

ORGANIZATIONAL INERTIA AND ORGANIZATIONAL PERFORMANCE: FAMILY BUSINESS CONTEXT IN INDONESIA

Intan Ramadania¹⁾, Tiffany Angwar²⁾, Metta Padmalia³⁾, Teofilus⁴⁾

^{1, 2, 3, 4)} Ciputra University, Surabaya, Indonesia

iramadania@student.ciputra.ac.id

tiffany01@student.ciputra.ac.id

metta.padmalia@ciputra.ac.id

teofilus@ciputra.ac.id*

ABSTRACT

This research focuses on the fast-growing family business in Indonesia. The purpose of this study is to discuss the performance of family companies that are in a state of inertia, where Top Management Team (TMT), namely the executive ranks of the company's leaders is needed to influence the management of cynicism to commitment to move in organizational change. The theory of leadership by comparing the perception of ideal change in organizations is the reference we use, namely the implicit change leadership theory (ICLT). This research method uses a non-probability sampling method where the probability of being selected as a sample is not the same. The sampling technique used was purposive sampling and qualitative analysis of the organizational performance points of 31 family companies in Indonesia. The findings show that the paternalistic attitude of family culture reflects the commitment of TMT to make changes and performance that supports the company's success to move from inertia. The novelty in the article is the relationship of TMT in family businesses that supports the role of change through strong commitment, so that cynicism in family companies does not have a significant effect on organization.

Keywords: Family Firm, Organizational Performance, Top Management Team (TMT), Commitment to Change, Cynicism.

ABSTRAK

Penelitian ini berfokus pada bisnis keluarga yang berkembang pesat di Indonesia. Tujuan dari penelitian ini adalah untuk membahas kinerja perusahaan keluarga yang sedang dalam keadaan inersia, dimana Top Management Team (TMT) yaitu jajaran eksekutif pimpinan perusahaan sangat dibutuhkan untuk mempengaruhi sinisme manajemen terhadap komitmen untuk bergerak di perubahan organisasi. Teori kepemimpinan dengan membandingkan persepsi perubahan ideal dalam organisasi adalah acuan yang kami gunakan, yaitu teori kepemimpinan perubahan implisit (ICLT). Metode penelitian ini menggunakan metode non-probability sampling dimana probabilitas terpilihnya sebagai sampel tidak sama. Teknik pengambilan sampel yang digunakan adalah purposive sampling dan analisis kualitatif terhadap poin-poin kinerja organisasi 31 perusahaan keluarga di Indonesia. Temuan menunjukkan bahwa sikap paternalistik budaya keluarga mencerminkan komitmen TMT untuk melakukan perubahan dan kinerja yang mendukung keberhasilan perusahaan untuk beranjak dari inersia. Kebaruan dalam artikel tersebut adalah hubungan TMT dalam bisnis keluarga yang mendukung peran perubahan melalui komitmen yang kuat, sehingga sinisme dalam perusahaan keluarga tidak berpengaruh signifikan terhadap organisasi.

Kata Kunci: Perusahaan Keluarga, Performa Organisasi, Top Management Team (TMT), Komitmen terhadap Perubahan, Sinisme

1. INTRODUCTION

The rapidly changing environment forces organizations to make changes in order to maintain their competitiveness and relevance (Ahmad & Cheng, 2018; Al-Tahitah et al., 2020; Sarfraz Ahmed Dakhan et al., 2020). One indicator of the company's success in achieving its goals can be seen through the output produced (Hasan & Khajeh, 2018). However, the

period of organizational change is complex and uncertain, so employees may feel reluctant to be involved in the process of organizational change (Islam et al., 2020). Organizations that are not able to keep up with existing changes and continue to apply the same routines will be trapped in organizational inertia (Nedzinskas et al., 2013). The concept of family business values is explicit or

implicit in both the family and business because there are often conflicting business interests and family goals (Bella & Maichal, 2008). The relationship between the context of the family business and the conditions in which the organization is trapped in inertia or hinders commitment to change, resulting in decreased company performance. Meanwhile the foundation stone on which most developing economies are based comes from the family business (Gómez-mejía et al., 2007). In the research we conducted on family companies, we assessed that change was an important aspect, for the survival of the organization so that there would be no slack and organizational death as well as improving its performance from time to time and the development of the company. Organizational change in a family company has always been a challenge, therefore it is imperative that the Top Management Team move to lead and maintain a competitive advantage is the main interest of this article. Family firms with competitive resources will result in value creation across generational differences (Habbershon & Pistrui, 2002; Sirmon & Hitt, 2003).

Therefore, the TMT supports for employees behaviour towards organizational change is a determinant of the success of change (Ahmad & Cheng, 2018; Armenakis et al., 1993; Van der Voet et al., 2016). Commitment to change is a form of behaviour that supports employees towards the changes needed to achieve the success of change initiatives (Abrell-Vogel & Rowold, 2014; Al-Tahitah et al., 2020). Hierarchical closeness and mutual trust between leaders and employees are able to generate commitment to change and improve performance during times of change (Hill et al., 2012; Wahyudin et al., 2020). High commitment to change will create good organizational performance

(Neves & Caetano, 2009). In addition, employee commitment that is formed because of the willingness to engage in an action makes them mobilize their thoughts and actions to achieve the desired results (Meyer & Herscovitch, 2001). Companies that survive are also influenced by generations who want to change, when there is a transfer from the old generation who will retire to the next generation (Hartel et al., 2009). Successor commitment defines the main foundation as a unidimensional construct within the family firm (Sharma & Irving, 2005). Commitment to change in the family business also depends on the current generation, how they accept change and endure change. The influence of commitment will be felt by all parties from inside and outside the company.

This research is important because family companies are companies owned and managed by family members (Olson et al., 2003), where the values and norms are brought into the company might hinder change initiatives (Chirico, 2006), where a strong corporate culture will result in high commitment (Marchalina et al., 2018). Family business considers its members as a second family and vice versa, which have a major effect on the successful performance of a company to be better (Carmon et al., 2010). Another cause of inertia in family companies is cynicism triggered by a lack of trust in the company, thus affecting attitudes or beliefs in the organization (Andersson, 1996). In addition, employees' views of cross-generational leaders in family firms can also generate cynicism. This belief can be managed in the strategic management process and the psychological process of TMT (Wooldridge et al., 2008) for unites the will of commitment between generations. A well-formed TMT will generate to good commitment, so as to reduce cynicism and create or renew a value which is

considered important because part of the development of company performance (Koiranen, 2002).

2. LITERATURE REVIEW

2.1 Implicit Change Leadership Theory

Every organization needs a leader to guide the team in achieving organizational goals. The type of leadership applied by leaders in organizations affects how employees perceive their leaders and how they feel about the organization. The theory of implicit change leadership (ICLT) describes how individuals compare the perception of the ideal change leader that they have in mind with the actual leader's behaviour during organizational change (Guerrero et al., 2018; Hechanova et al., 2018; Magsaysay & Hechanova, 2017). Several studies related to implicit change leadership have been conducted among business firms and academic institutions (Hechanova et al., 2018; Sarfraz Ahmed Dakhan et al., 2020), in which researchers found that leader behaviour affects employee commitment.

The leadership style adopted by the leader affects the way employees perceive the leader and how they feel about the organization. Therefore, the leader must be able to protect all employees so that the employee's perception of the leader is positive. Employee resistance to change can be reduced (Day et al., 2017) when they have a positive perception and believe in their leader so that commitment to change can increase. Preferred leadership behaviour has a positive influence on employee motivation, commitment, satisfaction, and performance (Cho et al., 2019). Therefore, a leader must understand what employees expect from his leadership. Thus, employee commitment to change will increase and organizational performance will also increase.

However, if the leader fails to gain a positive perception, employees will begin to feel cynical about the organization, even specifically towards the leader. Therefore, cynicism must be managed properly so that organizational change can run smoothly. Cynicism towards change is influenced by change leaders, where employees blame their leaders for their lack of motivation and incompetence (Wanous et al., 2000). Leadership also emphasizes the role concepts of employees' perceptions, expectations given to them, as well as cognitive prototypes of the leadership process (Kenney, Schwartz-Kenney, 1996). ICLT will reflect an interest in developing leadership traits, but the time span needed to understand managerial leadership requires a longer time which requires the focus of ICLT studies as a bias in leadership measurement (Epitropaki & Martin, 2004). Strategy and performance are expected to reflect the characteristics of TMT, which can be seen from the next generation in top leadership positions that they look good or even better than before.

