

The Impact of Change Management and Culture on the Entrepreneurship Performance in the Industrial Revolution 4.0 in the Bitung City

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Abstract

The conduct of this research is to analyze and assess and develop a variable and instrument to identify the impact of change management and culture on the entrepreneurship performance in the industrial revolution 4.0 in the Bitung City. Currently, targeted to be achieved in this research is the increase in the entrepreneurship performance in the Bitung City so can increase economic growth in the industrial revolution 4.0. Next, methods used in the approach and research are observation, included identify in this 250 respondents (entrepreneurship) that is there Bitung City, using survey method, share the survey / the questionnaire and provide open questionnaire to get perception accurate data, then process data and evaluate the results to conference and published (international publication). After the results obtained but the results will provide a positive contribution to all stakeholders (Academiton, Businessman, Government).

Keywords: *Change Management, Culture, Entrepreneurship Performance, Revolusi Industrial Revolution 4.0, Bitung City.*

Introduction

In the era of the more advanced now (era of the industrial revolution 4.0), the development of technology and information that has moved forward from time to time, make the competition in the business increased, it is due to the globalization and modernization. If an establishment can not addressing this, then the continuity of business activity in the world will be stunted business owners. For that, needs to be a good system that should be owned by any attempt. A venture to be supported human resources (entrepreneur) who were good because of human resources was instrumental in running a business or activity in the business world, then that should be realized to counter balance of changes and progress in the various aspects affecting the work load prosecuted the availability of labor that all the time to make a needed.

For that, the entrepreneurs must be able to be managing the source of human resources effectively and efficiently especially in human resource management. In such a condition, entrepreneurs also are required to be always have a new strategy to be able to develop and business maintainance that is so the purpose of an effort founded can be achieved. Good quality of human resource is the human resources who has knowledge, the ability, skill and good manners in working. For that reason, the entrepreneurship needs to take policy in order to develop and improve the quality of their businesses. The entrepreneurship is human resources directly involved in running their business activities. Therefore the entrepreneurship must pay attention to their maximum business especially at the industrial revolution 4.0 now.

To create the entrepreneurship need to renew and update their ability to confront the change management and culture which is in an area to improve their entrepreneurship performance in maintaining and developing businesses. This is in line with the efforts of the entrepreneurship competition that appears no exception in the bitung city in the industrial revolution 4.0 era, where there is a lot of entrepreneurship who dabbles in a whole variety of different businesses.

But, over time walk and many entrepreneurship that appears there are several phenomenon arising in the entrepreneurship, competitive this entrepreneurship be unaware of the competition, they are not aware that they only business, not undergo development, will update information him abreast of developments,

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unprepared to changes happened industrial revolution 4.0 era, changes in not conforming to their culture, thus the form of resistance occurs almost every them in line business.

They have less creativity and innovation in defending let alone develop their business. They do not thinking a long-term, but is thinking of currently, so that in fact the last few years there are many the drop of the the of entrepreneurship, this can be proved by these of entrepreneurship that inconsistency in the field of their business even trying to open a business insolvent so that other , while while they perceive not almost every day both newcomers and seen the emergence of new competitors in the heavens that is to be a threat to their own

The year of 2023 a decline in economic growth in the bitung city, so many assumption said that change management, the culture has so much for improving the entrepreneurship performance of Bitung City in the industrial revolution 4.0 like today. This means that , if we want to increase the economic growth the entrepreneurship to be ready to face the challenges and changes either in the challenges of information technology and the cultural of era revolution indsudtri 4.0 was happened today .

In general this study is to analyze and review and develop a variable and instrument to identify the impact of was change management and culture on entrepreneurship performance in the industrial revolution 4.0 in the bitung city. A special purpose research increase entrepreneurship performance in the Bitung City is there so can increase the national economic growth in the industrial revolution 4.0 now.

Based on data that the entrepreneurship competition is being neglected, lack of awareness of that effort only just doing all they, not undergo development, not update information and not abreast of developments, not ready to change management occurring this industrial revolution 4.0 era, the changes come in no way culture in accordance with them, there are various forms refusal resistance

Lacking in defending the creativity and innovation, develop their businesses. A lot of entrepreneurship that inconsistency in the business even insolvent and trying to open a business other years 2018 a decline in economic growth in the Bitung City.

