

Cynicism and Organizational Change Capabilities as a Predictor for the Project Performance of Ciputra University Students

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Abstract - This study discusses cynicism that affects Organizational Change Capabilities on changes in Change Performance in the business start-up project of Ciputra University students. Data collection techniques used in this study used a questionnaire distributed to fellow students who have business projects and at least have a CEO and 2 (two) members. Sampling was carried out with the saturated sampling method and produced 95 questionnaires that were feasible for analysis. In examining the phenomenon of cynicism, in the ability of organizations to organizational performance, this study uses a multilevel analysis technique with a unit analysis unit for start-up project teams. Because the data collected is divided into two levels, the team level (data from the CEO) to assess organizational capability (OCC) & organizational performance (CP) and individual level (data from project members) to assess organizational capability (OCC) & cynicism (Cynicism), then an aggregation of data from individual levels is carried out so that the data can be analyzed at the same level. This research is expected to provide insight and learning to business start-up projects of Ciputra University cynicism (Cynicism) students that affect organizational capability (Organizational Change Capabilities) on changes in organizational performance (Change Performance) in running a business. The results of this study indicate that the organizational ability variable (OCC) influences organizational performance (CP) and if cynicism variable (Cynicism) moderate organizational capability (OCC) then the effect will increasingly affect organizational performance (CP)

Keywords- Cynicism, Organizational Change Capabilities, Change Performance, Aggregation, Moderation

I. INTRODUCTION

According to Brorstrom and Nillson (2008), the ideal organization is an organization that can react and adapts according to the circumstances that are happening, and Kelman (2006) adds that organizational changes that arise due to stimulation of problems that occur in organizations will lead to ideas or answers new that had not been thought of before. Kotter and Schlesinger (2013) state that changes in organizations plays an important role in companies to help management choose the right way to overcome the inability to develop. Without proper diagnosis from management to develop, the more likely the management can meet a stagnant phase in the development phase in the organization.

Some previous research states there are problems that occur in new businesses that are developing, articles

related to changing culture in the company also mention the participation of employees to change and make decisions is also an important asset for a company to minimize the problems that occur. At the stage of organizational transition, organizations need careful and careful management, especially if changes in the organization are intentional and planned that will have large and complex consequences for the organization. An important part of this change lies in time, it characterizes the organizational transition phase (Goodstein & Burke, 1991).

Previous research has suggested ways to explain organizational change conceptually from (1) assessing current conditions (present conditions), (2) determining the desires of the future, and (3) the two previous phases must be able to plan ways to achieve the desires of the future (phase transition) (Beckhard & Harris, 1978). Organizational change will be affected by problems that occur within the organization, employees can respond to problems with anger, which can be interpreted as hatred for what happened to them and/or feel blamed and responsible for problems that occur (Kelman, 2006; Mone, McKinley, & Barker, 1998). In responding to problems in the organization it takes collaboration from all levels in the organization, but if a difficult decision arises then the management must decide the final decision (Goodstein & Burke, 1991).

Changes in external scope cause a change in mindset. This is supported by Reger, Mullane and Gustafson (1994) who state that to overcome competitive (external) market changes management must be able to unite the competitive mindset of employees. Based on the need to unite the mindset, this is what causes the need to increase the nature of individuals to continue to want to excel and compete as the main characteristics of entrepreneurs. Institutions that teach about entrepreneurship to find out the best way to unite the competitive mindset, (McClelland, 1962; Segal, Borgia, & Schoenfeld, 2005).

Several factors can support the spread of the desire to become an entrepreneur (Remeikiene, Startiene, & Dumciuvienė, 2013) among others are: Self-efficacy (Guerrero, Rialp, & Urbano, 2006; Liñán, Rodríguez-Cohard, & Rueda-Cantuche, 2010; Shook & Bratianu, 2008). Risk taking (de Pillis, de Janasz, & Reardon, 2007) (Remeikiene et al., 2013). Proactiveness (Segal et al., 2005). Behavioural control (Kautonen, Tornikoski, & Kibler, 2009). Need for achievement (Remeikiene et al.,

2013). Internal locus (Remeikiene et al., 2013). Attitude towards business (Iakovleva, 2011; Liñán et al., 2010).