2.2 Cynicism About Organizational Change

Due to the fast-paced changes in the business environment, an organization must undergo changes to maintain its competitiveness and sustainability. However, some people may respond negatively to organizational change. Negative responses come in many forms, one of which is cynicism. Organizational cynicism is generally defined as a negative attitude towards the organization where he works which consists of the dimensions of belief, affective, and behaviour (Dean et al., 1998). Organizational cynicism is "a learned belief that fixable problems in the workplace will not be solved due to factors beyond the individual's control" (Vance, et al., 1996).

Cynicism towards organizational change arises because of the influence of change leaders. People always have expectations and this leads to individual perceptions of others. This also applies to employees in organizations, where they have a certain image of their leader. When expectations and reality do not match, of course there will be disappointment, which in this case creates cynicism towards the leader. Organizational change cynicism is specifically directed at organizational change efforts, such as new leadership tactics and organizational restructuring (Bakari et al., 2019). Negative attitudes towards change leadership occur when cynical employees perceive the leader as incompetent and dishonest (Thundiyl et al., 2015).

The behaviour of leaders is always considered a reference and considered by employees, can be used as an example and influence their views on doing their work. The generation that plays an active role in the company determines the climate focus of the company. The nature between generations are different and also underlies their transition to change, has been highlighted by Fox et al. (1996), who argues that the 'leadership' of incumbents and successors emphasizes the importance of successional relationships and generations will affect different leadership qualities. Prevention can be done with training related to leaders by working or learning to understand from all sides of the company, training is carried out from various sides, physically, mentally, psychologically to attitude. In particular, companies will consider protocols from management and family business culture that can affect the reciprocal relationship between employees and also leaders to families (Hartel EJ Charmine, Bozer Gil, 2009). Cynicism will be reduced when you get a charismatic leader, having strong interpersonal skills (Graetz, 2000).

2.3 Top Management Team

In the management pyramid, there are three levels of categories. First, middle and top managers. The executive leadership or Top Management Team (TMT) in a company consists of individuals who are involved in making company decisions (Rost and Osterloh, 2010). Responsible for forming strategies, as well as overall planning, implementation of plans, to company performance (Wu & Wu, Yenchun Jim, 2017). TMT helps organizations to be sustainable in a change, supporting more innovative organizations in updating their strategies to respond to the market (G. Chen et al., 2005). The decision to implement changes is taken by TMT first before being implemented by employees. Therefore, TMT is an important asset in managing an organization, both creating a positive and comfortable work environment and motivating subordinates. A leader can manage the ability of their leaders with a growth mindset that can make it easier for them to achieve their goals (Bella & Maichal, 2008). This makes the leadership style and behaviour adopted by TMT the key to the success and failure of organizational culture formation and system implementation (Richard et al., 2009).

Organizational outcomes such as strategy and performance are expected to reflect TMT characteristics. The process on the influence of the family business can be considered by understanding the aspects of TMT that must be considered (Allura, 2018). But another conclusion is that top managers have relatively little influence on organizational outcomes due to environmental forces and inertia (Liebersson & Connor, 2014). The second effect of a long working life is to reduce the adoption of new or unique strategies (Katz et al., 2014).

TMT is a fundamental element in a company regarding governance,

especially family companies (Cabrera-Suarez & Martín-Santana, 2014). In Indonesia, family management is considered less good than professional management (Djmitko, Triyono et al., 2011). This comparison must be balanced with real action, namely strategy. Furthermore, the involvement of the family will also have an impact on the TMT because it can create a correlation of a strong commitment that organizational leaders have to family companies making a positive value (Minichilli et al., 2010).

2.4 Commitment to Change

Previous research on commitment to change has been explored in the context of the history of change, organizational leadership, trust in management, and employee commitment to the organization (Meyer & Hamilton, 2009). Researchers argue that employee commitment to change is a form of employee support for change that is considered important for successful change implementation (Jung et al., 2020; Lee et al., 2017) and organizational leaders have the capacity to strengthen commitment to change (Guerrero et al., 2018). Commitment can encourage members to achieve goals so that together they unite and struggle (Yulan & Bernanto, 2017) because TMT have a great influence on cultural change in the company (Bertsch, 2018; Graetz, 2000).

Specifically, Herscovitch and Meyer (2002) define commitment to change as a force in the form of a mindset that binds individuals to an action that is considered necessary for the successful implementation of change initiatives. Meyer & Allen (1991) proposed that organizational commitment has three components, which consist of affective commitment (the desire to support change), continuance commitment (acknowledging the costs associated with failure to support change), and normative

commitment (a sense of obligation to support change).

Companies inevitably have to make a commitment to change as part of the corporate culture in order to be able to keep up with changes in the business environment that occur. Companies can conduct research to determine the level of employee commitment in their company by looking at the contribution to employee motivation, reducing absenteeism, increasing employee performance and ensuring a minimum employee turnover rate (Coetsee, 2014; Herold et al., 2008). This study focuses on affective commitment, where there is “emotional attachment to, identification with and involvement in the organization” (Meyer & Allen, 1991) of leaders in family firms to achieve organizational performance goals and ensure the continuity of family firms. Keeping the family business and emotional ownership, can make the core of a commitment to be carried out. The concept of emotional ownership has an emotional connection with judgment that is deeply entangled in a corporate context itself (Miller, Steier & Le Breton-Miller Of & Business, 2003; Sharma & Irving, 2005). According to Suess-reyes (2016), identification of family members with family and business can be strengthened through family governance and encouraging intergenerational orientation of family members. On the other hand, Vallejo and Langa (2010) found that family firms support the management of affective commitment which explains the high level of identification, involvement, and loyalty among employees in family firms compared to non-family firms.

2.5 Organizational Inertia

Change cannot always be absorbed and accepted immediately, it takes a long process to go through, but change is a prerequisite needed by companies to achieve competitive

advantage (Chow & Hamilton, 1993; Duhaime & Schwenk, 1985; Eisenhardt & Martin, 2000). Companies that fail to bring about change will experience a decline and the impact of decline slowly. Company setbacks that cannot be overcome will experience threats, and this is what is defined as inertia (Levinthal, 1992; Tushman et al., 1996). Inertia by Richard (1995) is defined as the existence of a strong order and function in a company. The order or position held by the individual defines the efficient argument that has an impact on the company's profits. If the arrangement is not efficient, it will cause problems for the company which is for inertia which makes the company retreat, the result of threats to the loss of the company because it cannot adjust to the situation (Gilbert, 2005). Inertia often occurs in the context of family companies, where inertia defines the pattern formed in the strategy of family companies. The pattern that is often found is a pattern that keeps repeating from one generation to the next. Sánchez Marín et al. (2017) argues that the family culture that is rooted in the company becomes an obstacle for companies to make changes, thus causing inertia for the company. Furthermore, Chirico (2006) found that the paternalistic attitude of family members as leaders in order to preserve the culture that was brought into the company could hinder the company from making changes.

2.6 Organizational Performance

Company performance is one of the indicators of company success that is widely used, both by management teams and researchers. The company's ability to set goals and objectives is important to achieve and improve overall organizational performance (Pang & Lu, 2018). The company's success in achieving its goals is reflected in the output produced by the company (Hasan & Khajeh, 2018). Furthermore, Robbins

(2003) suggests that another term for performance is human output which can be measured by productivity, absenteeism, turnover, citizenship, and satisfaction.

When a company is not able to produce good output or performance, this means that the system in management or the company is not good. Therefore, companies need to make performance improvements to improve the output produced. Brahmāsari (2004) suggests that performance is the achievement of organizational goals which can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization. Emphasis on performance can be short-term or long-term, there are also individual, group and organizational levels (Richard et al., 2009). Performance management is a process designed to link organizational goals with individual goals, so that the two goals meet (Shin et al., 2015). Performance can also be an action or execution of a task that has been completed by a person within a certain period of time and can be measured (Richard et al., 2009).

