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RESEARCH ARTICLE

Psychological attribution of organizational change resistance in the context of intelligent wealth management transformation

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ABSTRACT

This research investigates the psychological attribution tendencies that occur in resistance to organizational change, within the context of intelligent wealth management transformation. Through a mixed-methods strategy integrating quantitative surveys (n=389) and qualitative interviews (n=42), this study investigates in detail the complexities of interrelationships among individual psychological variables, the organizational environment, and manifestations of resistance. Path analysis by structural equation modeling showed significant associations of cognitive and emotional attribution patterns with technological self-efficacy ($\beta = 0.684$, $p < 0.001$) and perceived organizational support ($\beta = 0.571$, $p < 0.001$), respectively. Longitudinal analysis has shown that active resistance is significantly lowered within the implementation period and that organizational culture acts as an important mediator within the relations between psychological characteristics and resistance behaviors. The findings indicate that the nature of the resistance to digitization is determined by both individual psychological factors and institutional context. It further varies at different patterns on each organizational level and tenure group. The study contributes to both theoretical and managerial thinking by giving an in-depth look at essential psychological mechanisms that drive resistance to technological changes within financial institutions. The findings imply that successful digital transformation has to be holistically addressed, taking into consideration both the cognitive and emotional dimensions of change resistance, mediated by organizational culture. These will provide very important guidelines for financial institutions to implement the Intelligent Wealth Management System, adding to the general literature of organizational change management in the digital era.

Keywords: digital transformation; psychological attribution; change resistance; intelligent wealth management; organizational culture

1. Introduction

Over the past two years or so, rapid digital technological development has totally changed the outlook of the Financial Services Industry, particularly for wealth management practices. A whole new generation of advanced wealth management solutions has swept in, seriously digressing from traditional business models and forcing financial institutions to perform deep organizational changes. Going digital involves not just

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upgrading technology but also the very organization structure, business processes, and mindset. Hess et al.[12] highlight the fact that challenges about digital transformation are not only about technological adoption but also about cultural and psychological aspects in organizations.

It has also been highly resisted, particularly among organizational members at the psychological level, towards a perspective of advanced and sophisticated wealth management systems. This phenomenon has attracted considerable academic interest due to the direct relationship with the success rates of digital transformation efforts. According to Diener and Špaček[9], approximately 70% of digital transformation projects in the banking industry fail to meet the expected objectives, partly because of psychological resistance. These complex features of resistance are deeply rooted in individualistic psychological mechanisms, organizational culture, and the interaction of human factors with technologically developing conditions.

Increasingly, in the intelligent management of changed wealth, understanding of the psychological factors explaining resistance to organizational change becomes important. Several studies have established that such cognitive mechanisms, emotional reactions, and motivational tendencies of individuals decide their attitude toward technological change, either in acceptance or rejection. According to Oreg[21], it is stated that resistance behaviors are specified by the interaction of personality traits along with situational factors, and much more detail is required in the explanation of psychological mechanisms of organizational change. It is also of importance for the financial sector, since the introduction of artificial intelligence and automated systems fundamentally alters the more conventional way of working and professional identities.

At the same time, the TAM provides the theoretical foundation for the understanding of how new technologies are adopted by people, but from what has been debated in more recent literature, this model needs extension with unique features of intelligent systems applied to the financial services industry. Park et al.[22] said that both social context and psychological factors were crucial in the field of intelligent information technology acceptance, especially within the context of digital transformation. More importantly, Krasonikolakis et al.[17] showed that traditional financial institutions face significant challenges in overcoming employee resistance to digital transformation, which requires a much deeper understanding of psychological barriers[14].

This paper tries to discuss the psychological attributions of resistance to organizational change within the context of intelligent wealth management transformation. By investigating the basic underlying psychological mechanisms connected to resistance behaviors, this paper tries to connect these two arenas: technological adoption and human reception. The result of this study will theoretically enlarge the knowledge and benefit practical management in the pursuit of effective digital transformation initiatives. It draws on established theories in organizational psychology, change management, and technology acceptance to provide a more holistic framework on how organizations should understand and address the issue of resistance to change in this digital era.

The present study would be important in further elucidating how psychological factors affect the outcome of digital transformation initiatives undertaken by the financial services industry. Identification and investigation based on this study of the main psychological variables involved with resistance may yield useful insights for organizations with respect to the implementation of intelligent wealth management. These would, in particular, be of most use to change management practitioners or to leaders of organizations in the wake of new changes occurring within the field of financial services.

2. Literature review

2.1. Current research on intelligent wealth management transformation

The digitalization in the wealth management space is a transformational shift in financial services characterized by significant use of advanced technologies and automated systems. Research by Jung et al.[15] also highlights that robo-advisors are also targeted at risk-averse and budget-conscious consumers-a significant departure from traditional approaches to wealth management. The change is not merely about integrating technology; rather, it has involved far-reaching changes in organization structures and business processes[12]. According to Hess et al., true digital transformation requires a clearly spelled-out strategy, including its technological and organizational dimensions.

