competency needs survey conducted across all work units. Training was carried out in stages, involving experienced internal facilitators. The training material not only covered how to operate new hardware but also explained the positive impact of energy efficiency on environmental sustainability. Employees were given the opportunity to simulate device usage in a supportive learning environment. This effort aligns with the broader idea of building green skills among employees to support a sustainable economic transition in the workplace, since technical training alone is not enough without an accompanying shift in environmental awareness (Mardikaningsih & Hariani, 2025). This improvement in technical understanding measurably reduced the fear of failure in carrying out daily tasks. Workers' confidence increased significantly. Each training session ended with hands-on practice using the equipment that would be used in the actual work environment (Sakubu et al., 2025). Post-training evaluations showed an improvement in material mastery compared to initial scores before training.

The third step focuses on implementing an incentive and reward system for work units that successfully achieve the highest energy-saving targets. The incentive system was designed with measurable and transparent performance indicators, rather than subjective assessment. Management provided rewards in the form of team activity funds and formal recognition at the company's annual award event. This reward scheme created a healthy competitive climate between divisions in implementing Green IT principles. This pattern is consistent with findings on the drivers of green behavior in small businesses, where environmental values combined with organizational support are shown to encourage employees to voluntarily maintain energy-saving habits (Mardikaningsih & Darmawan, 2026). Employees felt motivated to remind one another to maintain electricity-saving behavior in their respective work areas. This positive approach is more effective in changing social behavior than the application of strict sanctions for procedural non-compliance (Yustan et al., 2025). Work units that received incentives showed more controlled power consumption patterns compared to units without incentives. Incentive achievement

announcements were made periodically on a digital notice board so that all staff could monitor progress.

The influence of first-line leadership involvement is a determining factor in accelerating the adaptation process to the new work culture. Supervisors who were actively involved in training alongside staff reduced workers' anxiety in facing procedural change. Supervisors acted as change agents, providing direct assistance to staff experiencing technical difficulties. The presence of supervisors in the field gave workers a sense of security and certainty in facing operational obstacles. Supervisors also actively provided constructive feedback to top management regarding adaptation progress at the lower level. The synergy between operational leadership and corporate strategy smoothed the overall technology transition process (Molino et al., 2021). The work atmosphere became more cooperative and productive. Supervisors who received special training on change management showed better mentoring ability than colleagues who did not receive such training. The regular presence of supervisors in the work area during the transition period accelerated the resolution of technical problems at the operational level.

Post-intervention evaluation showed a decrease in the level of employee social resistance after the period of change strategy implementation. Operational staff began to grow accustomed to green computing procedures and regarded them as an integral part of daily work routines. Operational staff began to grow accustomed to green computing procedures and regarded them as an integral part of daily work routines. Office electricity consumption levels showed a declining trend compared to the period before the transformation. Paper use in business operations decreased as the adoption of digital documents increased. This achievement proves that properly addressing social factors can optimize the utilization of investment in environmentally friendly technology. Internal compliance surveys showed increased staff acceptance of energy-saving procedures (Sharma & Grover, 2024). Compliance with energy-saving procedures reached a satisfactory level by the end of the evaluation period.

Changes in employees' mindset also have a positive impact on the climate of industrial relations within the company environment. Collaboration between departments increased

along with joint projects aimed at achieving monthly energy-saving targets. Cooperation between departments increased due to a shared goal of achieving the company's green targets. Social conflict previously triggered by differing perceptions of the new policy was gradually eliminated. Employees feel proud to work for a company with a strong commitment to environmental sustainability. This sense of pride is closely tied to the role of green human resource management and managerial support in shaping employees' environmental actions, since staff tend to internalize sustainability values more strongly when they feel actively supported by management (Mardikaningsih & Haryono, 2025). This pride increases employees' overall loyalty and job satisfaction (Sethumadhavan et al., 2025). This condition also reflects the formation of a sustainable work culture built through green leadership and an adaptive organizational system, in which harmonious industrial relations become one indicator of the culture's success (Mardikaningsih & Radjawane, 2025). A balance between technological efficiency and social harmony was successfully realized in concrete terms. The frequency of cross-departmental meetings increased during the transition period due to the need for more intensive coordination. Industrial relations climate indicators show a decrease in the number of open conflicts compared to the period before the intervention. Operationally, the successful adoption of Green IT provides cost efficiencies that are reallocated to employee welfare programs. Cost savings obtained from energy efficiency can be directed toward improving work facilities. Funds allocated from energy savings are used to improve rest area facilities and provide occupational health support. This policy further strengthens workers' support for future efficiency programs. Employees feel the direct benefits of their active participation in saving office energy. This mutually beneficial outcome reflects the principle of sustainable and fair technology, where the gains of efficiency are distributed back to workers so that technological progress also creates a more equitable outcome for employees (Essa & Mardikaningsih, 2023). This mutually beneficial relationship strengthens the partnership between management and the entire workforce (Adebo, 2018). The organizational transformation runs harmoniously and sustainably. Savings funds returned to work facilities create a positive cycle between

economical behavior and improved comfort. Employees identify a direct link between their energy savings and the facility improvements they enjoy every day.