2.7 Organizational Inertia and Cynicism About Organizational Change

Inertia is defined as a low commitment to change or a tendency to resist change when the change is needed to deal with environmental changes (Chirico, 2006). Furthermore, Özgenel (2021) say that inertia is caused by a lack of willingness to change and initiation to initiate it. This statement supports the relationship between inertia and change cynicism through research conducted by (Gunduz, 2017), where it was found that inertia affects the level of cynicism of change at the individual employee level and emphasizes that change is always the strongest predictor of cynicism. In a

family company, the family values and norms that are brought into the company can hinder change initiatives if the company leader firmly maintains the values and norms that have been carried out and passed down for a long time (Anggadwita et al., 2019; Chirico, 2006).
H1: There is a difference in the degree of cynicism caused by organizational inertia.

2.8 Top Management Team and Organizational Inertia

The tendency of organizations to maintain the status quo and be reluctant to make changes is related to the mindset and perceptions of upper middle management (Moraes Carvalho et al., 2018). The success of a problem solving in the past can lead to dependence in solving problems in the future, regardless of the challenges facing the company, as a result of the dominant role of the owner (Suárez M, Katiuska Cabrera-, García-Almeida Desiderio Juan, 2018; Zahra, 2005).

The impact of negative threats will increase inertia which makes the company retreat, the result of threats to the loss of the company because it cannot adjust to the situation (Gilbert, 2005). In family companies, family members are often involved in the management of the company. Sánchez Marín et al. (2017) say that the family culture that is rooted in the company becomes an obstacle for companies to make changes. The attitude of paternalism in family members as leaders to preserve family traditions can hinder companies from making changes, on the contrary, entrepreneurial attitudes actually encourage companies to make changes and innovate (Chirico, 2006; Suárez M, Katiuska Cabrera-, García-Almeida Desiderio Juan, 2018). Therefore, if the mindset of family members as managers is past-oriented and does not want to accept the fact that the

company must make changes, then inertia will arise (Santiago, 2015).

H2: There is a difference in the level of inertia caused by Top Management Team.

2.9 Cynicism About Organizational Change and Organizational Performance

Many studies have associated a negative relationship between cynicism and job performance (Byrne & Hochwater, 2008; Chiaburu et al., 2013; Suárez M, Katiuska Cabrera-, García-Almeida Desiderio Juan, 2018). However, in the context of family companies in most countries in Asia, specifically in Indonesia, where with the existence of high power distance (Kim et al., 2018), silence cynicism will occur. Thus, when employees feel cynical about their superiors, they will not show it through behaviours that directly affect organizational performance (Abugre, 2017; Johnson & O'Leary-Kelly, 2003).

H3: There are differences in the cynicism of family businesses in Indonesia towards organizational performance.

2.10 Top Management Team and Organizational Performance

TMT (tenure/senior) company leaders have a more significant role in strategy and their performance tends to follow a more persistent strategy, in line with the industry's central tendency. Specifically, TMT consists of executive personnel within the organization who are responsible for the overall planning, implementation of plans, and company performance (Wu & Wu, Yenchun Jim, 2017). The results of TMT performance affect the company's performance, the stronger the good TMT performance, the better the organizational performance. The leadership style and behaviour applied are the keys to the success and failure of organizational culture formation and system implementation, which in turn will affect the company's performance

(Richard et al., 2009; Wu & Wu, Yenchun Jim, 2017).

H4: Different TMTs will trigger different levels of organizational performance.

2.11 Organizational Inertia and Organizational Performance

Basco & Pérez Rodríguez (2011) and Mičánek (2019) say that family involvement in the company can affect the company's performance. Chirico (2006) found that in family firms there was an increase in entrepreneurial performance in the first generation, then stabilized in the second and third generations, although dynamic abilities fluctuated due to inertia. This can happen when the culture in a family company has taken root and causes inertia (Sánchez Marín et al., 2017), forming a pattern which is then passed on from generation to generation so that it becomes a habit to have superior values in the company. This is good for family companies because employees tend to be loyal to the company, even when company leaders have been transferred to the next generation (Donnelley G, 1988; Herold et al., 2008; Mičánek, 2019) so maintaining old habits can actually encourage good performance.

H5: There is a difference in organizational performance due to organizational inertia.

2.12 Organizational Inertia, Cynicism About Organizational Change and Organizational Performance

Low initiation and willingness to change leads companies to inertia (Özgenel, 2021). When a company is not able to produce good output or performance, this means that the system in management or the company is not good. Therefore, companies need to make performance improvements to improve the output produced. Trismiyanto, H. H., & Sule, E. T. (2018) and Brahmasari (2004) suggests that performance is the achievement of organizational goals

which can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization.

Byrne & Hochwater (2008) found that high cynicism causes performance to be at its lowest. This is supported by Thundiyil et al. (2015) who suggested that change cynicism has a detrimental effect on employee performance because it feels justified to withhold work effort during change initiatives, resulting in lower performance. The inability to make a change in adapting will be an obstacle to the idea of change itself in terms of company strategy, products and programs as well as the whole company (Van De Ven & Poole, 1995). Bakari et al. (2019) and Wanous et al. (2000) stated that affective cynicism can affect the decrease in work motivation to one's performance. Affective cynicism is an emotional reaction such as frustration, disappointment, anger to disgust towards an organization. Therefore, the TMT situation is very important in managing the level of corporate cynicism by creating a positive situation, providing various positive motivations and behaviours. Employees in general if they have a negative attitude are also reflected in their negative performance (Lučić Lana, Gojčeta Alen, 201) When TMT provides control within the organization well and can be well received to give a positive response, this will produce good results, even cynicism does not occur. Management of cynicism can be done by leading instrumentally or involving the environment in creating conditions that motivate the desired behaviour as well as by creating a value (Nadler & Tushman, 2001; Politicorum & Millhoff, 2019).

H6: Organizations will perform well if inertia is managed with positive cynicism.

2.13 Top Management Team, Commitment to Change and Organizational Performance

Researchers have explored how TMT behaviour affects employee commitment to change. Hill et al. (2012) argues that employee commitment to change is influenced by employee hierarchical proximity to TMT. This is also influenced by mutual trust, especially trust in leaders, because leaders can confidently drive change and motivate employees so that they can improve performance during the transition period (Wahyudin et al., 2020).

Building a high-level commitment to innovation is highly dependent on the CEO team and management (Anderson, 2019). Innovation plays an important role in change, where innovation destroys and reinvents markets and firms (Schumpeter, 2016), avoids barriers to entry and lifts barriers where they did not exist before and is a source of sustainable competitive advantage. In a world of rapid change, investing in innovation is equivalent to holding options for the future. This study explores change commitment from the perspective of TMT and employees. If the leader of the organization plus a group of employees are committed to developing organizational update, then there is a change in organizational performance (Teofilus et al., 2021). First, from the perspective of family business owners, Basly & Saunier (2020) argue that the commitment of family business members is formed through involvement in the company and is based on core family values.

One of the characteristics of a family business is a strong personal commitment (Azoury et al., 2013;

Echevarria, 2017). It seems that family business companies think and treat employees as a family. Even during economic downturns, family businesses tend to avoid firing employees and have low job rotation rates which make employees feel safe and in control (Azoury et al., 2013). This generosity makes family businesses different, so employees develop loyalty and commitment in the business cycle (Azoury et al., 2013). Furthermore, Anggadwita et al. (2019) and Santiago (2015) says that when leaders focus on one generation and innovate to deal with environmental changes, family companies can be sustained for generations.

Family owned and managed companies are strongly influenced by clan culture rooted in family values and traditions, making them introverted and confined to old and unchanging traditions (Sánchez Marín et al., 2017). This may limit the company from making significant changes and decisions. Decision making in family companies is solely to show the owner's commitment to the welfare of his family members (Basly & Saunier, 2020). Furthermore, Chen and Francesco (2003) and Eliyana and Ma (2019) show that employee performance can be improved through managers by managing employee commitment to the organization. Better performance will be achieved when employees have a higher level of commitment and satisfaction with the organization because employees perceive the organization as a second family (Park & Seo, 2016).

H7: The organization will show good performance if it is supported by TMT and commitment.