Liu et al.[20], examining resource fit in digital transformation within the context of a case study of global e-banking implementation, deduced that readiness of organizations and alignment of resources are the critical facilitators that ensure success of the transformation. This perspective has also been enriched by Westerman et al.[25], who pinpointed nine key elements of digital transformation and emphasized that this must be approached holistically, considering both technological innovation and organizational change management. Recent research by Diener and Špaček[9] underlines some specific barriers of transformation for the banking industry, putting an emphasis on challenges related to legacy systems and dominant organizational culture.

2.2. Theoretical framework of organizational change resistance

The concept of resistance to change has evolved significantly, embracing various psychological and organizational perspectives. For example, Hayes[11] provides a comprehensive framework for managing change, emphasizing the need to understand individual and organizational factors contributing to resistance. This builds upon pioneering work by Lau and Woodman[18], who introduced a schematic perspective on the process of organizational change, emphasizing the role of perceptual frameworks in shaping resistance behaviors.

The landmark work conducted by Oreg[21] on personality and contextual antecedents of resistance to change provides a very useful basis for understanding how individuals differ from one another in their reactions to organizational change. The work is usefully extended by Judge et al.[14], who examined managers' adjustment to organizational change from a dispositional perspective, stressing the role of personality factors in adjustment to change. Ashford[3] extended this further in examining the personal approach-avoidance strategies used to cope with stress related to organizational change.

2.3. Technology acceptance and psychological attribution in digital transformation

The Technology Acceptance Model (TAM) proposed by Davis et al.[8] is still one of the fundamental models that explains technology adoption. However, modern literature extends this model by adding other factors relevant to digital transformation. Agarwal and Karahanna[2] focused on the aspects of cognitive absorption and beliefs about information technology use, while Im et al.[13] explored the impact of perceived risk and technology type on user acceptance.

Various lenses have been used to study psychological attribution issues in technology acceptance. The work of Bandura[5] on self-efficacy lays the theoretical foundation for individual capability beliefs in technology adoption. This perspective is further informed by Folkman et al.'s[10] work on appraisal, coping, and psychological symptoms, which can help explain individual responses to technological change.

2.4. Cultural and social factors in digital transformation

Recent works have increasingly recognized the role of cultural and social dimensions in the process of digital transformation. Baazeem[4] researched religiosity as a factor affecting technology acceptance, whereas Belanche et al.[6] included within the framework of the technology acceptance model, trust and personal values. Abu-Shanab[1] proposed education level as a critical moderator for technology adoption, underlining the importance of demographic variables.

Recent studies by Park et al.[22] present a new technology acceptance model incorporating social context, highly relevant to intelligent information technology in the face of digital transformation. This innovation is based on the contribution by Lee[19], where the study looked into factors influencing internet banking adoption and combined perceived risk and benefit within the original TAM framework.

2.5. Organizational performance and digital transformation

The impact of digital transformation on organizational performance has been a popular subject of academic research. For instance, Chung et al.[7] addressed the issue of job performance in the context of digital transformation, focusing on the role of psychological ownership and resistance to change. This perspective has also been confirmed by Krasonikolakis et al.[17], through examining barriers to digital transformation faced by incumbent banks.

Rousseau and Tijoriwala[23] addressed motivational issues of organizational change, where the importance of social accounts was stressed in ensuring that acceptance of change arises. On his part, Shaban-Nejad et al.[24] discussed how artificial intelligence transforms population and personalized health services, considering the generally perceived effect of digital transformation on the delivery of services.

Kobasa's[16] research on hardiness and stress management provides valuable insights into individual differences in adaptation to organizational change, while recent work by Jung et al.[15] on robo-advisors highlights the specific challenges of implementing automated systems in wealth management.

3. Research design

3.1. Research framework and hypotheses

Based on a comprehensive review of prior literature, this study develops an integrated framework that incorporates technology acceptance theory[8], psychological attribution theory[10], and models of organizational change resistance[21]. This framework, which looks at the interaction between the individual's psychological variables, organizational environment, and resistance to change for the movement towards intelligent wealth management, is presented in **Figure 1**. The research model consists of three main dimensions: psychological characteristics, contextual elements, and manifestations of resistance.

Based on this framework, we propose several hypotheses that reflect the relationships between psychological attributes, contextual factors, and resistance manifestations. Drawing from Davis et al.'s[8] technology acceptance model and Oreg's[21] work on personality-based resistance, we hypothesize that individual psychological attributes significantly influence resistance behaviors. The study adopts measurement scales validated in previous research[14], modified to fit the context of intelligent wealth management transformation.

