

PERANAN CONSCIENTIOUSNESS TERHADAP PERILAKU RESISTANCE TO CHANGE DENGAN KEPEMIMPINAN BERORIENTASI PERUBAHAN SEBAGAI MODERATOR

Fajar Bayu Raynadi¹, Noor Siti Rahmani²

Faculty of Psychology, Universitas Gadjah Mada

e-mail: 1bayuraynadi@gmail.com , 2noor.rahmani@gmail.com

Abstract. The phenomenon of organizational change that occurs in government institutions can cause various negative reactions by employees, thus potentially hampering the successful implementation of change. Resistance to change behavior among employees is one of the main threats to the failure of the organization's change program. Individual personality aspect can predict resistance to changes behavior in the work environment. Leadership practices also become a factor influencing how employees deal with organizational change. The purpose of this study was to empirically examine the effect of change-oriented leadership as a moderator on the role of trait conscientiousness towards employee resistance to change. The hypothesis of this study is that change-oriented leadership can moderate the role of conscientiousness personality traits towards resistance to change behavior. Researcher used an online survey involving 214 government employees as respondents. Hypothesis testing is done by using multiple regression analysis. Based on the results of the analysis note that the change-oriented leadership variable is proven to significantly play a role as a moderator variable in the role of conscientiousness to resistance to change in government institution employees. Change-oriented leadership that is able to moderate the role of conscientiousness to resistance to change with an effective contribution of 2.1% ($p = 0.033$, $p < 0.05$).

Keywords: *resistance to change, conscientiousness, change-oriented leadership*

Abstrak. Fenomena perubahan organisasi pada institusi pemerintahan dapat menimbulkan berbagai reaksi negatif, sehingga berpotensi menghambat keberhasilan implementasi perubahan. Perilaku menolak perubahan (*resistance to change*) merupakan salah satu ancaman utama gagalnya program perubahan pada organisasi. Aspek kepribadian dapat memprediksi munculnya perilaku *resistance to change* di lingkungan kerja. Praktik kepemimpinan juga turut menjadi faktor yang memengaruhi karyawan dalam menghadapi perubahan organisasi. Tujuan penelitian ini untuk menguji secara empirik pengaruh kepemimpinan berorientasi perubahan sebagai moderator pada peranan trait *conscientiousness* terhadap *resistance to change*. Peneliti menggunakan survei *online* dengan melibatkan 214 pegawai pemerintahan sebagai responden. Pengujian hipotesis dilakukan dengan menggunakan analisis regresi berganda. Berdasarkan hasil analisis diketahui bahwa variabel kepemimpinan berorientasi perubahan terbukti secara signifikan sebagai variabel moderator pada peranan *conscientiousness* terhadap *resistance to change* pada pegawai institusi pemerintahan. Kepemimpinan berorientasi perubahan mampu memoderatori peran *conscientiousness* terhadap *resistance to change* dengan sumbangan efektif sebesar 2,1% ($p = 0.033$, $p < 0.05$).

Kata Kunci: *resistance to change, conscientiousness, kepemimpinan berorientasi perubahan*