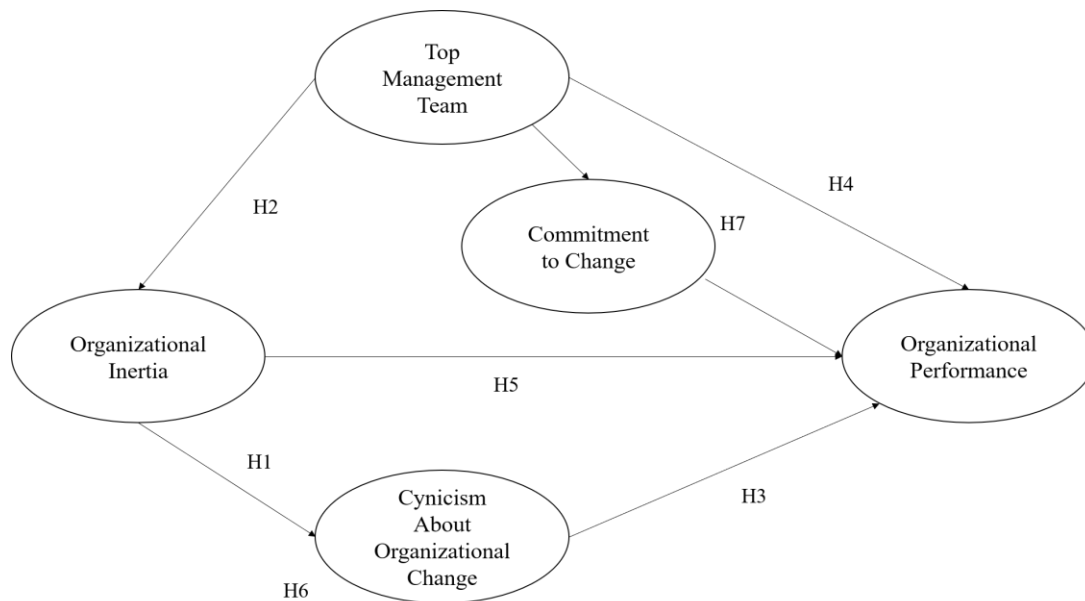


Figure 1. Hypothesized research model.

3. RESEARCH METHOD

The population of this study is a family business in Indonesia. Sampling in this study was conducted using the non-probability sampling method, where the opportunity to be selected as a sample is not the same. The sampling technique in this study uses purposive sampling, which according to Malhotra (2010), this technique is based on certain characteristics possessed. In order to be a sample of this research, respondents need to meet two criteria, namely the business has been running for at least 3 years and has been run for at least 2 generations.

The sample in this study consisted of 31 family businesses spread throughout Indonesia which are engaged in various fields, such as pharmacy, hospitality, automotive, and others. Respondents from the sample were obtained using a multisource consisting of two sources. The first source is a leader in a family company from various divisions, ranging from production, marketing, finance, personnel, to administration. While the second source is obtained from employees, where as many as three

employees represent a leader. Each company gave 4 respondents, so the total respondents in this study amounted to 124 people. Thus, it is possible for this study to look at the variables from two different perspectives. However, this study was limited to 31 family companies because the leadership position was too high for employees, resulting in communication difficulties between leaders and employees, technology limitations because not all employees have email or smartphones, employees are old so they do not master the use of technology, and so.

Data collection in this study used primary data taken through a questionnaire by compiling a list of questions that had been prepared in advance. The commitment to change variable has 18 operational items adapted from Herscovitch and Meyer (2002). While the organizational inertia variable there are 19 operational items adapted from Gilbert (2005) and Sydow et al. (2009). Variables that affect the Top Management team affect the dimensions of educational background, age and

tenure as well as functional background are obtained from Tihanyi et al. (2000). While the measurement of cynicism on the variable has 24 operational items adapted from Wanous (2004), Bedeian and Shaw (2007) and Dean et al. (1998) includes dimensions of pessimism, dispositional attribution and situational attribution.

Finally, this study measures organizational performance from a subjective point of view with a total of 8 operational items adapted from Richard et al. (2009). The questionnaire was implemented in two stages, where the operational items that had been adapted from previous research were translated into Indonesian and then translated back into English to avoid misinterpretation in the translation process. In addition, the questionnaire was re-examined to avoid informal errors such as double-barrelled questions. The questionnaire in this study used a Likert scale as a measurement tool. Measurements on the Likert scale are an indication of research that has 5 (five) scales that are useful for simplifying the process of calculating results and making it easier for respondents to respond (Sekaran & Bougie, 2016). In this study, the trend of cynicism about organizational change with organizational inertia, organizational inertia with top management team, organizational performance with organizational inertia, organizational performance with top management team, and organizational performance with cynicism about organizational change was seen from the t-test results. T-test was conducted to test the effect of each independent variable partially on the dependent variable and the coefficient of determination which aims to measure how far the model's ability to explain the variation of the dependent variable. While the variables of organizational performance, organizational inertia, and cynicism about

change as well as organizational performance, commitment to change, and top management team variables are seen from the ANOVA results.

4. RESULTS AND DISCUSSION

Analysis of the results we provide from a sample of 31 family firms that have a lot of influence and change but ignore it. The results presented in this paper are intended as a starting point to encourage family companies to develop more TMT for organize commitment to change aimed at improving organizational performance.

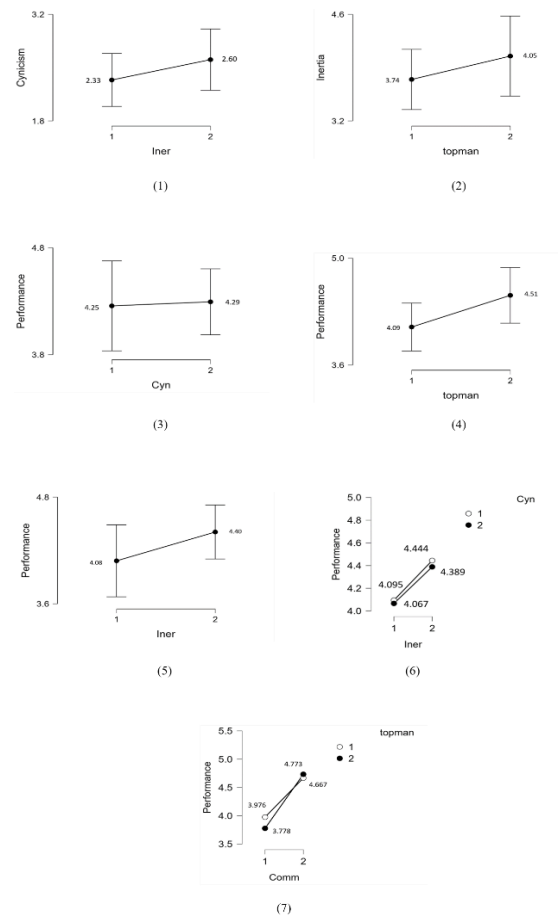


Figure 2. Descriptive plots of T-test and ANOVA results.

This finding in figure 2 shows several results, including (1) the relationship between cynicism and inertia, based on the t-value (-0.998) and p-value (0.327), which shows that there is no difference in perception of cynicism

and Inertia, thus hypothesis 1 is not supported. However, *t*-test shows that when inertia is high (mean = 2.60), there is a tendency for cynicism to occur. This is because the relationship between inertia and cynicism in the context of family business, inertia affects the level of cynicism of change at the individual employee level and emphasizes that change is always the strongest predictor of cynicism. High organizational inertia results in low cynicism because the company does not want to change. This is because high involvement of TMT means

little changes happen in the company, which means inertia level is high. Family business need consistency, so when inertia is low, the company keeps evolving and inconsistent. Complex changes also need to regulate the cynicism that arises so that they are managed properly, this is evidenced by changes being a prerequisite needed by companies to achieve performance and competitive advantages (Chow & Hamilton, 1993; Duhaime & Schwenk, 1985; Eisenhardt & Martin, 2000).

the

| Relationship Between Variables | t-Value | p-Value | Cut-off Value | Hypothesis Testing Result |
|--|---------|---------|---------------|---------------------------|
| Cynicism significantly affects inertia | -0.998 | 0.327 | 0.05 | Not Supported |
| Inertia significantly affects TMT | -1.022 | 0.316 | 0.05 | Not Supported |
| Cynicism significantly affects performance | -1.399 | 0.173 | 0.05 | Not Supported |
| TMT significantly affects performance | -1.856 | 0.074* | 0.05 | Supported |
| Performance significantly affects inertia | -0.159 | 0.875 | 0.05 | Not Supported |
| Performance significantly affects inertia and cynicism | - | 0.957 | 0.05 | Not Supported |
| Performance significantly affects TMT and commitment | - | 0.582 | 0.05 | Not Supported |

Figure 3. Path Coefficient Analysis

* = Sig. 10%
 ** = Sig. 5%
 *** = Sig. 1%

The next finding in this study (2) shows that the behaviour of TMT will affect inertia in family business (Figure 2). Based on the *t*-value (-1.022) and *p*-value (0.316), which shows that there is no difference in perception of inertia and TMT, thus hypothesis 2 is not supported. However, the involvement of family members as owners and in company management affects decision making and company goals that are oriented to the wishes, values, and preferences of family members (Anggadwita et al., 2019; Chua et al., 1999). When the involvement of the TMT is high (mean = 4.05), it will cause high organizational inertia, because of the family culture and paternalism to preserve family traditions, which are obstacles for

company to make changes. Inertia occurs because a high TMT, interfere with an open mind so the inertia increases. This is supported by Santiago (2015) and Chirico (2006), where the mindset of leaders in family companies is past-oriented and has a paternalistic attitude to maintain corporate culture can lead to conditions of inertia.

