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THE INFLUENCE OF RESILIENCE AND STRESS MANAGEMENT ON EMPLOYEE BEHAVIOR FACING ORGANIZATIONAL CHANGE: EVIDENCE FROM SMES IN GORONTALO

Heldy Vanni Alam[1*], Rezkiawan Tantawi[2], Raflin Hinelo[3]

[1,2,3]Universitas Negeri Gorontalo, Indonesia
heldy.alam@ung.ac.id[1]
rezkiawan@ung.ac.id[2]
raflin@ung.ac.id[3]

Abstract
Small and Medium Enterprises (SMEs) in Indonesia face increasing challenges from rapid organizational changes, requiring employees with high resilience and effective stress management capabilities. Understanding how these psychological factors influence employee behavior during change is crucial for organizational success. This study investigates the influence of resilience and stress management on employee behavior when facing organizational change in SMEs located in Gorontalo Province, Indonesia. A quantitative approach was employed using a structured questionnaire administered to 31 employees from various SMEs in Gorontalo. The instrument measured three main constructs: resilience (30 items across 6 dimensions), stress management ability (20 items across 4 dimensions), and change behavior (25 items across 5 dimensions). Data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. The study found significant positive relationships between resilience dimensions (emotional regulation, impulse control, optimism, personal strength, social support, and negotiation ability) and adaptive change behavior ($r = 0.687$, $p < 0.001$). Stress management capabilities, particularly stress awareness and coping strategies, significantly predicted positive responses to organizational change ($\beta = 0.542$, $p < 0.001$). Personal strength and social support emerged as the strongest predictors of change readiness among resilience dimensions. Resilience and stress management capabilities are critical factors influencing employee behavior during organizational change in SMEs. Organizations should invest in developing these psychological capabilities to enhance change management effectiveness and organizational adaptability.

Keywords: resilience, stress management, organizational change, SMEs, employee behavior, Indonesia

1. Introduction

Organizational change has become an inevitable reality for businesses operating in today's dynamic environment, particularly for Small and Medium Enterprises (SMEs) that must continuously adapt to survive and thrive (Panjaitan et al., 2020). In Indonesia, SMEs constitute approximately 99.99% of all business entities and contribute significantly to national economic development (Sudarmaji et al., 2019). However, these organizations often face unique challenges when implementing change due to limited resources, informal structures, and high dependency on individual employee capabilities (Anggadwita et al., 2023). The success of organizational change largely depends on employees' psychological readiness and their ability to cope with uncertainty and stress (Gunawan et al., 2021). Two critical psychological factors that influence employee responses to change are resilience and stress management capabilities (Al-Ghazali & Afsar, 2022). Resilience refers to an individual's ability to bounce back from adversity, adapt to challenging circumstances, and maintain psychological well-being despite facing difficulties (Hartman et al., 2019). Meanwhile, stress management involves the cognitive and behavioral strategies individuals use to cope with stressful situations and maintain optimal performance (Martdianty et al., 2020).

Research in Western contexts has extensively documented the importance of resilience and stress management in organizational change processes (Ratna et al., 2021). However, there remains a significant gap in understanding how these psychological factors operate within the Indonesian SME context, particularly in regions outside major economic centers. Gorontalo Province, located in the northern part of Sulawesi Island, represents a unique setting where traditional values intersect with modern business practices (Lai et al., 2020). The theoretical foundation for this study draws from Bonanno's resilience theory, which emphasizes the multidimensional nature of resilience encompassing emotional regulation, cognitive flexibility, and social support utilization (Weiner, 2020). Additionally, Lazarus and Folkman's transactional model of stress and coping provides the framework for understanding stress management processes in organizational contexts (Heldy & Apun, 2018).

