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The Local Government Transformation, The Big Five Personality And Anxiety

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Abstract

The focus of research is to examine the correlation between the personality dimension and capability of adversity and anxiety of the staffs in organizational changes. The research used purposive sampling method before applied multiple regression analysis. As a result of data analysis showed evidence that the consequences of the uncertainty organizational change affected hope and comfort of the staffs, which was brought about by anxiety. In conclusion, staff anxiety facing organizational change is not only influenced by personality dimensions but also organizational culture and intelligence facing challenges or difficulties to be one of the predictors to watch out for.

Keywords: Anxiety, Big Five Personality, Adversity

La Transformación Del Gobierno Local, Los Cinco Grandes Personajes Y La Ansiedad

Resumen

El objetivo de la investigación es examinar la correlación entre la dimensión de la personalidad y la capacidad de la adversidad y la ansiedad del personal en los cambios organizativos. La investigación utilizó un método de muestreo intencional antes del análisis de regresión múltiple aplicado. Como resultado del análisis de los datos, se demostró que las consecuencias de la incertidumbre del cambio organizacional afectaron la esperanza y la comodidad de los empleados, lo cual fue provocado por la ansiedad. En conclusión, la ansiedad del personal frente al cambio organizacional no solo está influenciada por las dimensiones de la personalidad, sino también por la cultura organizativa y la inteligencia que enfrentan los desafíos o dificultades para ser uno de los pronosticadores a los que hay que estar atentos.

Palabras clave: Ansiedad, Cinco Grandes Personalidades, Adversidad.

1. INTRODUCTION

Good government is essential for positive health of organizational practices. Good organizational health can be indicated through effectiveness in performance, structure, culture and system (Saeed & Wang, 2014). The signal of good government is lower turn-over of employees, higher performance, a good perception of the comforting work environment, and lower occupational anxiety (Yuwono & Bagus, 2005). For more than a decade, most Indonesian government offices have been applying performance-based budgeting as a pillar of good governance practice. By means of performance-based financial management, the offices implemented a Public Service Agency (BLU) as a fundamental financial performance assessment for public sector organizations. Furthermore, in the regional

government, the offices use Law (act) no. 74 of 2012 as the direction of using government funds which is no longer merely output oriented but further strengthening the outcomes (Ahmad & Ahmad, 2018). General speaking, this regional regulation is to establish and provide better public services without prioritizing profit. It is a target also to conducting the services based on the principles of efficiency and productivity.

A matter of fact a successful national target of good government is not only depend on just give a mandatory to put into operation of performance-based budgeting. Many studies proved, it also depends on peoples qualities (Leutner et al., 2014; DavoodabadiFarahani & Shahsavari, 2014). Good personality as a dominant aspect in the transformation to good government. Several researchers found that the readiness of the employees' personalities as a significant aspect of organizational transformation (Biglu et al., 2016; Matjie, 2018). What is more, the change system of the performance-based budgeting brings pragmatic consequences. On the one hand, a prerequisite of the performance-based budgeting is not only needed people with smartness but also expertise. Unavoidable reality shows that appointing position in the office is not based on seniority, but almost competencies with a good personality. On the other hand, many officers must be willing to lose their job position. Indeed, this loss brings financial loss too. Besides job position and financial deprivation, the officers suffer occupational anxiety. The important of the study intend to explore how employees' personality readiness have impacted on occupational anxiety (Kia & Dillon, 2014; Gunawan, 2017), towards good government from the perspective of adversity quotient Herzog & Stevey (2007), Leman (2007) and how this might influence the effectiveness of good government.

2. METHODOLOGY

This research uses quantitative research design, by testing 3 (three) hypothesis. Research subject conduct using a purposive sampling method with 138 staffs who were selected. 30 subjects were used as the initial research subjects for the trial of the measuring instrument and 108 for the research data. Based on the research data, the highest age of research subjects was 60 years old and the lowest age was 22 years old. Most of the age of the study subjects ranged in age from 40 to 50 years. Based on the last education, the subjects of the study were bachelor degree and master degree, while gender showed male (72 staffs) and female (36 staffs). The subject has to work a range of 2 years of service to 35 years of service. Most research subjects have a working period of 20 -30 years. The first instrument identified staff anxiety. Staff anxiety defined as an unpleasant subjective staff feeling that is subjective and arises from the tension, the threat of failure, the sense of discomfort and uncertainty. Anxiety reactions can be manifested in physical reactions, such as increased heart rate, frequent urination, excessive sweating, stepping back and gastrointestinal disturbances. While the psychic reaction is feelings of tension, panic, worry, nervousness, fear, and anxiety. The second instrument identified staffs personality. Staff Personality defined as an individual's tendency to behave in a certain way in various situations that are used to react and adapt to all stimuli from both inside and outside through the trait composed of five domains that have been formed, namely Openness to experiences, conscientiousness, extraversion, agreeableness, and neuroticism (Zeytinoglu et al., 2017; Widiastuti et al., 2018).