Hypothesis 3 in this study sees that when there is cynicism, it will affect the performance of the family business. However, the findings (3) show absence of significant differences between high and low cynicism on the performance of family businesses (Fig. 2), based on *t*-value (-1.399) and *p*-value (0.173), which shows that there is no difference in

perception of performance and cynicism, thus hypothesis 3 is rejected. This is interesting to be discussed further considering that in the context of family business, especially in Indonesia, which has a high-power distance character, that emphasizes courtesy and respect for older people, it makes cynicism in organizations difficult to detect. This is in accordance with the article of Kim et al. (2018) which suggests that most countries in Asia are societies with high power distance. This condition causes silence cynicism among employees, where their displeasure is not visible due to a culture of courtesy and discomfort so that it does not directly affect organizational performance (Huseyin, 2019; Johnson & O'Leary-Kelly, 2003). The tendency of cynicism is not always judged negatively, but allows positive roles or cynical feelings to be sure to change, this is evidenced by research (AKAR Huseyin, 2019; Johnson & O'Leary-Kelly, 2003) which also explains that cynicism is shaped by experience at work, allowing cynicism to be generated (Li & Chen, 2018) to have a better view such as being more critical and having experiences that bring out positive forces to change an organization.

Regarding the results (4), namely organizational performance has a definite relationship with the TMT, board of directors is fully involved in making company decisions (Rost, Katja and Osterloh, 2010). The findings show that t-value (-1.856) and p-value (0.074) supports hypothesis 4 with 10% significance. The behaviour of good executives will produce good performance, in other studies it is proven that if you can protect and support innovation so that the strategy is good for the company's internal and responds to the market will produce good performance (Chen et al., 2005). In the context of family business, it is necessary

to pay attention to the ranks of TMT as the successor to the good generation of commitments carried out when following the journey of a mobile company, TMT is a fundamental element in a company regarding governance, especially family companies (Anggadwita et al., 2019; Cabrera-Suarez & Martín-Santana, 2014). Therefore, hypothesis 4 is supported.

Support was not provided for Hypothesis 5, where t-value (-0.159) and p-value is (0.875), which shows that there is no difference in perception of performance and inertia. The relationship of (5) organizational performance with change is a common problem, but low organizational inertia is associated with low organizational performance as well. This is because rapid changes will disrupt organizational performance with adjustments to new things. Family companies in the face of inertia need to add their own value with innovative concepts that function to defend the company from unstable company threats or called inertia. The research findings show that when the inertia in a family company is high (mean = 4.40), the resulting performance is also high. Poor performance is the impact of negative threats which is supported by (Gilbert, 2005) if increasing inertia makes the company retreat, then it will get a threat to the loss of the company because it cannot adjust to the situation.

The results (6) show that in the family business context, cynicism towards change affects the absence of company development or inertia that triggers organizational performance. The p-value (0.957) which shows that there is no difference in perception of performance, cynicism and inertia. It is proved that hypothesis 6 is not supported. The results show that when inertia is high (mean = 4.389) in a family company, the role of cynicism at individual level is low. Thus, organizational performance can

improve compared to when cynicism is high. Cynicism is managed in such a way that it is required to be careful and managed so that there will be no setbacks in the company because it cannot maintain the value of the organization's performance itself. The findings also prove that the company's poor performance until it goes bankrupt is caused by failure in the context of the changes that occur, because change is a prerequisite for the required achievements (Chow & Hamilton, 1993; Duhaime & Schwenk, 1985; Eisenhardt & Martin, 2000).

This study also shows that (7) organizational performance is influenced by commitment to change; especially internal companies managed by TMT can invite their employees to develop more advanced companies. The p-value shows (0.582) which shows that there is no difference in perception of performance, commitment and TMT, thus hypothesis 7 is not supported. However, the results of good TMT progress affect good commitment and better organizational performance. Family business linkages are characterized by ownership identity, long-term orientation, strong family values, high level of commitment, and a desire to keep the original founder's business formula unchanged over time (Anggadwita et al., 2019; Nicholson, 2018; Zahra, 2005). The results showed that when the commitment to change in the family company is low, the role of TMT will dominate in determining organizational performance.

5. CONCLUSION

The results of this study indicate that family companies have a tendency to involve family members or successors in the ranks of TMT. The family culture brought by family members into the company and the paternalistic attitude to maintain this culture reflects the low

commitment of TMTs to make changes, thus making family companies tend to be in a state of inertia (Chirico, 2006; Sánchez Marín et al., 2017; Santiago, 2015). The commitment to persist in change has a major influence on the research in order to avoid inertia to cynicism that appears and has an impact on company performance. This is reflected in the results of the ANOVA test in figure 2 (7) that shows the highest mean of 4.773 in the company's performance when there is a high commitment to change initiated by TMT. In addition, in the ANOVA test shows that high inertia in family companies (mean = 4.389), cynicism will dominate in determining organizational performance. One of the core findings of this study is that cynicism does not have a big influence on organizational performance in family companies in Indonesia because of the high-power distance that makes employees hide their cynicism. With high inertia conditions, TMT needs to manage cynicism well in order to avoid poor organizational performance (Chiaburu et al., 2013). As an implication for family companies, family members as TMTs need to be committed to making changes by avoiding paternalism that is involved in making decisions for the company. This is intended to avoid the occurrence of inertia and the possibility of the emergence of cynicism, so that the company's performance can increase.

5.1 Managerial Implication

This study presents trends that occur in family companies and future research is expected to approach it from a different perspective. For example, researchers can look at the relationship between the age of the company and the next generation of the variables discussed in this study. In addition, future research is expected to use interviews in order to explore more deeply and increase the

number of respondents who are spread evenly throughout Indonesia. The research could be further improved also in the context of family companies and it is recommended to be carried out in other countries, especially in the west because cultural differences can lead to different tendencies with family companies in Asia.

On the other hand, this study is expected to increase stakeholders' understanding of the running of family companies. The results of this study can also be an implication for TMTs in family companies to behave during times of change in order to be able to manage a positive work environment so as to minimize the emergence of cynicism towards change. It is hoped that this research can help companies to improve their performance.

5.2 Limitations and Future Research

The limitations of this study need to be acknowledged. First, the sample used in this study is relatively small, namely a number of 31 companies. This is due to the limited mastery of technology, the hierarchical position of leaders and employees that are too far apart, and so on as well as the uneven distribution of data sources from all regions in Indonesia, so that they cannot represent the overall condition of family businesses in Indonesia. Second, the data collection method used is in the form of filling out a questionnaire, where the data obtained is not as deep as the interview. In addition, data collection using self-reports increases the possibility of increasing the relationship between variables originating from the same source. However, this concern was minimized by collecting data from two sources, namely employees and leaders.