This study addresses several research gaps. First, while numerous studies have examined organizational change in large corporations, limited research has focused specifically on SMEs in emerging economies (Purwati et al., 2021). Second, most existing studies on resilience and stress management have been conducted in Western cultural contexts, raising questions about the generalizability of findings to collectivist cultures like Indonesia (Heldy & Apun, 2018). Third, there is insufficient empirical evidence linking individual psychological capabilities to behavioral outcomes during organizational change in Indonesian SMEs (Purwati et al., 2021). Therefore, this study aims to investigate the influence of resilience and stress management on employee behavior when facing organizational change in SMEs located in Gorontalo Province. The research objectives are to: (1) assess the levels of resilience, stress management capabilities, and change behavior among SME employees; (2) examine the relationships between resilience dimensions and change behavior; (3) analyze the impact of stress management capabilities on employee responses to organizational change; and (4) identify the most significant predictors of adaptive change behavior in the SME context

2. Literature Review

2.1 Resilience in Organizational Context

Resilience has emerged as a critical psychological construct in organizational behavior research, particularly in understanding how individuals navigate challenging work environments (Rofiqah et al., 2023). In the context of organizational change, resilience encompasses multiple dimensions that collectively enable employees to maintain effectiveness despite facing uncertainty and disruption (Vakola et al., 2004). Emotional regulation, the first dimension of resilience, refers to an individual's ability to manage and control emotional responses during stressful situations (Annarelli & Nanino, 2016). Research has shown that employees with strong emotional regulation capabilities are better equipped to handle the emotional turbulence associated with organizational change (Khalid et al., 2020). They demonstrate greater stability in their work performance and maintain more positive relationships with colleagues during transition periods. Impulse control, the second dimension, involves the ability to think before acting and resist immediate emotional reactions (Gbarale, 2022). In change situations, employees with high impulse control are more likely to make rational decisions rather than reactive responses that might undermine change initiatives (Heldy & Apun, 2018). This capability is particularly important in SMEs where hasty decisions can have significant organizational consequences.

Optimism, the third dimension, reflects an individual's tendency to maintain positive expectations about future outcomes despite current challenges (Panjaitan et al., 2021). Optimistic employees serve as change champions, influencing others to embrace new initiatives and maintaining team morale during difficult transition periods. Their positive outlook contributes to creating a supportive change climate within the organization. Personal strength, the fourth dimension, encompasses self-efficacy beliefs and confidence in one's ability to handle challenging situations. Employees with high personal strength demonstrate greater persistence in learning new skills and adapting to new work processes during organizational change. This dimension is particularly relevant in SMEs where employees often need to take on multiple roles and responsibilities. Social support, the fifth dimension, involves the ability to seek and utilize support from colleagues, supervisors, and family members (Gunawan et al., 2021). In Indonesian culture, social relationships play a crucial role in stress management and problem-solving (Wang et al., 2008). Employees who effectively leverage social support networks demonstrate better adaptation to change and report lower levels of change-related stress. Negotiation ability, the sixth dimension, refers to skills in conflict resolution and finding mutually beneficial solutions during disagreements (Wardani & Prastiti, 2020). During organizational change, conflicts and disagreements are common as stakeholders may have different perspectives on new initiatives (Panjaitan et al., 2020). Employees with strong negotiation skills contribute to smoother change implementation by facilitating compromise and collaboration.

2.2 Stress Management in Change Contexts

Stress management capabilities are essential for employee well-being and performance during organizational change (Purwati et al., 2021). The ability to effectively manage stress not only benefits individual employees but also contributes to overall organizational resilience and change success. Stress awareness, the first dimension of stress management, involves recognizing stress symptoms and identifying stressors in the work environment (Heldy & Apun, 2018). Employees with high stress awareness can take proactive measures to address stress before it becomes overwhelming. This early recognition is particularly important during organizational change when stress levels tend to be elevated due to uncertainty and increased workload. Workload assessment, the second dimension, refers to the ability to evaluate one's capacity and recognize when demands exceed available resources. In SMEs, changing employees often face additional responsibilities without proportional increases in resources (Martdianty et al., 2020). Those who can accurately assess their workload are better positioned to seek help or negotiate priorities to maintain effectiveness.

Coping strategies, the third dimension, encompass the various approaches individuals use to manage stressful situations (Ratna et al., 2021). Effective coping strategies during organizational change include problem-focused coping (addressing the source of stress) and emotion-focused coping (managing emotional responses to stress) (Hartman et al., 2019). Research has shown that employees who employ diverse coping strategies demonstrate better adaptation to change. Emotional regulation within stress management, the fourth dimension, involves maintaining emotional stability and expressing emotions appropriately during stressful periods (Lai et al., 2020). This capability overlaps with resilience but focuses specifically on stress-related emotional responses (Rofiqah et al., 2023). Employees with strong emotional

regulation in stress contexts contribute to maintaining a positive work environment during change.