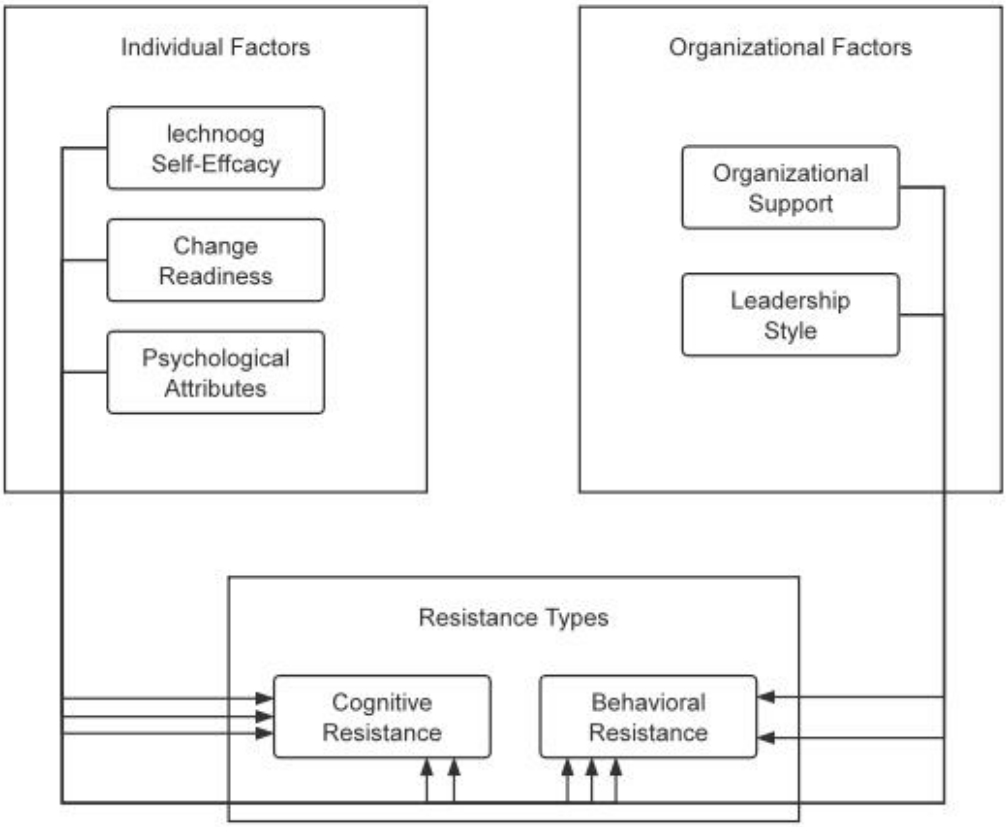

Figure 1. Theoretical framework of organizational change resistance in intelligent wealth management transformation.

3.2. Research methodology

The current study applies the mixed-methods approach: it combines quantitative questionnaires with qualitative interviews in order to understand psychological resistance to change from different perspectives. In the quantitative part, a standard questionnaire was used, developed based on validated scales from previous work[2, 21]. In the process laid down by Im et al.[13] regarding technology acceptance studies, technology self-efficacy, risk perception, and propensity to change were addressed by items in the questionnaire.

The study population comprises employees of wealth management institutions undergoing digital transformation. Drawing on Jung et al.'s[15] sampling strategy in robo-advisor research, we adopt a stratified random sampling method to achieve a representative sample across various levels and functional areas of an organization. We will use the power analysis to determine the sample size, based on the complexity of the proposed model and the total number of variables under investigation.

3.3. Data collection and analysis procedures

Data collection will be done in two steps: An online survey will be used to quantify the psychological attributes and the manifestations of resistance, including previously validated scales and items specific to this context, following the approach presented by Belanche et al.[6] to study technology acceptance. Semi-structured interviews with selected participants will be performed for enriching and deepening the understanding of the participants with regard to their experiences regarding resistance.

The quantitative data analysis employs structural equation modeling (SEM) to test the hypothesized relationships, following the analytical approach demonstrated in Park et al.'s[22] research on technology acceptance. For the qualitative data, we adopt a thematic analysis approach based on Rousseau and

Tijoriwala's[23] framework for analyzing organizational change narratives. This mixed-methods design enables triangulation of findings and provides a richer understanding of the psychological mechanisms underlying resistance to change.

3.4. Validity and reliability considerations

Different ways are used in the research design to ensure validity and reliability. Content validity will be established through expert reviews and also pilot testing of research instruments by the Agarwal and Karahanna validation procedures[2]. Construct validity will be assessed by Confirmatory Factor Analysis, whereas reliability will be checked through Cronbach's alpha coefficients and measures of composite reliability. Following the approach of [7], in this study, we also adopt procedural remedies to reduce common method bias, including time separation between predictor and criterion variables and use of multiple data sources.

The research framework integrates control variables recognized in earlier investigations, including age, educational attainment[1], and professional experience[17], to mitigate the potential influence of confounding variables. This thorough methodology for research design upholds methodological rigor while preserving its practical significance within the realm of intelligent wealth management transformation.

4. Data analysis and results

This section is proposed for an in-depth empirical result analysis through a mixed-method approach, focusing on psychological attribution patterns associated with resistance to change in organizational settings transitioning toward intelligent wealth management. The paper also presented quantitative findings from the structural equation modeling and qualitative insights through a thematic analysis approach based on the interview data.