REFERENCES

- Abrell-Vogel, C., & Rowold, J. (2014). Leaders' commitment to change and their effectiveness in change – A multilevel investigation. *Journal of Organizational Change Management*, 27(6), 900–921. <https://doi.org/10.1108/JOCM-07-2012-0111>
- Abugre, J. B. (2017). Relations at workplace, cynicism and intention to leave: A proposed conceptual framework for organisations. *International Journal of Organizational Analysis*, 25(2), 198–216. <https://doi.org/10.1108/IJOA-09-2016-1068>
- Ahmad, A. B., & Cheng, Z. (2018). The role of change content, context, process, and leadership in understanding employees' commitment to change: The case of public organizations in Kurdistan region of Iraq. *Public Personnel Management*, 47(2), 195–216. <https://doi.org/10.1177/0091026017753645>
- Akar, H. (2019). A meta-analytic review on the causes and consequences of organizational cynicism. *International Online Journal of Educational Sciences*, 11(2), 149–164. <https://doi.org/10.15345/iojes.2019.02.010>
- Al-Tahitah, A., Abdulrab, M., Alwaheeb, M. A., Al-Mamary, Y. H. S., & Ibrahim, I. (2020). The effect of learning organizational culture on readiness for change and commitment to change in educational sector in Yemen. *Journal of Critical Reviews*, 7(9), 1019–1026. <https://doi.org/10.31838/jcr.07.09.188>
- Allura, G. M. D. (2018). The leading role of the top management team in understanding family firms: Past research and future directions. *Journal of Family Business Strategy*, 10(2), 1–18. <https://doi.org/10.1016/j.jfbs.2018.12.001>
- Anggadwita, G., Profityo, W. B., Alamanda, D. T., & Permatasari, A. (2019). Cultural values and their implications to family business succession, 10(4), 281–292. <https://doi.org/10.1108/JFBM-03-2019-0017>
- Azoury, A., Daou, L., & Sleiaty, F. (2013). Employee engagement in family and non-family firms. *International Strategic Management Review*, 1(1–2), 11–29. <https://doi.org/10.1016/j.ism.2013.08.002>
- Bakari, H., Hunjra, A. I., Jaros, S., & Khoso, I. (2019). Moderating role of cynicism about organizational change between authentic leadership and commitment to change in Pakistani public sector hospitals. *Leadership in Health Services*, 32(3), 387–404. <https://doi.org/10.1108/LHS-01-2018-0006>
- Basco, R., & Pérez Rodríguez, M. J. (2011). Ideal types of family business management: Horizontal fit between family and business decisions and the relationship with family business performance. *Journal of Family Business Strategy*, 2(3), 151–165. <https://doi.org/10.1016/j.jfbs.2011.07.004>
- Basly, S., & Saunier, P. L. (2020). Family members' commitment to the firm and family business continuity: investigating the mediating role of family-to-firm identity fit and

emotional attachment. *Journal of Small Business and Entrepreneurship*, 32(1), 9–32. <https://doi.org/10.1080/08276331.2018.1551458>

Bedeian, A. G., & Shaw, G. B. (2007). Even if the tower is “Ivory,” it isn’t “White:” Understanding the consequences of faculty cynicism. *Academy of Management Learning & Education*, 6(1), 9–32. <https://doi.org/10.5465/amle.2007.24401700>

Bella, M., & Maichal. (2018). Pengaruh Mindset, Kepemimpinan, dan Nilai Keluarga Terhadap Budaya Organisasi Perusahaan Keluarga. *DeReMa Jurnal Manajemen*, 13(1), 121–138. <https://doi.org/10.19166/derema.v13i1.706>

Bertsch, B., & Williams, R. (1994). How multinational CEOs make change programmes stick. *Long Range Planning*, 27(5), 12–24. [https://doi.org/10.1016/0024-6301\(94\)90224-0](https://doi.org/10.1016/0024-6301(94)90224-0)

Brahmasari. (2004). Pengaruh variable budaya perusahaan terhadap komitmen karyawan dan kinerja perusahaan kelompok penerbitan pers Jawa Pos. *Jurnal Ekonomi dan Keuangan*, 9(2), 145–168. <https://doi.org/10.24034/j25485024.y2005.v9.i2.325>

Byrne, Z. S., & Hochwater, W. A. (2008). Perceived organizational support and performance relationships across levels of organizational cynicism. *Journal of Managerial Psychology*, 23(1), 54–72. <https://doi.org/10.1108/02683940810849666>

Cabrera-Suarez, M. K., & Martín-Santana, J. D. (2014). Top management teams and performance in non-listed family firms. *Journal of Management & Organization*, 19(4), 405–423. <https://doi.org/10.1017/jmo.2013.15>

Cabrera-Suárez, M. K., García-Almeida, D. J., & De Saá-Pérez, P. (2018). A Dynamic Network Model of the Successor’s Knowledge Construction From the Resource- and Knowledge-Based View of the Family Firm. *Family Business Review*, 31(2), 178–197. <https://doi.org/10.1177/0894486518776867>

Carmon, A. F., Miller, A. N., Raile, A. N. W., & Roers, M. M. (2010). Fusing family and firm: Employee perceptions of perceived homophily, organizational justice, organizational identification, and organizational commitment in family businesses. *Journal of Family Business Strategy*, 1(4), 210–223. <https://doi.org/10.1016/j.jfbs.2010.10.003>

Chen, G., Liu, C., & Tjosvold, D. (2005). Conflict management for effective top management teams and innovation in China. *Journal of Management Studies*, 42(2), 277–300. <https://doi.org/10.1111/j.1467-6486.2005.00497.x>

Chen, Z. X., & Francesco, A. M. (2003). The relationship between the three components of commitment and employee performance in China. *Journal of Vocational Behavior*, 62(3), 490–510. [https://doi.org/10.1016/S0001-8791\(02\)00064-7](https://doi.org/10.1016/S0001-8791(02)00064-7)

Chiaburu, D. S., Peng, A. C., Oh, I. S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of Vocational Behavior*, 83(2), 181–197. <https://doi.org/10.1016/j.jvb.2013.03.007>

- Chirico, F. (2006). Knowledge, dynamic capabilities and family inertia in family firms : A computational approach. *Proceedings of the 2006 System Dynamics Conference*, 54. <http://www.systemdynamics.org/conferences/2006/proceed/papers/CHIRI180.pdf>
- Cho, Y., Shin, M., Billing, T. K., & Bhagat, R. S. (2019). Transformational leadership, transactional leadership, and affective organizational commitment: a closer look at their relationships in two distinct national contexts. *Asian Business and Management*, 18(3), 187–210. <https://doi.org/10.1057/s41291-019-00059-1>
- Chow, Y. K., & Hamilton, R. T. (1993). Corporate divestment: An overview. *Journal of Managerial Psychology*, 8(5), 9–13. <https://doi.org/10.1108/02683949310040579>
- Chua, J. H., Chrisman, J. J., & Sharma, P. (1999). Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23(4), 19–39. <https://doi.org/10.1177/104225879902300402>
- Coetsee, L. (1999). From Resistance to Commitment. *Public Administration Quarterly*, 23, 204–222. <https://www.jstor.org/stable/40861780>
- Dakhan, S. A., Rajput, S., Aziz, T., & Channa, K. A. (2020). Implicit change leadership, affective commitment to change, and the mediating role of organizational trust. *Journal of Business and Social Review in Emerging Economies*, 6(4), 1581–1593. <https://doi.org/10.26710/jbsee.v6i4.1510>
- Day, A., Crown, S. N., & Ivany, M. (2017). Organisational change and employee burnout: The moderating effects of support and job control. *Safety Science*, 100, 4–12. <https://doi.org/10.1016/j.ssci.2017.03.004>
- Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23(2), 341–352. <https://doi.org/10.5465/AMR.1998.533230>
- Djmitko, Triyono, B., Editor, C., Sudartinah, T., Marpanaji, E., Out, L., Nuryanto, A., Aryoyudanta, B., Fiandrianto, A., Ramadhan, A. N., Setiawan, A., Affandi, L. R., & Purnama, S. (2011). *The Roles of Vocational Education in the Preparation of Professional Labor Force*. Yogyakarta: Yogyakarta State University.
- Donnelley G. R. (1988). The family business. *Family Business Review*, 1(4), 427–445. <https://doi.org/10.1111/j.1741-6248.1988.00427.x>
- Duhaime, I. M., & Schwenk, C. R. (1985). Conjectures on cognitive simplification in acquisition and divestment decision making. *Academy of Management Review*, 10(2), 287–295. <https://doi.org/10.5465/amr.1985.4278207>
- Echevarria, S. N. (2017). How working for a small family usiness impacts employee satisfaction and performance. [Honors Thesis, East Carolina University]. <https://thescholarship.ecu.edu/handle/10342/6278>
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic*