National Survey Agency results (katadata.co.id, 2019) a survey of 14,000 respondents, with the result (24.4%) millennial in Indonesia wanting to become an Entrepreneur, (17.1%) Civil Servants, (16.5%) Family Business, (11.4%) working in Multinational Enterprises, (9.5%), Charity or social agencies, (8.8%), Large Local Companies (7.1%), and becoming Startup entrepreneurs (5.2%).

The high interest of millennials in Indonesia to become entrepreneurs then, developed universities and educational institutions that focus on the field of entrepreneurship in the field of education in Indonesia. One of them is Ciputra University. Ciputra University, which developed the principle of entrepreneurship, with the main values of entrepreneurship by previous research and can still be implemented today such as the value of Integrity, Professionalism, and Entrepreneurship. The seven basic competencies of Ciputra University are Moral Integrity, High Sense of Achievement, Lifelong Learning, Networking, Opportunity Creation, Creativity & Innovation, and Calculated Risk Taking (www.ciputra.com, 2019). The values above have also experienced developments and changes since Ciputra University was established in 2006. To keep abreast of developments, changes that occur as previously the University of Ciputra used the independent value but now it has been developed into Networking because based on current developments Networking can further contribute to helping students - students become more qualified entrepreneurs (www.ciputra.com, 2019). One of Ciputra University's efforts in implementing entrepreneurial values in students is to make real business projects by students who are guided by university facilitators. However, there are student projects that are successful and can be carried out in the long run, but some are failed due to various influential factors. among them are organizational change capabilities that have learning, process, and context phases, not working properly. The learning phase that occurs in students while undergoing lectures at Ciputra University cannot be implemented by students so the process of implementing the learning phase automatically on the projects that are not following what is learned this greeting, then from the stages that failed before will result (context) failure in student business projects, another factor is the reluctance of project members to experience organizational change capabilities that result in cynicism in Ciputra University student projects. Because to carry out the process of change in the organization all levels in the organization must participate so that the change can be successful.

There are three types of cynicism, namely pessimistic, dispositional, and situational. Pessimism is the feeling of uncertainty that employees have of their abilities, dispositional is a form of cynicism that occurs because employees tend to blame the management due to the failure of changes that occur in the organization, situational is cynicism that occurs because it is out of

control or the will of the internal organization. The reluctance of Ciputra University students is caused by the situational situation caused by the university asking the project to run according to the university's wishes with the target set.

According to Helfat and Peteraf (2003), the resource-based view explains competition of the same type based on the premise that similar competitors have differences in the form of their resources and abilities in an effective and long-lasting way. These differences will in turn affect the advantages and disadvantages of competition between organizations. Most journals directly show a static approach to views based on resources. Recent research on the development of organizational capabilities shows that resource-based theory moves dynamically. In the definition according to Helfat and Peteraf (2003), dynamic capabilities certainly involve adaptation and change according to the situation and conditions that occur, because organizations must reconfigure capabilities to be able to adapt to changes that occur. We include all organizational capabilities that are 'dynamic' or vice versa in a resource-based view. Helfat introduces a new concept that can help a more comprehensive or broad approach to dynamic resource-based theory, the capability lifecycle (CLC). The capability lifecycle (CLC) is a concept that provides a way of thinking about the evolution of organizational capabilities, as well as a more dynamic approach to resource-based theory, and as a general description of the capability lifecycle (CLC) and explains each stage of the organization's life cycle In more detail, an important part of this concept includes the division of original abilities into several forms that can be changed.

Helfat and Peteraf (2003) state that existing research to date has relied heavily on the concept of dynamic capabilities to analyze the ability of organizations to change or also known as organizational change capabilities. The definition of dynamic capabilities is a company's ability to rearrange its ability to overcome internal and external competition from a rapidly changing market (Helfat & Peteraf, 2003; Teece, Pisano, & Shuen, 1997). Implementation of organizational change capabilities in an organization according to (Helfat & Peteraf, 2003) requires 3 ways to achieve the level of development of organizational change capabilities according to the first learning process (Becker, Lazaric, Nelson, & Winter, 2005), secondly, several previous studies have shown the importance of experimentation in learning and additional knowledge and understanding. (Dosi, Nelson, & Winter, 2000), and the third is learning occurs as a stage in a series of trials gradually little by little, at this stage the ability to develop through the search conducted by the team to get viable alternatives for the development of capabilities of the organization and combined from experience from time to time. Much research on organizations focuses on learning-by-doing. However, research examining the sources that underlie increased productivity shows that factors not related to learning-by-doing can account for most of the increased