4.1. Sample demographics and preliminary analysis

The research generated 389 valid responses out of 412 questionnaires distributed, or a response rate of 94.4%. The sample composition, as represented in **Table 1**, is representative across various levels of organizational hierarchy and functional area. There were 47 senior managers (12.1%), 156 middle managers (40.1%), and 186 operational staff (47.8%), categorized into the investment advisory department (36.8%), the risk management department (25.2%), the client relationship department (22.9%), and other technology departments at 15.1%. The early reliability check thus showed that the measurement scales had high internal consistency, with Cronbach's alpha coefficients ranging from 0.78 to 0.91 and hence above the conventional cut-off point of 0.70. Confirmatory factor analysis also depicted appropriate construct validity with all factor loadings significant at $p < 0.001$.

Table 1. Demographic characteristics of survey respondents.

Characteristic	Category	Frequency	Percentage
Position Level	Senior Management	47	12.1%
	Middle Management	156	40.1%
	Operational Staff	186	47.8%
Department	Investment Advisory	143	36.8%
	Risk Management	98	25.2%
	Client Relations	89	22.9%
	Technology	59	15.1%

Characteristic	Category	Frequency	Percentage
Experience	< 5 years	112	28.8%
	5-10 years	158	40.6%
	11-15 years	76	19.5%
	> 15 years	43	11.1%

Table 2. (*Continued*)

4.2. Structural equation modeling analysis

In testing the hypothesized relationships among psychological characteristics, organizational factors, and manifestations of resistance, the structural equation modeling analysis was done by using AMOS 26.0. All the fit indices of the measurement model were acceptable: $\chi 2/df = 2.34$, CFI = 0.946, TLI = 0.939, RMSEA = 0.058, SRMR = 0.043, thus showing that the model fitted reasonably. A number of significant structural relationships were detected in the SEM analysis results. The overall model fit indices and path coefficients for the hypothesized relationships are given in **Table 2**.

Table 2. Model fit indices for structural equation model.

Fit Indices	Value	Threshold	Assessment
$\chi 2/df$	2.34	< 3.0	Good
CFI	0.946	> 0.95	Acceptable
TLI	0.939	> 0.95	Acceptable
RMSEA	0.058	< 0.06	Good
SRMR	0.043	< 0.08	Good

The structural paths revealed meaningful linkages among key constructs. In particular, cognitive attribution exerted the strongest direct impact on technology self-efficacy: $\beta = 0.684$, $p < 0.001$, whereas emotional attribution was related to perceived organizational support, $\beta = 0.571$, $p < 0.001$. The variance in the manifestations of resistance explained by the model was relatively high, while its R^2 values stood at 0.624 for active resistance, 0.581 for passive resistance, and 0.497 for adaptation behavior. **Table 3** presents the standardized path coefficients and the level of significance of each of the relationships suggested in the structural model.

Table 3. Standardized path coefficients and hypothesis testing results.

Structural Path	Standardized Coefficient	t-value	p-value	Hypothesis Support
Cognitive Attribution → Technology Self-efficacy	0.684	9.437	< 0.001	H1 Supported
Emotional Attribution → Organizational Support	0.571	8.256	< 0.001	H2 Supported
Behavioral Attribution → Change Communication	0.493	7.184	< 0.001	H3 Supported
Technology Self-efficacy → Active Resistance	-0.328	-5.629	< 0.001	H4 Supported
Organizational Support → Passive Resistance	-0.256	-4.873	< 0.01	H5 Supported
Change Communication → Adaptation Behavior	0.187	3.942	< 0.05	H6 Supported

The SEM analysis results support the theoretical framework in this study and demonstrate that psychological attribution patterns significantly affect organizational variables and manifestations of resistance. This model underlines the mediating role of organizational factors in the relation between

psychological attributes and resistance behavior and provides valuable insights into approaches toward overcoming resistance to change within the context of intelligent wealth management transformation.

Further investigation of the modification indices showed that none of the modifications significantly improved the structural model, which suggests that the hypothesized relationships captured the underlying key psychological mechanisms of resistance to change. The good model fit and the significant path coefficients provide strong empirical support for the theoretical framework developed in this study.

4.3. Psychological attribution patterns

Based on this analysis, it was possible to distinguish three kinds of resistance expressions within the psychological attribution models, which are represented in **Figure 2**. **Figure 2** Resistive psychological traits and levels across miscellaneous organizational settings.