Management Journal, 21(10–11), 1105–1121. [https://doi.org/10.1002/1097-0266\(200010/11\)21:10/11<1105::AID-SMJ133>3.0.CO;2-E](https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E)

Eliyana, A., & Ma, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>

Epitropaki, O., & Martin, R. (2004). Implicit leadership theories in applied settings: Factor structure, generalizability, and stability over time. *Journal of Applied Psychology*, 89(2), 293–310. <https://doi.org/10.1037/0021-9010.89.2.293>

Fox, A., Gribble, S. D., & Brewer, E. A. (1996). Adapting to network and client variability via on-demand dynamic distillation. *ACM SIGPLAN Notices*, 31(9), 160–170. <https://doi.org/10.1145/248209.237177>

Gilbert, C. G. (2005). Unbundling the structure of inertia: Resource versus routine rigidity. *Academy of Management Journal*, 48(5), 741–763. <https://doi.org/10.5465/AMJ.2005.18803920>

Gómez-Mejía, L. R., Takács, K., Núñez-nickel, M., & Moyana-fuentes, J. (2007). Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. *Administrative Science Quarterly*, 52(1), 06–137. <https://doi.org/10.2189/asqu.52.1>

Graetz, F. (2000). Strategic change leadership. *Management Decision*, 38(8), 550–562. <https://doi.org/10.1108/00251740010378282>

Guerrero, J. M., Teng-Calleja, M., & Hechanova, M. R. M. (2018). Implicit change leadership schemas, perceived effective change management, and teachers' commitment to change in secondary schools in the Philippines. *Asia Pacific Education Review*, 19(3), 375–387. <https://doi.org/10.1007/s12564-018-9545-6>

Gunduz, E. (2017). *A study to moderate desired commitment level in organization with the help of cynicism about change and interdependence*. https://www.researchgate.net/publication/339124540_A_Study_to_Moderate_Desired_Commitment_Level_in_Organization_with_the_Help_of_Cynicism_about_Change_and_Interdependence

Hartel, C. E. J., Bozer, G., & Levin, L. (2009). Family business leadership transition : How an adaptation of executive coaching may help. *Journal of Management & Organization*, 15(3), 378-391. <https://doi.org/10.5172/jmo.2009.15.3.378>

Hasan Al Khajeh, E. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10. <https://doi.org/10.5171/2018.687849>

Hechanova, M. R. M., Caringal-Go, J. F., & Magsaysay, J. F. (2018). Implicit change leadership, change management, and affective commitment to change: Comparing academic

institutions vs business enterprises. *Leadership and Organization Development Journal*, 39(7), 914–925. <https://doi.org/10.1108/LODJ-01-2018-0013>

Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93(2), 346–357. <https://doi.org/10.1037/0021-9010.93.2.346>

Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87(3), 474–487. <https://doi.org/10.1037/0021-9010.87.3.474>

Hill, N. S., Kang, J. H., & Taylor, M. S. (2012). Building employee commitment to change across organizational levels: The influence of hierarchical distance. *Organization Science*, 23(3), 758–777. <https://doi.org/10.1287/orsc.1110.0662>

Islam, M. N., Furuoka, F., & Idris, A. (2020). Employee championing behavior in the context of organizational change: a proposed framework for the business organizations in Bangladesh. *Journal of Asia Business Studies*, 14(5), 735–757. <https://doi.org/10.1108/JABS-01-2019-0019>

Johnson, J. L., & O'Leary-Kelly, A. M. O. (2003). Exchange violations are created: The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior*, 24(1), 627–647. <https://doi.org/10.1002/job.207>

Jung, K. B., Kang, S. W., & Choi, S. B. (2020). Empowering leadership, risk-taking behavior, and employees' commitment to organizational change: The mediated moderating role of task complexity. *Sustainability (Switzerland)*, 12(6). <https://doi.org/10.3390/su12062340>

Katz, R. (1982). The Effects of Group Longevity on Project Communication and Performance. *Administrative Science Quarterly*, 27(1), 81–104. <https://doi.org/10.2307/2392547>

Kenney, R. A., Schwartz-Kenney, B. M., & Blascovich, J. (1996). Implicit Leadership Theories: Defining Leaders Described as Worthy of Influence. *Personality and Social Psychology Bulletin*, 22(11), 1128–1143. <https://doi.org/10.1177/01461672962211004>

Kim, M., Beehr, T. A., & Prewett, M. S. (2018). Employee responses to empowering leadership: A meta-analysis. *Journal of Leadership and Organizational Studies*, 25(3), 257–276. <https://doi.org/10.1177/1548051817750538>

Koiranen, M. (2002). Over 100 Years of Age But Still Entrepreneurially Active in Business: Exploring the Values and Family Characteristics of Old Finnish Family Firms. *Family Business Review*, 15(3), 175–187. <https://doi.org/10.1111/j.1741-6248.2002.00175.x>

Lee, K., Sharif, M., Scandura, T., & Kim, J. (2017). Procedural justice as a moderator of the relationship between organizational change intensity and commitment to organizational

change. *Journal of Organizational Change Management*, 30(4), 501–524. <https://doi.org/10.1108/JOCM-08-2015-0139>

Levinthal, D. (1992). Surviving schumpeterian environments: An evolutionary perspective. *Industrial and Corporate Change*, 1(3), 427–443. <https://doi.org/10.1093/icc/1.3.427>

Li, S., & Chen, Y. (2018). The relationship between psychological contract breach and employees' counterproductive work behaviors: The mediating effect of organizational cynicism and work alienation, *Frontiers in Psychology*, 9(7), 1–13. <https://doi.org/10.3389/fpsyg.2018.01273>

Liebertson, S., & O'Connor, J. F. (1972). Leadership and Organizational Performance: A Study of Large Corporations. *American Sociological Review*, 37(2), 117–130. <https://doi.org/10.2307/2094020>

Lučić, L., Gojčeta, A., & Banai, B. (2019). The role of attitudes towards sales in predicting sales performance. *Suvremena Psihologija* 22(2019), 2, 147-160. <https://doi.org/10.21465/2019-SP-222-01>

Magsaysay, J. F., & Hechanova, M. R. M. (2017). Building an implicit change leadership theory. *Leadership & Organization Development Journal*, 38(6), 834-848. <https://doi.org/10.1108/LODJ-05-2016-0114>

Malhotra, D. (2010). Organizational behavior and human decision processes the desire to win: The effects of competitive arousal on motivation and behavior. *Organizational Behavior and Human Decision Processes*, 111(2), 139–146. <https://doi.org/10.1016/j.obhdp.2009.11.005>

Marchalina, L., Ahmad, H., & Mahmood Gelaidan, H. (2018). Employees' commitment to change: Personality traits and organizational culture. *International Journal of Economics & Management Sciences*, 07(03). <https://doi.org/10.4172/2162-6359.1000524>

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)

Meyer, J., & Hamilton, L. (2013). Commitment to organizational change: Theory, research, principles, and practice. In S. Oreg, A. Michel, & R. By (Eds.), *The Psychology of Organizational Change: Viewing Change from the Employee's Perspective* (pp. 43-64). Cambridge: Cambridge University Press. <https://doi.org/10.1017/CBO9781139096690.005>

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299–326. [https://doi.org/10.1016/S1053-4822\(00\)00053-X](https://doi.org/10.1016/S1053-4822(00)00053-X)

Mičánek, M. (2019). The role of family presence in family-owned enterprise.

Miller, D., Steier, L. & Le Breton-Miller, I. (2003). Lost in time: intergenerational succession, change and failure in family business. In *Handbook of research on family*

business(pp. 371-387). Cheltenham, UK: Edward Elgar.