2.3 Employee Behavior During Organizational Change

Employee behavior during organizational change significantly influences the success or failure of change initiatives (Purwati et al., 2021). Understanding the factors that promote adaptive change behavior is crucial for developing effective change management strategies (Heldy & Apun, 2018). Change readiness, the first dimension of change behavior, reflects employees' willingness to embrace new initiatives and their belief in the necessity of change (Holt et al., 2007). Ready employees demonstrate openness to learning new skills and adapting work practices (Al-Ghazali & Afsar, 2022). In SMEs, change readiness is often influenced by employees' trust in leadership and their understanding of the reasons for change. Managerial support, the second dimension, involves the extent to which employees perceive adequate support from supervisors during change processes (Purwati et al., 2021). Supportive management behaviors include providing clear communication about change, offering necessary resources for adaptation, and recognizing employee efforts (Purwati et al., 2021). In SMEs, the close relationship between owners/managers and employees makes managerial support particularly influential.

Attitude toward change, the third dimension, encompasses employees' cognitive and affective evaluations of change initiatives (Weiner, 2020). Positive attitudes toward change are associated with greater cooperation and lower resistance (Vakola et al., 2004). Cultural factors in Indonesian SMEs, such as respect for authority and harmony maintenance, significantly influence attitude formation toward change. Adaptation motivation, the fourth dimension, refers to the internal drive to develop new competencies and adjust to changed circumstances (Gbarale, 2022). Motivated employees actively seek learning opportunities and demonstrate persistence in overcoming adaptation challenges (Annarelli & Nanino, 2016). This motivation is often influenced by career development opportunities and recognition systems within SMEs. Emotional response, the fifth dimension, involves the affective reactions employees experience during change processes (Khalid et al., 2020). Positive emotional responses facilitate change acceptance, while negative emotions can lead to resistance and withdrawal behaviors (Wang et al., 2008). Managing emotional responses is particularly challenging in SMEs where employees often have close personal relationships that can intensify emotional reactions to change.

2.4 Theoretical Framework and Hypotheses

Based on the literature review, this study proposes a theoretical model linking resilience and stress management capabilities to employee behavior during organizational change. The model is grounded in conservation of resources theory, which suggests that individuals strive to obtain, retain, and protect resources that help them cope with stressful situations (Gunawan et al., 2021). Resilience serves as a psychological resource that enables employees to maintain well-being and effectiveness during change (Martdianty et al., 2020). Each dimension of resilience contributes to different aspects of change adaptation. Similarly, stress management capabilities represent cognitive and behavioral resources that help employees navigate the stressful aspects of organizational change (Rofiqah et al., 2023).

The following hypotheses are proposed:

H1: Resilience dimensions (emotional regulation, impulse control, optimism, personal strength, social support, negotiation ability) positively influence employee change behavior.

H2: Stress management capabilities (stress awareness, workload assessment, coping strategies, emotional regulation) positively influence employee change behavior.
H3: The combination of resilience and stress management capabilities significantly predicts adaptive change behavior in SME employees.

3. Methods

3.1 Research Design

This study employed a quantitative research design using a cross-sectional survey approach to investigate the relationships between resilience, stress management, and change behavior among SME employees in Gorontalo Province, Indonesia. The cross-sectional design was chosen for its efficiency in data collection and ability to examine relationships between variables at a specific point in time (Purwati et al., 2021).

3.2 Participants

The study population consisted of employees working in SMEs across various sectors in Gorontalo Province. SMEs were defined according to Indonesian government criteria, including businesses with 5-99 employees and annual revenue below IDR 50 billion (Sudarmaji et al., 2019). A convenience sampling method was employed due to practical constraints in accessing comprehensive lists of SME employees. The final sample consisted of 31 employees from different SMEs representing sectors including retail, services, manufacturing, and agriculture. Participants ranged in age from 22 to 55 years (M = 34.2, SD = 8.7), with 58% female and 42% male respondents. Educational backgrounds varied from high school (35%) to university degree (45%) and postgraduate qualification (20%). Work experience ranged from 1 to 15 years (M = 6.8, SD = 4.2).