productivity in an organization. (Dosi et al., 2000; Helfat & Peteraf, 2003). In addition to learning by doing the process of developing skills can also be passed from a repetitive process. In the second part, there is a process for developing new abilities, after learning can be continued through a repetitive process, where trials alternating techniques as an alternative because the team reflects what has been learned from trials previous (Edmondson, Bohmer, & Pisano, 2001).

Feedback from the process during learning is likely to be ambiguous and cause coordination between tasks to be complicated, but the basis of capacity development will show an increase in ability even though it may require a little adaptation. At some point, the development of capabilities will inevitably stop developing and enter the stage of maturity or peak life cycle of organizational capability. The team leader (manager) can also make the final decision to stop the development of a team's abilities. The research so far contains the same ability between teams to pursue the same goals at the level of development of the abilities they achieve. As has already been explained a team can choose different alternatives so that they can position themselves to different results even when a team chooses the same alternative, they might get greater or smaller success. Differences in individual intellectual, social intellectual, and cognition can influence the ability of teams to perform various tasks and can learn from experience. According to Laufer and Wolfe (1977) can lead to differences in choices alternative that can satisfy between team members the external environment limits the similarity between teams to the extent that they can satisfy when they have stopped developing capabilities, at least a team must bear the burden to survive in the market. Some organizations can cover up their ugliness with better expertise (Peteraf & Bergen, 2003). The similarities just described show the evolutionary process and abilities that are very dependent on the path (alternative) taken.

According to Helfat and Peteraf (2003), three stages must occur within the organization so that organizational change capabilities can be said to be ongoing, these stages include learning, process, and context. Based on the statement quoted from (Dellve & Eriksson, 2017) states that organizational change capabilities can be done to deal with changing conditions to reduce costs that must be spent and improve the quality of the performance of the organization for the better, organizational change has a different involvement among employees. Benson-Armer, Noble, and Thiel (2015); Hodges (2017) argued that in a survey investigating the attitudes and experiences of executives around the world, half of the respondents thought they saw the development of organizational capabilities as one of the main strategies of their organizations to change for the better, but they also thought their organizations still needed to improve the way they did development organizational capabilities. but it must be remembered that the development and change in the organization must still be planned, strategic, and starting from the top level of management.

According to Pope, Butcher, and Seelen (2006) Cynicism is the nature of everyone, and defines it as distrust of others, because it is more selfish and feels suspicious of others. Mirvis and Kanter (1989) also measure cynicism as a general view and relate it to problems that occur in society and organizations. according to Wanous, Reicher, and Austin (2000) argue that cynicism is not only measurable and connected with views in general, but also connected with work, organization, or leader. For example, empirical cynicism will occur to leaders who do not care or are incompetent in carrying out their duties in / organizations.

In the statistical results of the Erkutlu and Chafra (2017) research narcissism from leaders will have an impact on employee cynicism, the effect of cynicism itself will be stronger if coupled with the problems that occur within the organization. This opinion is reinforced by statements from Enciso, Maskaly, and Donner (2017) that based on employee cynicism research will emerge if it is marked by a lack of employee trust in managerial, employee beliefs that feel treated unfairly and feel being used by superiors. Another reason for cynicism was also raised by Biswas and Kapil (2017); McCarthy and Garavan (2001) that employee doubts about the goals and detriment of the organization will cause suspicion in the minds of employees, and if suspicion and distrust appear repeatedly, it will have an impact on increasing distrust and cynicism towards superiors. The conclusion of all definitions related to the cynicism that has been explained previously has been cynicism has 3 types consisting of pessimistic because they feel the individual (employee) is not able to do things following orders from superiors, dispositional namely cynicism that arises due to alternative decision making by superiors who remain unsuccessful to change the organization for the better, so there must be something to blame for the failure and therefore superiors are likely to blame the performance of employees, situational is cynicism that occurs because both employees and superiors do not have control or authority over changes in decisions that occur as decisions that occur due to external parties (government, markets, regulations, etc.) (Oreg, 2006; Wanous, Reichers, & Austin, 2000).