The third instrument identified staffs capability about one possesses to overcome difficulties and be able to survive and not easily give up in the face of all difficulties of life with an indicator Control, Origin, Ownership, Reach, Endurance. After run instrument trial test with 30 trial subjects, the collecting

data instruments were valid and reliable: the first instrument (anxiety), Cronbach Alpha $R = 0.906$, $SD = 7.542$, $r = 0.306-0.836$ $p < 0.01 - p < 0.05$; the second instrument (personality), Cronbach Alpha $R = 0.928$, $SD = 16.076$, discrimination $r = 0.331-0.730$; and the third instrument (staff capability), Cronbach Alpha $R = 0.847$, $SD = 7.526$, $r = 0.331 -0.761$). Normality test was applied to measuring the instruments by using one-sample Kolmogorov-Smirnov Test resulted that the three instruments met the normality norms. The normality test on the capability instrument has the absolute value $D = 0.131$, $p > 0.05$. Normality test on anxiety instrument has absolute value $D = 0.125$, $p > 0.05$. Normality test on the personality instrument has absolute value $D = 0,089$, $p > 0.05$. Thus the measuring instrument used has a normal distribution, meaning there is no difference between theoretical distribution and empirical distribution. The research data then tested the assumption of normality and analyzed by multiple regression to all variables.

3. RESULTS AND DISCUSSION

The results of the first hypothesis: there is a correlation between staff personality, staff capability and staff's anxiety dealing with organizational transformation. Based on the results of the regression analysis between the predictor variables together with the criterion variable (anxiety) shows there is a significant correlation between staff capability, staff personality and staff anxiety in the organizational change.

Table 1: Multiple Regression Analysis Test Results

No	X Variable	Y Variable	Regression
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			R²	F	P
1	Staff capability of Adversity	Staff	0,101	5,890	0,004
2	Staff Personality	Anxiety			

Equation line $Y = 59,875 - 0,326. X^1 - 0,061.X^2$

The result of the second hypothesis: There is a correlation between staff personality and staff's anxiety facing organizational transformation, showed $R^2=0.050$, value $F=5.559$, $\beta=-1.11$, $P=0.020$. Based on the results of regression analysis, showed there was a very significant correlation between the personality dimensions with work anxiety in the organizational changes.

Table 2: Test Result V1 with K1

X Variable	Y Variable: Staff Anxiety	Correlation		
		P	β	r
Staff Personality		0.02	1.11	0.050

The result of the third hypothesis test: there is a correlation between staff capability and their anxiety facing organizational transformation, showing $r = 0.05$, $\beta = -1.11$, $P = 0.02$, meaning there is significant correlation between staff capability and staff's anxiety in the organizational change.

Table 3: Regression Analysis, AQ and Anxiety

X Variabel	Y Variabel : Staff Anxiety	Correlation		
		P	β	r
Staff capability of adversity		0.02	-1.11	0.05

The results show that the staff personality and staff capability to face changes are related to staff anxiety in organizational change. Regression analysis result obtained $F=5.890$, $p = 0.004$. It shows that staff capability to face difficulty in changing the organizational system and the staff personality have a strong correlation to staff anxiety. Based on the result, it can be assumed that the personality and capability of the staff can be a significant predictor for the staff anxiety experiencing organizational change. The effective contribution gained by all predictors is 10.1%, indicating that there are still 89.9% other variables that affect staff anxiety. There are other variables that may affect staff anxiety include economic condition, health condition, and welfare that has been obtained with the condition as civil state conditions. This study also proves that there is a significant correlation between personality variable and staff's anxiety in organizational change. This is indicated by the value of $R^2=0.050$, the value $F=5.559$, $\beta = - 1.11$, $P=0.020$. Thus, it can be said that one of the high determinants of low staff anxiety is a personality type measured by the staff personality. Based on the result of regression analysis on the five dimensions of personality variable and staff anxiety, find as follows:

The correlation between openness to experience with staff anxiety in the face of changes is obtained $r=0.196$, $p=0.042$, it shows that there is a significant correlation between openness to experience with staff's anxiety in facing change. Research subjects who have an openness to experience personality can easily have tolerance, the capacity to absorb information, become focused, and able to be alert to various feelings, thoughts, and impulsivity. Simply dominant personality dimensions openness to experience owned by employees with the ability to see opportunities from existing challenges of organizational changes. As state civil servants, the subjects have natural curiosity and openness to experience that easier finds solution to a problem. Based on regression results on the correlation between the

conscientiousness's personality dimensions and staff's anxiety in the organizational change, it has no significant relationship. According to Costa & McCrae the dimensions of conscientiousness relate to the regularity of the work and the results. Staffs who have high conscientiousness dimensions will tend to be compulsive, responsible, disciplined and perfectionist, whereas if the staff has a low conscientious dimension then it tends to be careless and irregular. There is no relationship between the dimensions of conscientiousness and anxiety, as staff in one of the local government offices as respondents perceive the regulation has been established by 2016 and has prepared every existing structure. Working mechanisms staff at one of the local government institutions, who are research respondents have been given enough knowledge about the changes and solutions to overcome the change so that the staff do not feel anxious because it has fully understood that the organizational changes actually burden incumbency structural officials, but for staff only as complementary of work. It will effect little for the staffs.