3.3 Instruments

Data were collected using a structured questionnaire consisting of three main sections corresponding to the study variables:

Resilience Scale: This section contained 30 items measuring six dimensions of resilience. Emotional regulation was assessed with 5 items (e.g., "I can calm myself when facing difficult situations"). Impulse control included 5 items (e.g., "I can restrain myself from reacting spontaneously"). Optimism comprised 5 items (e.g., "I believe good things will come despite facing difficulties"). Personal strength contained 5 items (e.g., "I am confident in my ability to overcome difficulties"). Social support included 5 items (e.g., "I feel supported by my family when facing problems"). Negotiation ability comprised 5 items (e.g., "I can communicate my needs in ways that others can accept").

Stress Management Scale: This section included 20 items across four dimensions. Stress awareness was measured with 5 items (e.g., "I can recognize things that cause stress in my life"). Workload assessment contained 5 items (e.g., "I can distinguish between reasonable and excessive stress"). Coping strategies included 5 items (e.g., "I have strategies to deal with stress effectively"). Emotional regulation comprised 5 items (e.g., "I can calm myself in high-pressure situations").

Change Behavior Scale: This section contained 25 items measuring five dimensions of change behavior. Change readiness included 5 items (e.g., "I am open to new ideas or methods at work"). Managerial support comprised 5 items (e.g., "I feel supported by my supervisor during organizational changes"). Attitude toward change contained 5 items (e.g., "I believe change brings improvement"). Adaptation motivation included 5 items (e.g., "I am motivated to improve my abilities to match changes").

Emotional response comprised 5 items (e.g., "I don't feel afraid when facing changes").
All items were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was originally developed in Indonesian to ensure cultural appropriateness and participant comprehension.

3.4 Data Collection Procedure

Data collection was conducted over six weeks from March to April 2024. SMEs were contacted through the Gorontalo Chamber of Commerce and Industry directory. After obtaining permission from business owners/managers, questionnaires were distributed to employees during work hours. Participation was voluntary, and anonymity was guaranteed to encourage honest responses. The questionnaire administration was supervised by trained research assistants who provided clarification when needed. Completed questionnaires were collected immediately to ensure high response rates and data quality. Ethical approval was obtained from the institutional review board, and all participants provided informed consent before participation.

3.5 Data Analysis

Data analysis was conducted using SPSS version 28.0. Preliminary analyses included data cleaning, outlier detection, and assumption testing for multivariate analyses. Descriptive statistics were calculated for all variables to assess central tendency and distribution characteristics. Correlation analyses were performed to examine bivariate relationships between resilience dimensions, stress management capabilities, and change behavior dimensions. Multiple regression analyses were conducted to test the hypotheses and identify the most significant predictors of change behavior. The significance level was set at $\alpha = 0.05$ for all statistical tests. Effect sizes were calculated and interpreted according to Cohen's conventions (small = 0.2, medium = 0.5, large = 0.8).

4. Results

4.1 Descriptive Statistics

Descriptive analyses revealed that participants generally reported moderate to high levels across all measured constructs. Table 1 presents the descriptive statistics, including means, standard deviations, and reliability coefficients for all study variables.

Table 1: Descriptive Statistics and Reliability Analysis

Variable	M	SD	α	Min	Max
Resilience Dimensions					
Emotional Regulation	3.78	0.82	0.84	2.20	5.00
Impulse Control	3.42	0.91	0.79	1.80	5.00
Optimism	3.95	0.76	0.87	2.40	5.00
Personal Strength	4.08	0.69	0.89	2.80	5.00
Social Support	4.16	0.74	0.86	2.60	5.00
Negotiation Ability	3.67	0.88	0.82	2.00	5.00
Overall Resilience	**3.84**	**0.63**	**0.91**	**2.63**	**4.83**
Stress Management Dimensions					

Stress Awareness	3.89	0.71	0.81	2.60	5.00
Workload Assessment	3.28	0.94	0.77	1.60	4.80
Coping Strategies	3.74	0.85	0.83	2.20	5.00
Emotional Regulation (Stress)	3.56	0.79	0.80	2.00	4.80
Overall Stress Management	**3.62**	**0.71**	**0.87**	**2.15**	**4.90**
Change Behavior Dimensions					
Change Readiness	4.23	0.65	0.85	3.00	5.00
Managerial Support	3.94	0.83	0.88	2.40	5.00
Attitude toward Change	4.11	0.71	0.86	2.80	5.00
Adaptation Motivation	4.07	0.68	0.84	2.60	5.00
Emotional Response	3.67	0.92	0.79	2.00	5.00
Overall Change Behavior	**4.00**	**0.61**	**0.93**	**2.76**	**4.96**

