

Model 3 adds social-context variables, slightly increasing  $R^2$  to 0.355. Organizational adoption intention ( $\beta = -0.214^{***}$ ) is negatively associated with resistance, whereas colleague opinion is not. Vehicle characteristic effects remain statistically significant ( $p < 0.001$ ), although their coefficients are slightly smaller.

Model 4 introduces psychological predictors, boosting  $R^2$  to 0.589. Inertia ( $\beta = 0.274^{***}$ ) and techno-overload ( $\beta = 0.336^{***}$ ) show the strongest positive relations with resistance. All vehicle- and social-context predictors remain negative and significant, albeit with substantially lower coefficients. Age is no longer significant, while colleague opinion attains significance ( $\beta = -0.091^{***}$ ).

**Table 4: Hierarchical regression analysis results (\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ )**

	Model 1	Model 2	Model 3	Model 4
	Beta (sig.)	Beta (sig.)	Beta (sig.)	Beta (sig.)
<b>Demographic and background characteristics</b>				
Age	<b>-0.108***</b>	<b>-0.078***</b>	<b>-0.066**</b>	-0.025
Gender	-0.011	0.031	0.020	-0.021
Non-work EV experience	<b>-0.066*</b>	-0.018	0.011	-0.017
<b>Vehicle characteristics</b>				
Sustainability of BENVs		<b>-0.395***</b>	<b>-0.299***</b>	<b>-0.173***</b>
Low-noise preference		<b>-0.230***</b>	<b>-0.194***</b>	<b>-0.087***</b>
<b>Organizational social context</b>				
Colleague opinion			-0.042	<b>-0.091***</b>
Organizational adoption intention			<b>-0.214***</b>	<b>-0.109***</b>
<b>Psychological attitudes</b>				
Inertia				<b>0.274***</b>
Techno-overload				<b>0.336***</b>
Adjusted $R^2$	0.014	0.313	0.355	0.589
$\Delta R^2$	-	0.299	0.042	0.234
F change	F(3, 1456)= 7.945***	F(2, 1454)= 317.542***	F(2, 1452)= 48.374***	F(2, 1450)= 415.604***

## 5 Discussion

Companies need to consider employee attitudes when mandating the use of new technologies to ensure smooth roll-outs (Heath et al., 2022; Klaus et al., 2010). Our study examined how employees' perceptions of BENVs shape resistance to replacing ICE vehicles. The hierarchical regression results reveal a clear pattern. In the first step, age and prior non-work EV experience showed small negative links to