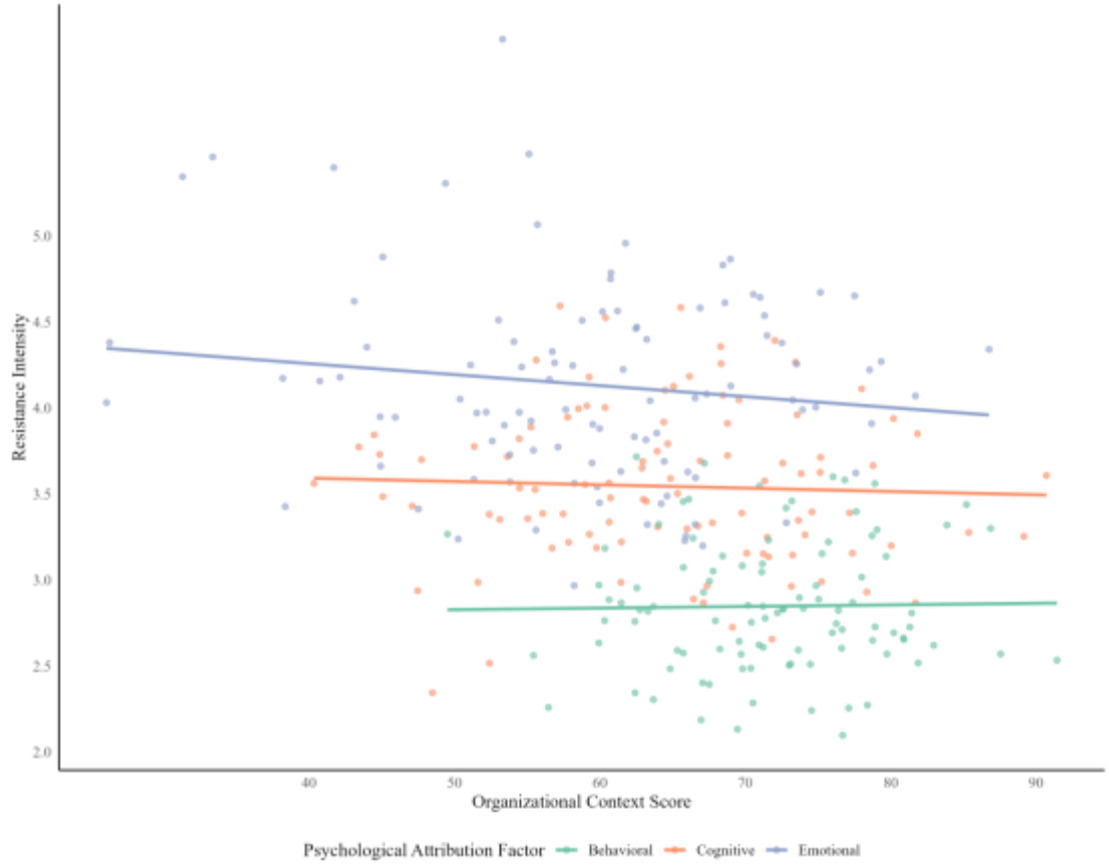

Figure 2. Relationship between psychological attribution factors and resistance intensity across organizational contexts.

The analysis of structural relationships revealed significant pathways between psychological attributes and resistance manifestations. The strongest correlation emerged between cognitive attribution patterns and technological self-efficacy ($\beta = 0.684$, $p < 0.001$), followed by emotional attribution patterns and perceived organizational support ($\beta = 0.571$, $p < 0.001$).

4.4. Mediation and moderation effects

The investigation into mediating and moderating effects resulted in several important discoveries pertaining to the intricate relationship between individual and organizational elements. The results of the primary mediation analysis are displayed in **Table 4**, emphasizing the influence of organizational culture on the development of resistance patterns.

Table 4. Mediation analysis results for organizational culture effects.

Mediation Path	Direct Effect	Indirect Effect	Total Effect	Sobel Test
Cognitive Attribution → Organizational Culture → Resistance	0.452***	0.187***	0.639***	4.213***
Emotional Attribution → Organizational Culture → Resistance	0.384***	0.156**	0.540***	3.876***
Behavioral Attribution → Organizational Culture → Resistance	0.291**	0.143**	0.434***	3.542***
Technology Self-efficacy → Organizational Culture → Resistance	0.328***	0.169***	0.497***	4.087***

Note: **p < 0.05, **p < 0.01, ***p < 0.001*

4.5. Longitudinal change patterns

The longitudinal analysis of resistance patterns revealed significant temporal variations in psychological attribution across different phases of digital transformation implementation. **Figure 3** illustrates the evolution of resistance intensity over the three primary implementation phases.