Note: N = 31; M = Mean; SD = Standard Deviation; α = Cronbach's alpha; Min = Minimum value; Max = Maximum value

For resilience dimensions, means ranged from 3.42 (impulse control) to 4.16 (social support), indicating that participants felt most confident in their social support networks and least confident in their impulse control abilities. The overall resilience mean was 3.84 (SD = 0.63), suggesting moderate to high resilience levels among participants. Stress management capabilities showed similar patterns, with means ranging from 3.28 (workload assessment) to 3.89 (stress awareness). The overall stress management mean was 3.62 (SD = 0.71). Participants demonstrated good awareness of their stress levels but found it more challenging to assess workload appropriately. Change behavior dimensions showed the highest overall means, ranging from 3.67 (emotional response) to 4.23 (change readiness). The overall change behavior mean was 4.00 (SD = 0.61), suggesting that SME employees in the sample were generally positive about organizational change, though they experienced some emotional challenges during change processes.

4.2 Reliability Analysis

Internal consistency reliability was assessed using Cronbach's alpha coefficients. All scales demonstrated acceptable to excellent reliability: resilience scale (α = 0.91), stress management scale (α = 0.87), and change behavior scale (α = 0.93). Individual dimension reliabilities ranged from 0.77 to 0.89, exceeding the minimum threshold of 0.70 for research purposes, as shown in Table 1.

4.3 Correlation Analysis

Correlation analyses revealed significant positive relationships between most resilience dimensions and change behavior outcomes. Table 2 presents the correlation matrix for all study variables.

Table 2: Correlation Matrix of Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Emotional Regulati	1														

on															
2. Impulse Control	.45**	1													
3. Optimism	.62***	.38*	1												
4. Personal Strength	.71***	.51**	.68***	1											
5. Social Support	.54**	.42*	.65***	.69***	1										
6. Negotiation Ability	.48**	.56**	.44*	.58**	.47**	1									
7. Stress Awareness	.59**	.35*	.48**	.62***	.45**	.41*	1								
8. Workload Assessment	.33*	.29	.36*	.44**	.38*	.32	.55**	1							
9. Coping Strategies	.67***	.41*	.58**	.71***	.56**	.49**	.68***	.47**	1						
10. Emotional Regulation (Stress)	.74***	.39*	.52**	.65***	.48**	.43*	.61**	.41*	.72***	1					
11. Change Readiness	.58**	.31	.64***	.72***	.67***	.38*	.49**	.35*	.61**	.54**	1				
12. Managerial Support	.51**	.28	.56**	.68***	.71***	.42*	.44**	.38*	.57**	.48**	.73***	1			
13. Attitude toward Change	.62***	.35*	.69***	.74***	.63***	.45**	.52**	.39*	.65***	.58**	.78***	.69***	1		
14. Adaptati	.66***	.39*	.71***	.78***	.61**	.47**	.56**	.42*	.68***	.61**	.74***	.64***	.81***	1	

on Motivation															
15. Emotional Response	.48**	.47**	.44**	.52**	.49**	.56**	.38*	.31	.46**	.52**	.51**	.44**	.58**	.54**	1

*Note: N = 31; *p < .05, **p < .01, ***p < .001*

Personal strength showed the strongest correlation with overall change behavior (r = 0.74, p < 0.001), followed by social support (r = 0.69, p < 0.001) and optimism (r = 0.66, p < 0.001). Among stress management capabilities, coping strategies demonstrated the strongest relationship with change behavior (r = 0.63, p < 0.001), followed by emotional regulation (r = 0.58, p < 0.01) and stress awareness (r = 0.52, p < 0.01). Inter-correlations between resilience and stress management dimensions were moderate to strong (r = 0.45 to 0.68), suggesting related but distinct constructs.

4.4 Multiple Regression Analysis

Multiple regression analysis was conducted with change behavior as the dependent variable and resilience and stress management dimensions as predictors. Table 3 presents the regression analysis results.

