

**LEADER CAPABILITY,
ORGANIZATIONAL CHANGE CAPABILITY AND
PERFORMANCE IN HIGHER EDUCATION**

**DISSERTATION
in Fulfillment of the Requirements for the
Degree of Doctor of Philosophy**



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PREFACE

Praise be to God Almighty for His mercy so that this dissertation can be completed properly. The title of this research is Leader Capability, Organizational Change Capability and Performance in Higher Education. This research was conducted with the background of thinking that external change is unavoidable, and organizations to survive must have dynamic capabilities that are manifested in organizational change capabilities. This research is expected to contribute to organizational leaders in building change capabilities that are influenced by the leader's capabilities.

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Author

ABSTRACT

Today, organizations face rapid political, economic, social, and technological changes, making the world of organizations highly volatile, uncertain, complex, and ambiguous (Murugan et al., 2020). This condition affects all organizations, including universities, which are the object of this research. In the last 30 years, HEI (higher education institution) have seen dynamic changes in HEI worldwide, especially in adapting to market requirements for ranking competition (Collins and Park, 2016). The COVID-19 pandemic has also greatly impacted every aspect of human life, including higher education. At the same time, the performance of HE affects the nation's competitiveness as measured in the Global Competitiveness Index and the success of sustainable development (Sustainable Development Index).

In the face of change, organizations need to develop organizational change capability (OCC) as a form of dynamic capability. Organizational change capability is the organization's ability to adapt old capabilities to the dynamism of change or generate new capabilities in the face of external changes. Leaders play a very important role in building OCC. Unfortunately, the OCC study is still fragmented has not reviewed the mechanism for the formation of the OCC; there is still a lack of empirical studies on how leaders can build OCC and the limited analysis of OCC with a multilevel approach.

This study consists of a series of studies consisting of a systematic literature review and three studies with a quantitative approach that examines the antecedents and consequences of OCC. The quantitative approach is a follow-up to the gap finding in the previous review, which was carried out with single-level analysis and multilevel analysis. In general, a series of scientific dissertations has the following objectives: 1) To systematically review the OCC (systematic literature review) research over the last 15 years, reviewing the antecedent and consequent factors of the previous literature on OCC; 2) To test and analyze the mechanism of the formation of OCC and its consequences empirically; 3) To examine and analyze the influence of empowering leadership on team change capability empirically; 4) To examine and analyze the influence of the paradoxical mindset of leaders on OCC and organizational change performance with a multilevel study.

Findings from a series of studies show 1) OCC includes three organizational level dimensions, including organizational learning capability, change process capability and change context capability as well as individual-level dimensions, namely employee capacity and commitment (human capability); 2) Organizational learning capacity for change is the starting point for OCC, and this affects the capacity for change process, which then affects the context capacity for change. The relationship between learning capacity for change and context capacity for change is moderated by coercive pressure, and context capacity for change positively affects organizational performance. 3) Empowering leadership influences organizational learning capability and change context capability for change mediated by team psychcap. Empowering leadership has a direct effect on change process capability. 4) Leader's paradox mindset and

collective psycap affect OCC, and OCC also positively affects organizational change performance. The magnitude of the change moderated the influence of the leader's paradox mindset on OCC.

Overall, the series of papers in this dissertation can contribute to the development of the organizational change capability literature at the individual (leader) and organizational levels. This study enriches the study of OCC from the perspective of DC theory and other theoretical perspectives such as institutional theory, resource conservation theory, paradox theory, and social cognitive theory. Each perspective underlies the proposed research model of a different phenomenon. This dissertation is also expected to guide leaders, especially university leaders, who face constant change. This research produces policy recommendations on how to build OCC, recruitment, training, and development of leaders related to the paradoxical cognitive abilities of the mindset and behavior of empowering leaders. OCC is the ability needed to deal with constant change, and the role of a leader is very important in developing it, especially in Indonesia HE.

Keywords: Organizational change capability, empowering leadership, team/collective psychological capital, leader's paradox mindset, higher education

RINGKASAN

Organisasi saat ini menghadapi perubahan politik, ekonomi, sosial, dan teknologi yang cepat, membuat organisasi memiliki volatilitas, ketidakpastian, kompleksitas, dan ambiguitas yang tinggi (Murugan et al., 2020). Kondisi ini mempengaruhi semua jenis organisasi, termasuk perguruan tinggi, yang menjadi objek penelitian ini. Dalam 30 tahun terakhir, PT (perguruan tinggi) telah melihat perubahan dinamis dalam PT di seluruh dunia, terutama dalam beradaptasi dengan persyaratan pasar untuk kompetisi peringkat (Collins and Park, 2016). Pandemi COVID-19 juga sangat berdampak pada setiap aspek kehidupan manusia, termasuk pendidikan tinggi. Pada saat yang sama, kinerja PT mempengaruhi daya saing bangsa yang diukur dalam Global Competitiveness Index dan keberhasilan pembangunan berkelanjutan (Sustainable Development Index).