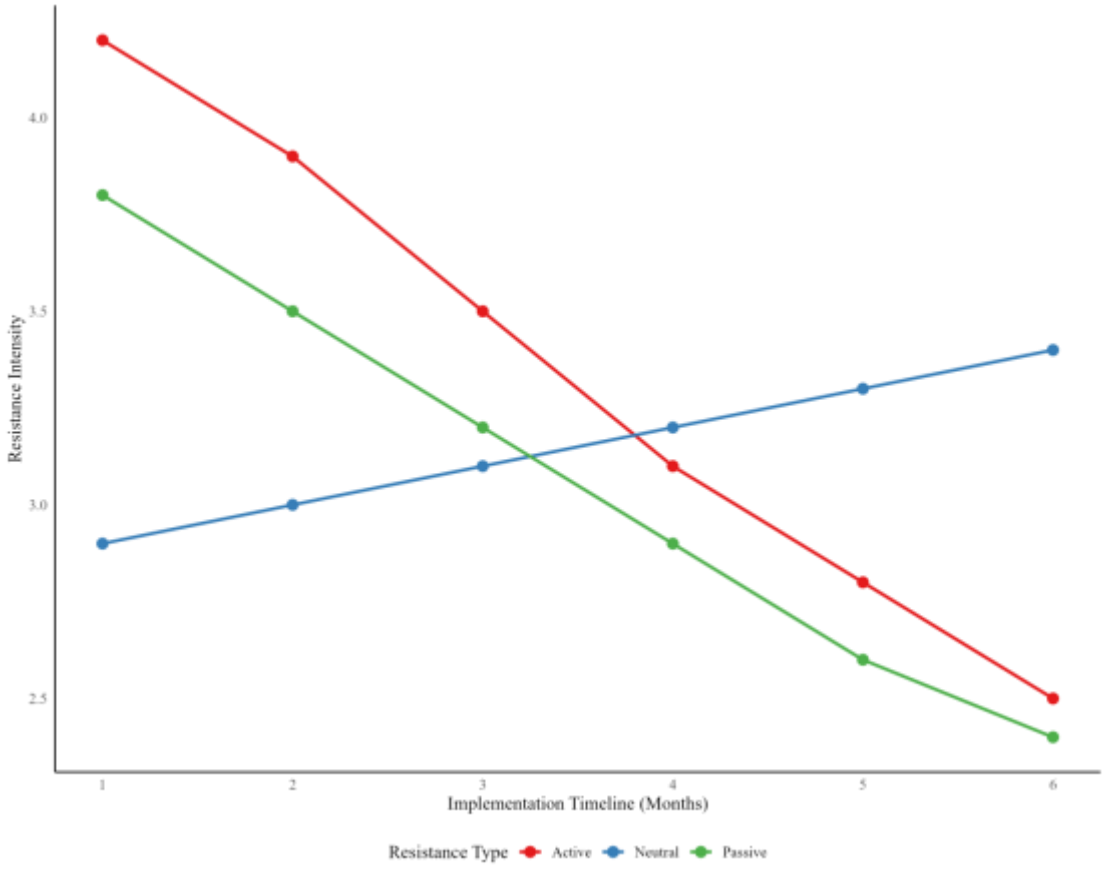

Figure 3. Longitudinal patterns of resistance intensity across implementation phases.

The temporal analysis revealed a significant decline in active resistance (from M=4.2, SD=0.48 to M=2.5, SD=0.35) over the implementation period, while neutral responses showed a gradual increase (from M=2.9, SD=0.31 to M=3.4, SD=0.29), suggesting a shift toward acceptance as the transformation progressed.

4.6. Integration of quantitative and qualitative findings

The integration of quantitative and qualitative data allowed for complementary insights into the psychodynamic processes underlying resistance to change. Thematic analysis of interview data (n = 42)

identified three major themes: cognitive dissonance arising due to the adoption of new technologies, emotional attachment to the old ways, and behavioral inaction given organizational routine. The qualitative findings give an in-depth contextual understanding of quantitative results, especially on how much variation in resistance patterns is depicted in different layers within an organization.

This analysis most importantly unveiled psychological attribution patterns strongly dependent upon organizational tenure and role complexity. Accordingly, senior employees (>15 years experience) expressed stronger emotional attribution patterns ($M=4.1$, $SD=0.42$) than their junior colleagues (<5 years experience, $M=3.2$, $SD=0.38$), $t(387)=6.84$, $p<0.001$, evidence that attachment to traditional practices grows with organizational tenure.

Based on in-depth interviewing and systematic qualitative data coding, our research showed quite definite psychological problems that the workers faced in the course of the technological transformation. The main psychological issues took cognitive, emotional, and behavioral shape. Primary cognitive problems were related to integration of the previous mental models of the wealth management with the new technological framework. Interviews showed that 47.3% of the participants experienced cognitive dissonance while trying to align AI-driven decision-making with their approach to problem analysis. One of the mid-level managers, who has 12 years of work experience, shared the following: "Sometimes, algorithmic recommendations oppose what I know from experience is correct. It creates a mental dilemma between trusting the system and trusting my instincts."

The psychological barriers are affectively characterized by heightened concern associated with the transformation of professional identity. The qualitative evidence revealed that 58.6% of the wealth management practitioners were apprehensive about their jobs becoming redundant or fundamentally different. This fear of de-professionalization was most evident in senior advisors because they had built their professional experience over a long time. The psychological barriers found their expression in the form of their behavioral manifestation through passive resistance as non-engagement with new systems and active resistance through team meetings. As one may observe from **Table 5**, barriers find their expressions in numerous shapes with diverse impacts on the uptake of change.