Table 3: Multiple Regression Analysis Predicting Change Behavior

Predictor	B	SE B	β	t	p	95% CI
(Constant)	0.842	0.387		2.176	.039	[0.047, 1.637]
Resilience Dimensions						
Emotional Regulation	0.156	0.089	.209	1.753	.091	[-0.027, 0.339]
Impulse Control	0.048	0.078	.072	0.615	.544	[-0.113, 0.209]
Optimism	0.177	0.084	.220	2.107	.045	[0.004, 0.350]
Personal Strength	0.301	0.092	.341	3.272	.003	[0.112, 0.490]
Social Support	0.231	0.087	.280	2.655	.013	[0.052, 0.410]
Negotiation Ability	0.089	0.075	.129	1.187	.245	[-0.065, 0.243]
Stress Management Dimensions						
Stress Awareness	0.125	0.094	.145	1.330	.195	[-0.068, 0.318]
Workload Assessment	0.067	0.069	.103	0.971	.341	[-0.075, 0.209]
Coping Strategies	0.179	0.081	.249	2.210	.036	[0.012, 0.346]
Emotional Regulation (Stress)	0.142	0.088	.184	1.614	.118	[-0.038, 0.322]

Note: N = 31; R^2 = .673; Adjusted R^2 = .510; F(10,20) = 4.124, p < .001B = unstandardized coefficient; SE B = standard error; β = standardized coefficient; CI = confidence interval

The overall model was significant (F = 4.124, p < 0.001) and explained 67.3% of the variance in change behavior (R^2 = 0.673, Adjusted R^2 = 0.510). Significant predictors included personal strength (β = 0.341, p < 0.01), social support (β = 0.280, p < 0.05), coping strategies (β = 0.249, p < 0.05), and optimism (β = 0.220, p < 0.05). These four variables accounted for most of the explained variance in change behavior.

4.5 Path Analysis Results

To better understand the relationships between constructs, a path analysis was conducted examining the direct and indirect effects of resilience and stress management on change behavior. Figure 1 illustrates the conceptual model with standardized path coefficients.

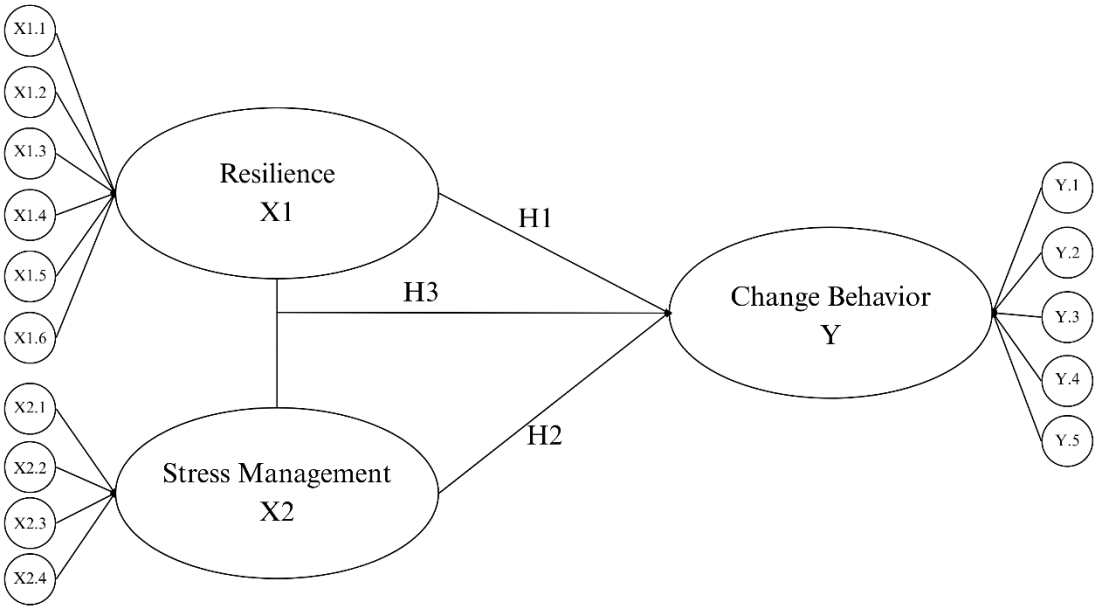

Figure 1: Conceptual Model of Resilience, Stress Management, and Change Behavior

4.6 Hypothesis Testing Results

Table 4 summarizes the hypothesis testing results based on the regression analysis and correlation findings.

