THE EFFECT OF PERCEIVED FREQUENT LEADERSHIP CHANGES ON EMPLOYEESâ€™ RESISTANCE TO CHANGE: EXPLORING
THE MODERATING ROLE OF EMPLOYEESâ€™ WELFARE - A CASE STUDY ON INDONESIAN-OWNED CONSTRUCTION
COMPANIES.
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ABSTRACT

The occurrence of leadership changes has been discussed by multiple previous researchers as having an impact on employees, regardless of the type of organization or the industry in which it operates. This study aims to explore employees' perceptions regarding the repetitive occurrence of changes in leadership as well as the subsequent impact on the organization. It uses a model that examines the direct relationship between frequent leadership changes and resistance to change, with the plausible impact of employees' welfare playing a moderating role between the two. The study involved 186 respondents who are permanent employees working within an Indonesian-owned construction company, which operates in and originates from various regions of Indonesia. Data was collected through a structured questionnaire, which was distributed and administered electronically via the company's HRM channel.

Using SPSS and the regression data analysis method PROCESS Macro, the results show that frequent leadership transitions significantly contribute to employee resistance to organizational change, as they create psychological strain, uncertainty, and diminished trust. However, strong employee welfare systems, including job security and career development, serve as a protective barrier, reducing the negative impact of leadership instability.

The study emphasizes the importance of integrating employee welfare into organizational strategy to mitigate the disruptive effects of leadership changes and maintain employee engagement. This research contributes to both the theory of organizational change and the practical tools for leaders and HR practitioners in high-turnover environments. The study highlights that prioritizing employee well-being can foster resilience within leadership uncertainty.