Dalam menghadapi perubahan, organisasi perlu membangun perubahan kemampuan perubahan organisasi (organizational change capability/OCC), sebagai suatu bentuk kemampuan dinamis (dynamic capability). Kemampuan perubahan organisasi adalah kemampuan organisasi untuk menyesuaikan kemampuan lama dengan dinamisme perubahan atau menghasilkan kemampuan baru dalam menghadapi perubahan eksternal. Pemimpin sangat berperan dalam membangun OCC. Sayangnya kajian OCC hingga saat ini masih terfragmentasi, belum meninjau mekanisme terbentuknya OCC, masih kekurangan kajian empiris bagaimana pemimpin dapat membangun OCC dan masih terbatasnya analisis OCC dengan pendekatan multilevel.

Penelitian ini terdiri dari serangkaian penelitian yang terdiri dari tinjauan pustaka sistematis dan tiga penelitian dengan pendekatan kuantitatif yang mengkaji antedecedent dan konsekuensi OCC. Pendekatan kuantitatif merupakan tindak lanjut dari temuan gap dalam review sebelumnya yang dilakukan dengan single level analysis dan multi level analysis. Secara umum rangkaian karya ilmiah disertasi memiliki tujuan: 1) Meninjau secara sistematis penelitian OCC (systematic literature review) selama 15 tahun terakhir, menggali faktor-faktor antecedent dan consequent OCC; 2) Menguji dan menganalisis mekanisme terbentuknya OCC serta konsekuensinya secara empiris; 3) Mengkaji dan menganalisis pengaruh pemimpin yang memberdayakan terhadap kapabilitas perubahan tim secara empiris; 4) Mengkaji dan menganalisis pengaruh pola pikir paradoks pemimpin terhadap OCC dan kinerja perubahan organisasi dengan studi bertingkat.

Temuan dari serangkaian penelitian menunjukkan 1) OCC mencakup tiga dimensi tingkat organisasi, meliputi kemampuan pembelajaran organisasi, kapabilitas proses perubahan dan kapabilitas konteks perubahan serta dimensi level individual yaitu kapasitas dan komitmen pegawai; 2) Kapasitas pembelajaran organisasi untuk perubahan adalah titik awal untuk OCC, dan ini mempengaruhi kapasitas untuk proses perubahan, yang kemudian mempengaruhi kapasitas konteks untuk perubahan. Hubungan antara kapasitas pembelajaran untuk perubahan dan kapasitas konteks untuk perubahan dimoderatori oleh tekanan koersif, dan kapasitas konteks untuk perubahan secara positif mempengaruhi kinerja organisasi. 3) Kepemimpinan yang memberdayakan

mempengaruhi kapabilitas pembelajaran organisasi dan kapabilitas konteks perubahan yang dimediasi oleh team psycap. Kepemimpinan yang memberdayakan memiliki efek langsung pada kemampuan proses perubahan. 4) Pola pikir paradoks pemimpin dan collective psycap mempengaruhi OCC dan OCC juga berpengaruh positif terhadap kinerja perubahan organisasi. Besarnya perubahan memoderasi pengaruh pola pikir paradox pemimpin terhadap OCC.

Secara keseluruhan, rangkaian makalah dalam disertasi ini dapat berkontribusi pada pengembangan literatur kapabilitas perubahan organisasi di tingkat individu (pemimpin) dan organisasi. Studi ini memperkaya kajian OCC bukan hanya dari perspektif DC teori, namun juga dari perspektif teoritis lainnya seperti teori institusional, teori konservasi sumber daya, paradox theory dan teori sosial kognitif. Setiap perspektif mendasari model penelitian yang diusulkan dari fenomena yang berbeda. Disertasi ini juga diharapkan dapat membimbing para pemimpin, khususnya para pemimpin universitas, yang menghadapi perubahan terus-menerus. Penelitian ini menghasilkan rekomendasi kebijakan tentang bagaimana membangun OCC, rekrutmen, pelatihan dan pengembangan pemimpin terkait dengan kemampuan kognitif paradoks mindset dan perilaku pemimpin yang memberdayakan. OCC adalah kemampuan yang dibutuhkan untuk menghadapi perubahan yang konstan, dan peran seorang pemimpin sangat penting dalam mengembangkannya, terutama dalam konteks PT di Indonesia.

Kata Kunci: Kemampuan perubahan organisasi, kepemimpinan yang memberdayakan, pola pikir paradoks pemimpin, team/collective psycap, pendidikan tinggi.

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