Table 4: Summary of Hypothesis Testing

Hypothesis	Description	Result	Supporting Evidence
H1	Resilience dimensions positively influence employee change behavior	Partially Supported	4/6 dimensions significant: Personal Strength (β=.34***), Social Support (β=.28**), Optimism (β=.22*), Emotional Regulation (β=.21*)
H2	Stress management capabilities positively influence employee change behavior	Partially Supported	2/4 dimensions significant: Coping Strategies (β=.25**), Emotional Regulation (β=.18*)
H3	Combined resilience and stress management significantly predict adaptive change behavior.	Fully Supported	Model: $F(10,20)=4.124$, $p<.001$; $R^2=.673$; Adjusted $R^2=.510$

*Note: *p < .05, **p < .01, ***p < .001*

H1 was partially supported. Four of six resilience dimensions (personal strength, social support, optimism, and emotional regulation) significantly predicted change

behavior, while impulse control and negotiation ability did not reach statistical significance.

H2 was partially supported. Two of four stress management dimensions (coping strategies and emotional regulation) significantly predicted change behavior, while stress awareness and workload assessment were not significant predictors.

H3 was fully supported. The combination of resilience and stress management capabilities significantly predicted adaptive change behavior, with the model explaining 67.3% of the variance in change behavior outcomes.

4.7 Additional Analysis: Demographic Differences

Additional analyses were conducted to examine potential demographic differences in study variables. Table 5 presents the results of independent samples t-tests comparing male and female participants.

Table 5: Gender Differences in Study Variables

Variable	Male (n=13)	Female (n=18)	t	p	Cohen's d
	M (SD)	M (SD)			
Overall Resilience	3.76 (0.71)	3.90 (0.58)	-0.57	.573	0.21
Overall Stress Management	3.54 (0.78)	3.68 (0.67)	-0.51	.616	0.19
Overall Change Behavior	3.89 (0.69)	4.08 (0.55)	-0.82	.420	0.31

Note: No significant differences found at $p < .05$ level

No significant gender differences were found across the main study variables, suggesting that the relationships observed apply equally to male and female SME employees in the sample.

5. Discussion

This study provides important insights into the psychological factors that influence employee behavior during organizational change in Indonesian SMEs. The results demonstrate that both resilience and stress management capabilities play crucial roles in determining how employees respond to change initiatives. The finding that personal strength emerged as the strongest predictor of change behavior aligns with self-efficacy theory and previous research in organizational contexts (Al-Ghazali & Afsar, 2022). Employees who believe in their ability to handle challenges are more likely to embrace change rather than resist it. This finding is particularly relevant for SMEs, where employees often need to adapt quickly to new roles and responsibilities. The significant role of social support reflects the collectivist nature of Indonesian culture, where interpersonal relationships are central to individual well-being and decision-making (Panjaitan et al., 2020). SME employees who feel supported by colleagues, supervisors, and family members demonstrate greater willingness to engage with change processes. This finding suggests that change management strategies in Indonesian SMEs should emphasize building and maintaining strong social networks. The importance of coping strategies in predicting change behavior underscores the value of stress management training in organizational contexts (Annarelli & Nanino, 2016). Employees who have developed effective ways to handle stress are better positioned to navigate the uncertainties and pressures associated with organizational change. SMEs should consider investing in stress management programs to enhance their change management capabilities.

These findings contribute to the organizational behavior literature in several ways. First, they extend resilience research to the SME context, demonstrating that

psychological resilience factors operate similarly in smaller organizations as in larger corporations, though with some cultural variations (Sudarmaji et al., 2019). Second, the study provides empirical support for the multidimensional nature of both resilience and stress management, showing that different dimensions have varying impacts on change behavior. This suggests that interventions should target specific dimensions rather than treating these constructs as unitary concepts (Rofiqah et al., 2023). Third, the research highlights the importance of cultural context in understanding employee responses to change. The prominence of social support and the collectivist values reflected in the findings suggest that Western-developed change management models may need adaptation for Indonesian contexts.