The correlation between the extraversion dimension of personality and staff anxiety in organizational change is unrelated. The reason for the absence of a relationship due to the extraversion dimension with regard to positive affection such as having high enthusiasm, being sociable, having positive, energetic, interest-driven, ambitious, and workaholic emotions is also kind to people. The extraversion personality dimension does not directly affect anxiety. These results are supported by Kim's research findings which state that extraversion as one of the predictors that indirectly affect anxiety. The absence of such relationships, probably because of the work relationships that occur among staff in the local government relatively less turbulent. It is influenced by the east Javanese culture which does not put forward competition. There are suitable relationships built up in bureaucratic relationships, making individuals have a sense of cohesiveness in a large group so that the changes that occurred in the organization is affected little

because if there is a change, everyone in the group will have solidarity and togetherness. The relationship between the personality dimension of agreeableness and the anxiety of staff in the face of organizational change is not proven. The dimension of agreeableness refers to how one becomes obedient, submissive, gentle, trusting, and unsuspecting. The condition of staff in one of the local government institutions of East Java Province is built on the basis of trust towards superiors and groups together. This is the reason for the possibility that there is no relationship in the proposed hypothesis of agreeableness and anxiety.

These findings are in line with the results of Simona et al. (2015). Simona et al. (2015) found that agreeableness has a weak relationship with confidence that indirectly refers to anxiety. Leutner's et al. findings (2014) are in line with the findings of this study which found no relationship between the dimensions of agreeableness and anxiety. The relationship between the personality dimensions of neuroticism and staff anxiety in the organizational change suggests a significant relationship. Thus one of the determinants of the low level of anxiety of staff in the face of organizational changes of the civil servants of the state in one of the regional government institutions is a type of personality neuroticism. The result of regression analysis obtained $F=9.399$, $R^2=0.081$, and $p=0.026$ mean contribution of neuroticism predictor to staff anxiety in organizational change equal to 8.1%, the rest influenced by other factors. Based on these results illustrate that most of the research subjects have high enough in personality neuroticism dimension. It means that the state civil servant that were the subjects of research have problems with negative emotions such as worry and insecurity. Emotionally the staffs are unstable. In addition to these staffs are having difficulty in commitment, the staffs also have a low level of self-esteem. These staffs have an easy personality to experience anxiety, anger, depression, and emotionally reactive

tendencies, but this can be mitigated by having a relatively high degree of adversity competences.

The study also found a correlation between the capability of adversity competence and staff anxiety in the organizational change showed significant results. The result can be drawn that other variables that can be a determinant of staff's anxiety are the intelligence possessed by individuals to overcome difficulties and be able to survive, not easily give up in the face of any difficulties of life. The result of regression analysis obtained $F=10.224$, $R^2=0.088$, and $p=0.002$ mean contribution of adversity competence predictor to staff's anxiety in organizational change equal to 8.8%, the rest influenced by other factors. A strong correlation between adversity competence and staff anxiety in the organizational change shows the higher the ability of one's endurance. The higher staff endurance when facing the problem is the lower the anxiety experienced by the staff. Some staffs who experience anxiety, more on staffs who have a structural position. By the new regional government institutions system, the government policy no longer takes into account: the length of work and seniority for fill-in structural positions but on how capable officials can contribute to the institution and the fulfill targets unit that supports the leadership, vision and mission of the existing Governor.

Table 4: Regression Analysis Results of Personality and Anxiety

No	X Variable	Y Variable	Correlation		
			P	β	r
1	Openness	Anxiety	0,042	- 0,156	0,196
2	Conscientiousness		0,079	0,297	0, 171
3	Extraversion		0,935	0,011	0,119
4	Agreeableness		0,155	0,462	0,138
5	Neuroticism		0,026	0,447	0,285

4. CONCLUSION

The implementation of organizational change in terms of budget management based on the new system, which requires a change in the way of work and skill adjustment, leads to a situation of uncertainty for staffs in the local government agencies. The height of uncertainty will cause anxiety as psychological impact, as a consequence of the process of transformation. The anxious staff personality is not because of physical anxiety but especially on psychological anxiety. The staff personality dimensions are more influential on staff anxiety that has neuroticism and openness to experience. The staff who have a tendency to the personality dimension of neuroticism will have high anxiety, as well as staff who have high levels of openness to experience negatively correlated with anxiety. This study found 2 dimensions that directly related to the dimensions of openness to experience and neuroticism while the other dimension is an indirect relationship that was the dimensions of conscientiousness, extraversion, and agreeableness. The findings support that staff anxiety facing organizational change is not only influenced by personality dimensions but also organizational culture and intelligence facing challenges or difficulties to be one of the predictors to watch out for.

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