Change Performance is said to occur if there are organizational leaders plus a group of employees who are committed to developing and making updates in the organization. 3 indicators that can form organizational Change Performance, namely, Customer Satisfaction, Employee Satisfaction, and Financial Performance. This statement is supported by the results of the Isern and Pung survey (2007) which states that of the 1536 executives involved in the transformation of the workings of the organization, namely cost reduction, performance improvement, and reshuffle of organizational members, only 38% of executives believe in the success of alternatives, and only 30% who think these alternatives will contribute to success and improved performance in their organizations. The learning process in the organization also helps leaders to be able to develop

responses that can adapt to the pressure of a sense of accountability to external parties and know internal organizational problems such as performance issues (Dee & Leisyte, 2017; DILL, 1999; Kezar, 2005), Dee and Leisyte (2017) also argue that so far organizations are more likely to focus on their research theoretically rather than focusing on innovation/development specifically designed to change organizational performance for the better overall. Sroufe (2017) also stated that organizational change is very closely related to organizational sustainability, organizational change, innovation, and organizational strategy.

Benson-Armer et al. (2015) stated that from the results of a survey that has been conducted on executives around the world, some argue organizational capabilities are one of the main strategies of organizations to be able to change, to have a better performance change. Dee and Leisyte (2017); Kezar (2005); DILL (1999) also believes that learning capabilities in Organizational change capabilities also play a major role in the change performance of an organization towards a better, Senge (2000); Sroufe (2017) also shared the importance of the learning process which is very closely related to the ability of the organization to adapt and develop, so that it can make changes to the performance, sustainability, innovation, and strategy of the organization. Based on the literature above, the research hypothesis is as follows:

H1. Organizational change capabilities affect the change performance of an organization.

Enciso, Maskaly, and Donner (2017) which states cynicism will emerge due to the employee's distrust of management because they feel they are not treated fairly and feel that they are being used by management. This will certainly cause problems in employee reactions to decisions taken from management when they want to make the process of adaptation to changes that occur. The result will have an impact on the results of changes that are more negative than usual. Kotter (1995) Reveal, that the need for changes in performance in an organization is a decision taken by management and executed by employees. Problems will occur in this process if there is doubt or distrust (Cynicism) of employees with decisions taken by management. The conclusions I have drawn are based on the above studies; the hypothesis is as follows:

H2. Cynicism as moderation also influences the process of change that occurs in change performance.

Conceptual Framework

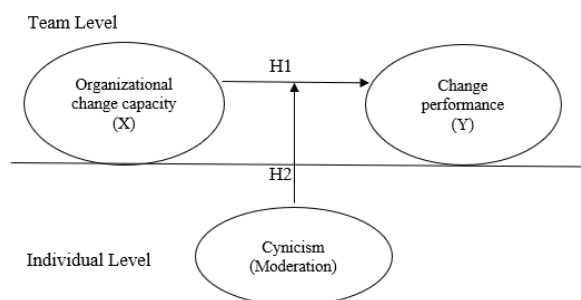


Fig. 1. Research Framework

II. METHODOLOGY

The method used in this research is the quantitative descriptive method. Quantitative descriptive research is a systematic, accurate, factual, and actual explanation of a particular population, and describes the phenomenon in detail (Griner & Lehmann, 1979; Klitzing, Dorda, & Pepper, 1980). Samples are the small parts that make up the population (Fair & Malhotra, 2010), and in this study using saturated sampling techniques. Saturated sampling is a sampling technique that all members of the population serve as research samples (Amalia & Fakhri, 2016). Differential semantics are used in this study because the variables used in this study have behavioral variables related to a person's psychology (Bradley & Lang, 1994).

Exogenous variables are cause variables or affect other variables (Fair & Malhotra, 2010). Exogenous variables in this study are Organizational Change Capacity, Endogenous variables are variables that are affected or that result from exogenous variables (Fair & Malhotra, 2010).