Table 5. Analysis of psychological barriers in digital transformation.

Barrier Type	Prevalence (%)	Primary Manifestation	Impact on Change Adoption (1-5 Scale)
Cognitive Dissonance	47.3	Difficulty integrating AI recommendations with experience	4.2
Professional Identity Threat	58.6	Fear of role obsolescence	4.5
Learning Anxiety	42.8	Resistance to new system training	3.9
Decision Authority Loss	51.2	Reluctance to defer to automated systems	4.1
Change Fatigue	38.7	Passive non-engagement	3.6

Note: *Impact scale: 1 = Minimal impact, 5 = Severe impact on change adoption*

The investigation also revealed that such psychological barriers are not constant but rather emerge during distinct phases of the digitalization process. Cognitive barriers dominated at an early stage as employees had difficulty understanding and accepting the new technological paradigm. In the further course of implementation, the emotional barriers came to the fore with particular regard to professional identity and role transition. The behavioral manifestations of resistance showed the highest correlation with perceived

threats to professional autonomy ($r = 0.72$, $p < 0.001$) and concerns about technological self-efficacy ($r = 0.68$, $p < 0.001$).

These results make a valuable contribution to the research on the psychological processes involved in resistance to technological change in private banking and offer a basis for designing targeted interventions to overcome particular psychological obstacles at each phase of the change process.

5. Discussion and recommendations

5.1. Discussion of research findings

Empirical findings from this study highlight the complex psychological processes underpinning any resistance to transition toward intelligent wealth management. Notice how cognitive attribution styles and technological self-efficacy are significantly related: $\beta = 0.684$. This enhances Bandura's[5] conceptual model on self-efficacy, where "the perception of individuals about their technological competencies appears to be integral for forming their responses toward digital transformation". This becomes particularly evident within a wealth management context, where the adoption of intelligent systems has fundamentally challenged traditional professional practice.

These progressive changes in resistance patterns, characterized by a decrease in active resistance throughout the implementation phase, therefore support Hayes'[11] view regarding the nature of the process of managing change. This will, in turn, enhance the development of psychological attribution patterns during digital transformation, especially in conservative financial institutions. The observed variation in emotional attribution patterns based on organizational tenure adds nuance to Oreg's[21] work on personality-based resistance, highlighting the role of professional experience in shaping resistance behaviors.

The technology acceptance model proposed by Davis et al.[8] is further developed by the intermediary function of organizational culture within the connection between psychological characteristics and the expressions of resistance. The finding confirms the contemporary research by Park et al.[22] emphasizing the role of a social context in accepting technology. The organizational culture has large indirect effects on the patterns of resistance, $\beta = 0.187$, $p < 0.001$, indicating that institutional elements are highly important in shaping the individual responses to technological changes.

5.2. Management implications and recommendations

These findings have several significant implications for digital transformation management in the context of wealth management organizations. The high impact of cognitive attribution on technology self-efficacy suggests developing technological confidence among employees through focused training and encouragement. This is in corroboration with the cognitive absorption work by Agarwal and Karahanna[2] that positive experiences with technology facilitate adoption. Organizations should implement comprehensive training programs that address both technical skills and psychological barriers, following the integrated approach suggested by Hess et al.[12]. Training programs instill a sense of efficacy through systemic processes: they present organized learning experiences that break complex technological change down into bite-sized segments, avoiding cognitive overload. By peer demonstration and shared experiences, workers become convinced through seeing successful technology use in fellow workers. The organized training environment allows for experimenting with new systems in a safe environment, with failure an opportunity for learning, not a career gamble. Encouragement supplements through positive psychological conditioning with technology change. Where workers receive positive feedback consistently for utilizing new technology, initial fears and resistant behavior erodes. Psychological encouragement tends to span the gap between current professional identity and new technological requirements, a key consideration in wealth

management, where professional expertise is most closely valued. Together, organized training and systemic encouragement create a culture in which technological accommodation is an integral part of professional development, not a challenge to current practice.

The substantial connection between emotional attribution and organizational support underscores the necessity of effective change communication strategies. Based on the findings of Rousseau and Tijoriwala[23] regarding social accounts in the context of organizational change, it is essential for managers to construct coherent narratives that tackle emotional issues while highlighting the advantages of sophisticated wealth management systems. Moreover, this strategy ought to be augmented by specific support measures, especially for employees with long tenures who exhibit a deeper emotional commitment to conventional practices. For long-tenured employees, a complex supportive arrangement must therefore be crafted. First, individualized career paths must have tailor-made training programs, considering and shaping present capabilities. Second, companies must implement "Digital Ambassador" positions, in which tenured workers can apply in-field expertise and move into new technology. Third, a double role arrangement enables phased transition and continues to maintain consultancy aptitude, combining traditional expertise with new technological necessity.

