

## **PENGARUH EKSPRESI EMOSIONAL NEGATIF PEMIMPIN TERHADAP KINERJA TUGAS BAWAHAN: PERAN PEMODERASIAN *CONSCIENTIOUSNESS*, KESTABILAN EMOSIONAL/*NEUROTICISM*, DAN KEKUASAAN PEMIMPIN PERSEPSIAN**

### **Intisari**

Emosi tidak hanya sekedar dirasakan, melainkan juga diekspresikan. Sebagaimana emosi berperan penting dalam kehidupan sosial, ekspresi emosional juga memiliki peran yang tidak bisa dihindari dalam setiap interaksi yang dilakukan masing-masing individu di lingkungan mereka. Ekspresi emosional negatif, terutama amarah, menjadi salah satu cara unik yang dilakukan pemimpin untuk mengendalikan bawahannya. Penelitian ini fokus untuk mengungkap bahwa ekspresi emosional negatif pemimpin dapat mempengaruhi perilaku bawahan, terutama pada kinerja tugas bawahan. Untuk menjelaskan pengaruh tersebut, digunakan variabel-variabel pemoderasian, antara lain: *conscientiousness* bawahan, kestabilan emosional/*neuroticism* bawahan, dan kekuasaan pemimpin persepsian. Pengumpulan dan pengolahan data penelitian dimulai pada April 2016, dan berakhir pada Juli 2016. Sebanyak 247 hubungan *dyadic* pemimpin-bawahan, dengan rincian 84 pemimpin, dan 247 bawahan, dari 54 perusahaan dan instansi yang berbeda berhasil dikumpulkan sebagai data penelitian. Hasil Analisis Regresi Moderasian dan pengelompokan interaksi, menunjukkan bahwa kestabilan emosional/*neuroticism* dan kekuasaan pemimpin persepsian berperan sebagai pemoderasi pengaruh ekspresi emosional negatif pemimpin terhadap kinerja tugas bawahan, sementara *conscientiousness* bawahan tidak berperan sebagai variabel pemoderasi. Hasil juga menunjukkan keluaran simetris dan asimtris ekspresi emosional negatif pemimpin terhadap kinerja tugas bawahan berdasarkan peran pemoderasian tersebut yang dijelaskan menggunakan model EASI.

Kata kunci : Ekspresi emosional negatif pemimpin, amarah, *conscientiousness*, kestabilan emosional/*neuroticism*, kekuasaan pemimpin persepsian, kinerja tugas, Model EASI.

## LEADER NEGATIVE EMOTIONAL EXPRESSION ON FOLLOWER PERFORMANCE: THE MODERATING ROLES OF CONSCIENTIOUSNESS, EMOTIONAL STABILITY/NEUROTICISM, AND PERCEIVED LEADER POWER

### Abstract

*Emotions are not only being felt, but also being expressed. As emotions plays an important roles in our social lives, emotional expressions also have unavoidable roles and consequences in every interactions that individuals do in their environment. Negative emotional expressions, especially anger, become an interesting way for leaders to control their followers. This study focus on arguing that negative emotions expressed by leaders can influence their follower behaviors, particularly on follower task performance. To explain the effect of leader negative emotional expression on follower task performance, this study examine the moderating effect of follower personality traits (conscientiousness & emotional stability) and perceived leader power. Data collection and analyses was started in April 2016, and finished in July 2016. Total 247 leader-follower dyads, consisting 84 leaders and 247 followers, from 54 different companies across various sectors in Indonesia, are collected as the data. Using Moderated Regression Analysis and plotting interactions, it shows that emotional stability and perceived leader power significantly moderate the effect of leader negative emotional expression on follower task performance, while follower conscientiousness is failed to moderates the main effect. The forms of moderations that indicates symmetrical and asymmetrical outcomes from emotional expression also interestingly founded and discussed. EASI Model is adopted to explain the mechanism on how emotional expression can influence others behavior. Theoretical and practical implications of the findings, and future research suggestions also discussed at the last part of the study.*

**Keywords:** *negative emotional expression, anger, conscientiousness, emotional stability, perceived leader power, task performance, EASI Model.*