Endogenous variables in this study are Change Performance, Moderation Variables are variables that focus on the magnitude of the effect affecting exogenous variables to endogenous (Muller, Judd, & Yzerbyt, 2005). The moderating variable in this study is Cynicism.

Several experts have stated and supported that the desire to carry out organizational change involves many groups and levels (Rafferty, Jimmieson, & Armenakis, 2012). Therefore this study uses the questionnaire method as primary data to obtain the data needed, the distribution of the questionnaire was conducted with the target of students at the University of Ciputra with the fourth and sixth semesters who have ongoing business projects.

SEM is a data processing method that can analyze the pattern of relationships between indicators and latent variables, latent variables with one another, and the level of supporting errors simultaneously (Sujarweni, 2018). The SEM method was developed to overcome limitations on previous multivariate research techniques, for example, such as regression techniques. Using SEM, researchers can examine relationships between complex variables to get a complete picture of the research model (Ghozali & Fuad, 2014). But before doing calculations with SEM PLS researchers do data aggregation because the data are multilevel so the data must be equated in advance at the same level.

III. RESULTS

Characteristics of the 137 respondents that have been obtained where most of the respondents with the position of CEO are still undergoing semester 4 (four) education at Ciputra University Surabaya with a percentage of 62.1% and students who are still studying semester 6 (six) of 37.9%, while respondents with the position as group members are dominated by 6 (six) semester students with a percentage of 87.9% and semester 4 (four) with 37.9%.

The data also shows that the vulnerable age is 17-20 years with a percentage of 42.4% and 21-24 years with a percentage of 56.1% and the age of 25-28 years with 1.5% which can be concluded that the vulnerable age also affects the readiness of a person to be a leader for a group. this is also supported by statements from Ekaterin (2010) which states that age also has an impact on a leader to be more trusted which can be seen from the experience he has had so far. Respondents who filled out the data on the cynicism questionnaire also obtained the following results in semester 4 (four) of 12.1% and semester 6 (six) of 87.9% with a vulnerable age of 17-20 years at 27.5%, 21-24 years at 72.5% and 21 -28 years 0%.

Organizational Change Capabilities variable has an average value of 5.96 which if concluded based on the Semantic Differential method on Organizational Change Capabilities has a high average, so it can be concluded that the learning process and change in organizations also play a role in the development and sustainability of the organization.

Cynicism has an average value of 5.192 based on the Semantic Differential method which has a fairly high value which can be concluded that in every organization there is always Cynicism arising from members of the organization against the leader, either due to reasons originating from oneself, the boss itself, or due to external parties that cannot be controlled by anyone.

The change Performance variable has an average value of 5.83 based on the Semantic Differential method on Change Performance has a high value. This means the respondent feels his organization is running smoothly and developing well and can adapt and survive the changes that occur. Based on the data that has been processed, it can be concluded that all indicators have met the criteria and are valid because they have exceeded the value of 0.5. Based on the results of the data that has been done, it can be concluded that the AVE value and loading factor meet the requirements of > 0.5 so that the resulting indicators meet the criteria. Based on result, each variable meets the requirements because all variables have values above 0.7 and can be declared consistent.

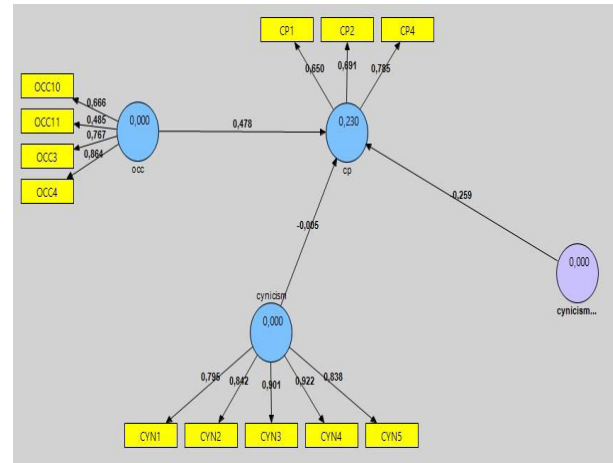
A seen result shows the correlation between variables through the R-Square test. Based on the data that has been processed it can be concluded that: Organizational Change Capabilities and Cynicism can represent Change Performance because of the R-Square value of 22.9%. Based on the Q-Square calculation above, it can be concluded that the model has a good predictive relevance because the Q-Square value is more than 0. And can be concluded based on the moderating variable (Cynicism) has a predictive value of Change Performance of 52%

$$f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included})$$

$$f^2 = (0,229 - 0,039) / (1 - 0,229)$$

$$f^2 = 0,0246$$

From the F-square test results, it can be concluded that the latent variable still has an influence on the model even though it is weak with a result of 24%.



