

ABSTRACT

Yetty Dwi Lestari, Doctoral Program Faculty of Economics and Business, Airlangga University, Surabaya, Mei 2020, **Autonomous Higher Education Institution (AHEI) determinants of change toward world-class universities with a dynamic capabilities approach.**

Promotor : Prof. Badri Munir Sukoco, SE.,MBA.,Ph.D.

Co-Promotor : Dr. Indrianawati Usman, SE.,M.Sc.

The increasing dynamic environmental conditions require organizations to change in order to survive in the fierce of competition. Evaluation external environment changes needs to be done continuously and improvements to the internal environment need to be adjusted in anticipation. The ranking issue causes the condition of higher education competition more dynamic, so higher education need to make changes. Most changes in higher education environment is researched using case studies so that the results cannot be generalized broadly, whereas quantitative research is limited.

Based on this condition and looking at government policies that encourage universities in Indonesia, especially those included in PTNBH to be ranked 500 world class, this dissertation uses a dynamic capability theory with an incremental change approach, where the improvement process undertaken tends to be unchanged and sustainable. The explanations use input-process-output approach and quantitative methods for analyze: 1) The strategic flexibility moderating role on organizational change capabilities and organizational performance, to see that dynamic capabilities are needed by higher education to respond dynamic environments and optimizing their function through the moderation of strategic flexibility 2) The organizational capacity to change between manager capabilities and organizational performance, to see the input of the organizational capacity to change. 3) The trust in leadership mediating role between dynamic managerial capabilities of middle managers and organizational performance and the moderating role of cynicism, to see the change continuity made by the organization in achieving organizational performance.

Quantitative data were collected by cross sectional method from around 81 faculties of 11 PTNBH, and then processed them using SEM-Partial Least Square, CB SEM and SPSS macro. The findings shows that 1) There is a relationship between the organizational change capabilities and organizational performance or college, furthermore strategic flexibility positively moderates the relationship between them. The next step was to see the importance role of middle managers leadership represented, by the dean in developing organizational capacity and proven that 2) organizational capacity to change mediates the relationship between middle-level manager capabilities and organizational performance. 3) The trust in leadership mediating dynamic managerial capabilities and organizational performance, and

cynicism moderating DMC to trust in leadership. The findings show that trust in leadership mediates the relationship between dynamic managerial capabilities and organizational performance, but organizations must be aware of the presence of organizational members who cynicism about change because it will weaken it. The relationship between dynamic managerial capabilities and trust in leadership. Together, this article brings overall themes at the individual and team level in organizations that contribute to the development of dynamic capabilities theory from a managerial perspective, employee responses and changes in organizational capacity during organizational change, and also provides input about the importance role of middle manager and organization must concern about their competency development. Overall this dissertation give suggestions factors that need to be considered by college policy makers in order to improve organizational performance.

Keywords: organizational change capabilities, dynamic capability, middle level managers, strategic flexibility, change cynicism, organizational performance, organizational change.

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