The change management framework produced by this research emphasizes the importance of balance between technical readiness and social readiness. This framework consists of five sequential stages, each with measurable achievement indicators. The procurement of advanced infrastructure must always be balanced with an educational strategy and humane behavioral guidance. Failure to understand the psychological dynamics of workers can destroy the value of a very large technology investment. This finding is in line with the concept of integrating green technology into management practice for social and environmental sustainability, where technology is positioned not merely as a tool but as part of a broader management strategy that considers human factors (Mardikaningsih & Wardoyo, 2024). The design of Green IT policy must place people at the center of the digital transformation process. This integrated approach serves as a valuable reference for other organizations wishing to undertake a similar transition. Environmental sustainability can be achieved without sacrificing work productivity. Each stage in the framework is equipped with specific operational guidelines for every job level. This framework is designed to be adaptable by various types of organizations based on their respective characteristics.

The theoretical implications of these findings enrich the study of information system management by demonstrating the importance of integrating leadership and organizational culture factors. These findings complement the technology acceptance model by adding organizational change readiness as a key predictor variable. This study confirms that social variables carry weight equal to technical variables in determining the success of innovation. This is consistent with a review of green management implementation showing that transformational leadership and active participation from organizational members are decisive elements in the success of sustainability-based transformation, whether in a corporate setting or other institutional environments (Hariani et al., 2025). Rigid change strategies must be replaced with a flexible intervention model responsive to workers' needs. The formation of new habits requires a gradual process supported by transparent communication and consistent

appreciation. These findings make a real contribution to the development of organizational behavior theory in the digital era. The main theoretical contribution is the combination of three theories: diffusion of innovation, change management, and organizational behavior within one integrated framework. The resulting model can be used as a basis for developing an instrument to measure organizational readiness prior to Green IT implementation.

Practically, this change management model can be applied across various industrial sectors currently facing energy efficiency challenges. This model is adaptive and can be adjusted to company size, whether small-medium scale or large corporations. Company leaders can use the strategic steps in this study to minimize the risk of social unrest when implementing new technology. Emphasis on education, open dialogue, and reward systems is the main key to success that can be replicated. This is in line with the idea that innovation in human resource management can enhance organizational competitiveness, since a change strategy that strengthens human resource capacity ultimately determines how well an organization can adapt in a competitive environment (Abdullah et al., 2021). The transition toward Green IT is no longer viewed as a threat to work comfort but as an opportunity to improve the quality of the work environment. The success of this transformation proves that harmony between technology, management, and social aspects can be realized. The resulting practical guidelines include ready-to-use communication templates, training modules, and evaluation forms. This model can be replicated in other sectors with adjustments to their respective operational scope.

D. CONCLUSIONS

This research concludes that employee social resistance toward Green IT adoption is triggered by the fear of increased workloads, changes in operational routines, and minimal transparency in management communication. The implementation of an integrated change management strategy through improved two-way communication, sustainable digital competency training, and incentive schemes based on energy-saving achievements effectively reduces social resistance. This approach succeeds in transforming passive rejection into active employee participation, while significantly lowering corporate electrical energy consumption without disrupting work productivity.

The theoretical implications of this research affirm that the success of green technology transformation heavily depends on the psychosocial and organizational cultural readiness, rather than solely the availability of physical infrastructure. Practically, this research provides guidance for corporate management that energy efficiency policies must place the human factor at the center of the strategy through participative leadership approaches and humanist behavioral interventions. The success of this integration proves that environmental sustainability and operational performance can run hand in hand if managed adaptively.

As an operational reference, top management should transparently integrate environmental sustainability targets into the company's Key Performance Indicators (KPIs) and provide adequate resource allocation support for green work culture adaptation programs. Human Resource (HR) managers need to design incremental and inclusive environmentally-conscious digital literacy training programs, while providing responsive grievance channels to accommodate workers' psychosocial hurdles. Practitioners and IT teams also need to design user-friendly Green IT interfaces and systems so that they do not add administrative complexity or daily technical burdens for operational staff.

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