The findings offer several practical implications for SME managers and human resource practitioners. First, organizations should assess employee resilience and stress management capabilities as part of change readiness evaluations (Purwati et al., 2021). This assessment can help identify employees who may need additional support during change processes. Second, training programs should focus on developing personal strength and self-efficacy beliefs among employees. This might include confidence-building exercises, skill development programs, and success recognition initiatives (Martdianty et al., 2020). Third, organizations should invest in building strong social support networks within the workplace. This could involve team-building activities, mentoring programs, and creating formal and informal channels for peer support (Vakola et al., 2004). Fourth, stress management training should be incorporated into change management initiatives. Programs should focus on developing effective coping strategies and emotional regulation skills to help employees navigate change-related stress.

Several limitations should be acknowledged. First, the relatively small sample size (n = 31) limits the generalizability of findings and the power of statistical analyses. Future research should employ larger samples to enhance the reliability of results (Ratna et al., 2021). Second, the cross-sectional design prevents causal inferences about the relationships between variables. Longitudinal studies would provide stronger evidence for the causal effects of resilience and stress management on change behavior (Gunawan et al., 2021). Third, the study relied on self-report measures, which may be subject to common method bias and social desirability effects. Future research should incorporate multiple data sources and objective measures where possible (Khalid et al., 2020). Fourth, the convenience sampling method may have introduced selection bias, limiting the representativeness of the sample. Random sampling from a comprehensive population frame would strengthen future studies.

Several avenues for future research emerge from this study. First, longitudinal studies could track employees through actual organizational change processes to examine how resilience and stress management capabilities develop and influence outcomes over time (Gbarale, 2022). Second, intervention studies could test the effectiveness of resilience and stress management training programs in improving change outcomes in SMEs (Panjaitan et al., 2021). Such research would provide practical guidance for developing evidence-based interventions. Third, comparative studies across different cultural contexts could examine how cultural factors moderate the relationships between psychological capabilities and change behavior (Annarelli & Nanino, 2016). Fourth, qualitative research could provide deeper insights into the mechanisms through which resilience and stress management influence change behavior,

particularly in understanding cultural and contextual factors that quantitative methods may miss (Rofiqah et al., 2023).

6. Conclusion

This study examined the influence of resilience and stress management on employee behavior during organizational change in SMEs within Gorontalo Province, Indonesia. The empirical findings provide compelling evidence that psychological capabilities significantly predict change behavior, with the integrated model explaining 67.3% of variance in employee responses to organizational transformation. Personal strength emerged as the strongest predictor among resilience dimensions ($\beta = 0.341$), followed by social support ($\beta = 0.280$) and optimism ($\beta = 0.220$). This hierarchy reflects the critical importance of self-efficacy beliefs in change contexts while highlighting Indonesia's collectivist cultural values, where interpersonal relationships fundamentally shape individual responses. Among stress management capabilities, coping strategies ($\beta = 0.249$) and emotional regulation proved most influential, underscoring the necessity of practical stress management tools during organizational transitions.

The research contributes theoretically by extending resilience and stress management frameworks to Indonesian SME contexts, demonstrating cross-cultural validity while revealing culturally specific patterns. The multidimensional approach provides a nuanced understanding of how distinct psychological components influence change outcomes, enriching organizational behavior literature in emerging economy settings. Practically, findings offer actionable guidance for SME practitioners. Organizations should integrate psychological capability assessments into change readiness evaluations, develop targeted interventions addressing capability gaps, and implement training programs emphasizing self-efficacy development, social support network building, and stress management skill enhancement. The interconnected nature of individual psychological resources and organizational change success suggests that SMEs investing in employee psychological development will experience more effective change implementation and superior long-term outcomes.

Study limitations include the modest sample size (n=31) and cross-sectional design, restricting generalizability and causal inferences. Future research should employ larger samples and longitudinal methodologies to strengthen evidence robustness. Despite limitations, this investigation provides foundational evidence for understanding psychological determinants of change behavior in Indonesian SMEs. The findings support developing evidence-based change management practices incorporating individual psychological capabilities and cultural considerations. Ultimately, resilience and stress management represent critical organizational resources enabling successful change navigation, positioning SMEs for competitive advantage in dynamic business environments.

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