Millhoff, C. (2019). *Instrumental leadership and organizational change: A three-study investigation on the influence of instrumental leadership on employees' change reactions within the framework of the extended full-range of leadership model* [Doctoral dissertation, TU Dortmund University]. <http://dx.doi.org/10.17877/DE290R-21660>

Minichilli, A., Corbetta, G., & MacMillan, I. C. (2010). Top Management Teams in Family-Controlled Companies: 'Familianness', 'Faultlines', and Their Impact on Financial Performance. *Journal of Management Studies*, 47, 205-222. <https://doi.org/10.1111/j.1467-6486.2009.00888.x>

Moraes Carvalho, D., Guarido Filho, E., & Almeida, V. E. de. (2018). Organizational performance and strategic inertia. *Revista de Gestão*, 25(1), 25–46. <https://doi.org/10.1108/rege-11-2017-003>

Nadler, D. A., & Tushman, M. L. (1990). Beyond the Charismatic Leader: Leadership and Organizational Change. *California Management Review*, 32(2), 77–97. <https://doi.org/10.2307/41166606>

Nedzinskas, Š., Pundziene, A., Buožiute-Rafanavičiene, S., & Pilkiene, M. (2013). The impact of dynamic capabilities on SME performance in a volatile environment as moderated by organizational inertia. *Baltic Journal of Management*, 8(4), 376–396. <https://doi.org/10.1108/BJM-01-2013-0003>

Neves, P., & Caetano, A. (2009). Commitment to change: Contributions to trust in the supervisor and work outcomes. *Group and Organization Management*, 34(6), 623–644. <https://doi.org/10.1177/1059601109350980>

Nicholson, N. (2018). Evolutionary psychology and family business: A new synthesis for theory, research, and practice. *Family Business Review*, 21(1), 103–118. <https://doi.org/10.1111/j.1741-6248.2007.00111.x>

Olson, P. D., Zuiker, V. S., Danes, S. M., Stafford, K., Heck, R. K. Z., & Duncan, K. A. (2003). The impact of the family and the business on family business sustainability. *Journal of Business Venturing*, 18(5), 639–666. [https://doi.org/10.1016/S0883-9026\(03\)00014-4](https://doi.org/10.1016/S0883-9026(03)00014-4)

Özgenel, M. (2021). Effects of organizational cynicism occupational commitment and organizational dissent on knowledge inertia. *Kalem Uluslararası Egitim ve İnsan Bilimleri Dergisi*, 11(2/21), 365–389. <https://doi.org/10.23863/kalem.2021.175>

Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>

Park, E. M., & Seo, J. H. (2016). The impact analysis of leadership types to organizational commitment and organizational performance. *Indian Journal of Science and Technology*, 9(41). <https://doi.org/10.17485/ijst/2016/v9i41/103937>

- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*, 35(3), 718–804. <https://doi.org/10.1177/0149206308330560>
- Rost, K., & Osterloh, M. (2010). Opening the black box of upper echelons : drivers of poor information processing during the financial crisis. *Corporate Governance: An International Review*, 18(3), 212-233. <https://doi.org/10.1111/j.1467-8683.2010.00796.x>
- Rumelt, R. P. (1995). Inertia and transformation. In C. A. Montgomery (Ed.), *Resource-Based and Evolutionary Theories of the Firm: Towards a Synthesis*. Springer. https://doi.org/10.1007/978-1-4615-2201-0_5
- Sánchez Marín, G., Carrasco Hernández, A. J., Danvila del Valle, I., & Sastre Castillo, M. Á. (2017). Organizational culture and family business: A configurational approach. *European Journal of Family Business*, 6(2). <https://doi.org/10.24310/ejfbefjb.v6i2.5022>
- Santiago, A. (2015). Inertia as inhibiting competitiveness in Philippine family businesses. *Journal of Family Business Management*, 5(2), 257–276. <https://doi.org/10.1108/JFBM-07-2014-0015>
- Schumpeter, J. A. (1950). The march into socialism. *The American Economic Review*, 40(2), 446-456. <http://www.jstor.org/stable/1818062>
- Sharma, P., & Irving, P. G. (2005). Four bases of family business successor commitment: Antecedents and consequences. *Entrepreneurship: Theory and Practice*, 29(1), 13–33. <https://doi.org/10.1111/j.1540-6520.2005.00067.x>
- Shin, J., Seo, M. G., Shapiro, D. L., & Taylor, M. S. (2015). Maintaining employees' commitment to organizational change: The role of leaders' informational justice and transformational leadership. *Journal of Applied Behavioral Science*, 51(4), 501–528. <https://doi.org/10.1177/0021886315603123>
- Suess-Reyes, J. (2016). Understanding the transgenerational orientation of family businesses: The role of family governance and business family identity. *Journal of Business Economics*, 87, 749-777. <https://doi.org/10.1007/s11573-016-0835-3>
- Sydow, J., Schreyögg, G., & Koch, J. (2009). Organizational path dependence: Opening the black box. *Academy of Management Review*, 34(4), 689–709. <https://doi.org/10.5465/AMR.2009.44885978>
- Teofilus, T., Sutrisno, T. F. C. W., Setiobudi, A., & Sienatra, K. B. (2021). Cynicism and Organizational Change Capabilities as a Predictor for the Project Performance of Ciputra University Students. *Proceeding Book of The 6th ICMEM 2021*. <https://dspace.uc.ac.id/handle/123456789/5214>
- Thundiyil, T. G., Chiaburu, D. S., Oh, I. S., Banks, G. C., & Peng, A. C. (2015). Cynical about change? A preliminary meta-analysis and future research agenda. *Journal of Applied Behavioral Science*, 51(4), 429–450. <https://doi.org/10.1177/0021886315603122>

- Tihanyi, L., Ellstrand, A. E., Daily, C. M., & Dalton, D. R. (2000). Composition of the top management team and firm international diversification. *Journal of Management*, 26(6), 1157-1177. [https://doi.org/10.1016/S0149-2063\(00\)00076-3](https://doi.org/10.1016/S0149-2063(00)00076-3)
- Tushman, M. L., & O'Reilly, C. A., III. (1996). Ambidextrous Organizations. *California Management Review*, 38(4), 7-30.
- Vallejo, M. C., & Langa, D. (2010). Effects of family socialization in the organizational commitment of the family firms from the moral economy perspective. *Journal of Business Ethics*, 96(1), 49-62. <https://doi.org/10.1007/s10551-010-0448-7>
- Van De Ven, A. H., & Poole, M. S. (1995). Explaining development and change in organizations. *Academy of Management Review*, 20(3), 510-540. <https://doi.org/10.5465/amr.1995.9508080329>
- Van der Voet, J., Kuipers, B. S., & Groeneveld, S. (2016). Implementing change in public organizations: The relationship between leadership and affective commitment to change in a public sector context. *Public Management Review*, 18(6), 842-865. <https://doi.org/10.1080/14719037.2015.1045020>
- Wahyudin, F. S., Eliyana, A., Buchdadi, A. D., & Saputro, W. (2020). Leaders' change promoting behaviors, leader charisma, and commitment to change as the antecedent of employee performance. *Systematic Reviews in Pharmacy*, 11(11), 1224-1233. <https://doi.org/10.31838/srp.2020.11.176>
- Wanous, J. P., Reichers, A. E., & Austin, J. T. (2000). Cynicism about organizational change: Measurement, antecedents, and correlates. *Group and Organization Management*, 25(2), 132-153. <https://doi.org/10.1177/1059601100252003>
- Wanous, J. P., Reichers, A. E., & Austin, J. T. (2004). Cynicism about organizational change: An attribution process perspective. *Psychological reports*, 94(3 Pt 2), 1421-1434. <https://doi.org/10.2466/pr0.94.3c.1421-1434>
- Wooldridge, B., Schmid, T., & Floyd, S. W. (2008). The Middle Management Perspective on Strategy Process: Contributions, Synthesis, and Future Research. *Journal of Management*, 34(6), 1190-1221. <https://doi.org/10.1177/0149206308324326>
- Wu, T., & Wu, Y. J., Tsai, H., & Li, Y. (2017). Top management teams' characteristics and strategic decision-making: A mediation of risk perceptions and mental models. *Sustainability*, 9(12), 2265. <https://doi.org/10.3390/su9122265>
- Yulan, & Bernanto, I. (2017). Pengaruh self-efficacy budaya organisasi dan motivasi kerja terhadap komitmen organisasi. Universitas Pelita Harapan, Tangerang. *DeReMa Jurnal Manajemen*, 12(1), 114-138. <https://doi.org/10.19166/derema.v12i1.410>
- Zahra, S. A. (2005). Entrepreneurial risk taking in family business. *Family Business Review*, 18(1), 23-40. <https://doi.org/10.1111/j.1741-6248.2005.00028.x>