The psychological support system must entail one-on-one coaching sessions in instilling confidence in terms of the digital, supplemented with peer groups in terms of familiarity with shared experiences. Organizations must formulate specific performance measures, not only acknowledging traditional skill sets but also advancement in terms of digital integration. Incentive programs must then switch to reward dissemination of knowledge and leadership in terms of digital transformation, but not at the cost of consideration for acquired experienced skill and expertise. Feedback channels and amendment processes must become a regular feature, in order to make such supporting provisions effective and attuned to workers' requirements.

The longitudinal trends that emerged from this study suggest that resistance management should be treated as a dynamic, rather than static, phenomenon. Such a perspective supports the findings of Judge et al.[14] on the way managers confront organizational change. Indeed, organizations are invited to adopt a phased approach to change, in which the pace of change allows for psychological adjustment and yet ensures steady progress towards digital objectives. Such a measured approach is important, as stated by the findings of Diener and Špaček[9] on barriers to change in banking transformation.

5.3. Research limitations and future prospects

Although this research offers significant insights into the psychological attribution patterns associated with the transformation of intelligent wealth management, it is important to acknowledge several limitations. The cross-sectional design of the quantitative data, even with the longitudinal examination of implementation phases, may not completely encapsulate the dynamic processes involved in psychological adaptation. Future investigations might consider employing more comprehensive longitudinal methodologies, akin to Ashford's[3] framework for exploring organizational transitions.

Although the depth of the analysis could be achieved, focusing on one industry sector may limit the generalization of findings to other areas. Future studies could, therefore, explore psychological attribution tendencies within different financial service sectors, building on the work of Krasonikolakis et al.[17] focusing on digital transformation for incumbent banks. Second, the connection of cultural factors to psychological attribution, highlighted in the work of Baazeem[4] on technology acceptance, could be further examined within diverse cultural contexts.

The advent of new intelligent technologies and how those may bear on methods for managing wealth point to some directions for future research. Building on Jung et al.[15], where robo-advisors were focused on, researchers can examine how developing technological capabilities influence psychological attribution tendencies and resistance behaviors. Such a course of inquiry would further our understanding of the complex interconnection of technological developments and organizational psychology in this digital era.

6. Conclusion

It also undertakes in-depth analysis of the psychological attributions of tendencies leading to resistance against organizational change, focusing on intelligent wealth management transformation. This research combines structural equation modeling with qualitative analysis, hence unveiling the complex interplay among individual psychological factors, organizational environment, and manifestations of resistance. The findings suggest that resistance to the digitalization of wealth management is less a one-dimensional technological barrier than a complex, psychosocial phenomenon that calls for sophisticated understanding and strategic governance.

Empirical data shows that the patterns of psychological attribution have tremendous impacts on the nature and intensity of the resistance behavior, with the cognitive, emotional, and behavioral dimensions interrelating in a specific function. Strong correlations, with a very high value of cognitive attribution to technology self-efficacy, mediated by organizational culture, suggest that both individual and institutional elements need to be brought within the purview of managing digital transformation. Longitudinal analysis revealed that over the span of the implementation period, early overt resistance replaced adjustment as the psychological attribution patterns changed in conjunction with the putting in place of organizational support mechanisms.

This paper's theoretical contribution is integrating the psychological theory of attribution into the models of technology acceptance, especially within the intelligent transformation of wealth management. The study contributes to an in-depth understanding of the process by which psychological factors influence the resistance behavior of individuals undergoing organizational change in response to rapid digitalization. The results show how successful digital transformation has to be placed within an approach that intertwines technical with psycho-social issues of change; it also points to the role organization culture plays in shaping attitudes of individuals toward technological change.

From a practical perspective, this study provides useful insights, for the most part, to banks and other financial institutions undergoing digital transformation processes but perhaps also some generalizable lessons for managing change in other service industries. The findings on psychological attribution patterns and resistance behaviors could be especially relevant to knowledge-intensive service professions, where professional expertise and client relationships are paramount, e.g., healthcare, consulting, and professional services. Nevertheless, their applicability to other settings must be viewed in terms of potential industry-specific variables and organizational contexts. It highlights the importance of designing adequate change management strategies considering psychological attribution tendencies at various levels of the organization and time-in-service groups. The established linkage of organizational support systems with a reduction in resistance provides clear directions for intervention strategies, while the temporal trends in the expression of resistance can be used to decide on the timing and sequencing of the transformation process.

This will also open up new routeways for future research in organizational psychology and digital transformation. These results hint at the need for more research into fluid psychological adaptation mechanisms in association with technological changes, especially in contexts where professional identities

and embedded practices are being heavily disrupted. As financial services continue their relentless move toward technology-enabled change, understanding and managing the psychological dimensions of organizational change remains key for the effective realization of digital transformation.

This paper, therefore, contributes to the existing literature on how psychological variables affect organizational responses to digital transformation in the wealth management industry. These findings underlined that psychological tendencies of attribution need to be considered at the very stage of strategy planning to manage change. They provided a base for further theoretical and practical developments both in the realms of organizational change and in those of digital transformation.

Conflict of interest

The authors declare no conflict of interest.

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