Picture 2 Path Chart

Based on result of all hypotheses, of the three hypotheses there is only one of them which has a T value > 1.68 on the relationship between Organizational Change Capabilities variables to Change Performance.

IV. DISCUSSION

Based on the results and discussions conducted in this study, it can be concluded that Organizational change capabilities affect the Change Performance of an organization, especially if it is moderated by Cynicism. This also supports the theory of Helfat and Peteraf (2003) which states, the ability of organizations in managing resources will affect the performance of the organization itself.

The results of this study can provide some input for the University of Ciputra as well as for fellow students who are in the process of learning Entrepreneurship or for fellow students who have a business that experiences Cynicism in the process of learning and developing when they want to achieve Change Performance for their business. According to Dhurrah, Chaudhary, Garrib (2019) paying attention to factors such as Cynicism in organizations will certainly help the development of an organization. Cynicism itself will certainly occur in the process of business development and this cannot be avoided because all forms or styles of leadership and decisions made must have their respective weaknesses and strengths and therefore the subjective judgments of the members will surely emerge towards the ability of the leaders of the organization.

So, the results of this research are in the process of organization to adapt and develop (OCC) there is Cynicism which can influence the results of the development of Ciputra University (CP) student projects. The variables in this study use several operational items such as Learning, process, the context for Organizational Change Capabilities variables. Pessimistic, dispositional. Situational for the Cynicism variable. And Employee Satisfaction, Customer Satisfaction, and Financial

Performance for Change Performance variables.

V. CONCLUSION

Finally, you are responsible for language as editors will Based on the results and discussion carried out in this study, it can be concluded that Organizational change capabilities affect the Change Performance of an organization, especially if it is moderated by Cynicism. The important point is that in every organization there will be changes on both large and small scale to meet the needs and demands of market share. 3 (three) indicators of Organizational change capabilities in the process of making changes, namely learning indicators that show the ability to learn a thing for the organization, the process is an indicator that shows the process of trial and error carried out by the organization and context indicators that show the results of changes like what you want to be headed by an organization where all three are interrelated in the process of change and baptism.

Cynicism also has 3 (three) indicators used in this study, namely, pessimism is cynicism that arises due to distrust of one's ability to give a task, a disposition is a condition when an error occurs in an organization and there must be someone to blame in that condition when this is a system arising from superiors because superiors as decision-makers and situational are cynicism that occurs due to interference from outside parties against the organization that cannot be overcome, one and or several indicators of cynicism can be a source of Cynicism in the organization

When researching Change performance, organizations must have attitudes that can always learn and adapt to market demand so that the performance of the organization is always evolving and must be ready to respond to the cynicism that occurs when the learning and adaptation process is happening, namely by cultivating that cynicism well to become positive for the organization.

Suggestions when the next researcher wants to explore Organizational Change Capabilities to Change Performance moderated by Cynicism. In the focus of Organizational Change Capabilities, there are unexplored viewpoints, for example, other indicators such as Facility and Experience and Empowering leadership in organizations that can help organizations to form the basis of their respective organizations to become stronger and to be able to manage problems such as Cynicism that occurs in the development process of each organization. Whereas in Cynicism, other researchers can explore how to process cynicism that occurs in organizations to become positive values possessed by organizations by examining deeper about Cynicism by using indicators different from those used in this study, which are pessimistic, disposition, and situational. Not only that, but other researchers can also explore further the effects of

Change performance that will occur if the indicators on Organizational Change Capabilities are changed and already know how to manage and change the negative effects of cynicism into positive points for organizations because cynicism will occur and be experienced by each organization. Researchers have limitations in this research, including researchers can not directly meet with respondents due to time constraints. This is because the Covid-19 Pandemic is happening while this research is being conducted.

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