Research proposed support these rip and research road map college particularly road map research and the outer covering of eminent for basic research, where in general research institutes and devotion to the community encourage and facilitate lecturers in carrying out research activities and devotion to support communities in order to improve the quality of higher education, competitiveness and welfare or populace the terprogram and sustainable.

Specifically that the tasks and functions of a college of Sam Ratulangi University apart from teaching university, entrepreneur university also as reseach university as a promote research seeded with the outer covering (output) implementation methods both a national and international scale, as a result of this research will be able to contribute on the achievements the master plan research of Sam Ratulangi University

Discovery that will target in this research increase of the entrepreneurship performance in The Bitung City is there so can increase the national economic growth in the industrial revolution 4.0 now. Then the outer covering the innovation is the entrepreneurship is capable of improving the performance of them through change management is the right and usage of culture that is in the industrial revolution 4.0 now.

Next , this research have become important to the field of management sciences in general and human capital and entrepreneur in particular where by the presence of human resources management proper oriented to change management and culture could improve the entrepreneurship performance in the Bitung City, this is in line with government program with a number of business players they of entrepreneurship and will help acceleration of national economic growth in the era of the industrial revolution 4.0 currently

Literatures Review

Human Capital is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. The overall purpose of human resources is to ensure that the organization is able to achieve success through people

Human Capital

Hasibuan, (2007 : 6) argues that the management of human resources are the science and art of governing relations and the role of labor to be effective and efficient way to help maintaining the company. According to Dessler (2011 : 5) human resource management is the policy and practice determine the man or on human resource management positions, including recruiting, filter, train, give incentive and Assessment. The company or organization certainly wish that all the time has high-quality human resources in the sense of meet the requirements of competence to be used in an effort to reach merealisasi vision and short-term and medium-term goals.

In the structure of resources management functions in carrying out men job. According to Sunyoto (2012 : 4-6), Managerial function :

- Planning, program covering the human resources will help the achievement of a goal a company that has set
- Organizing, is form of various organization with designed the arrangement of the relation between office, personnel, physical and factors
- Direction, is hold and comparing the observation of the well, take a correction if there is any digression or if necessary adjust again plan which has been made.

Operational Function

- Procurement, involving planning human resources, the recruitment of selection placement and orientation, employees the quality of planning and employee numbers
- Development, aims to improve skills, knowledge and the attitude of employees in order to carry out their tasks
- Compensation, can be defined as the award are fair and well for employees in return organization
- Integration, these include effort employees integration to harmonize the interest of employees, the organization and the community. This venture we need to understand the attitudes and feelings of employees for consideration in the decision makers
- Maintenance, not just about it his business to prevent loss of employees but referred to with taking care of the measures and the behaviour between them to cooperate and the ability of work the employee
- Discontinuance of employment relation, is decided it would buy back a working relationship which major ones are the following hang it up and retire, the dismissal of the sacking

Change Management

Change Management is a process of systematically in apply knowledge, the means and resources required for effecting a change in people will be affected by the impact of the process changes (Wibowo, 2011:193). Aradea (2010:E-27) said that change management is a series of a process used to make sure that the change

in the structure of significant strategic conducted in controlled and systematic, to overcome the resistance to change in order to improve the involvement and the effective organization for the achievement of a goal

Organisational change can be seen as the product of three is interdependent organization, among other: (1) The choice process pertaining to the nature, scope and the focus of decision making. (2) The trajectory process that deals with the past organization and direction for the future and this can be seen as the result of her vision, the purpose and objective of the future. (3) The change process that includes approach to the mechanism to achieve and the change (Wibowo, 2011:203)

Changes in types of the smoothen change incremental slowly where the change occurred, systematic and experience. The second type is according to bumpy mental incre change this change characterized as pride relatively quiet each motion is the change. The trigger changes in types of is in derived from revised, organisational environment also refraction sourced from internal changes as the method of working for increasing efficiency and repairs. For example, reorganize that periodically company did. Type the the third discontinuous change defined as the characterized by shifts quickly over, strategy structure or culture (Sulaksana, 2004:35)

According to literature, there are various causes of the occurrence of a change in the structure from various sources this is a summary of the factors that cause the changes that are identified in various studies:

Technology, technological development is likely to be the important. to make changes This is because new technology is always more cutting edge of old technology

Human Resource, the quality of human resources continue to grow because the curriculum in education has changed agencies. The level of education human resources continues to rise. Their knowledge and skills employees as the impact of work experiences and training continue to grow. Thus human resources constantly change the way people think. The diversity in the background labor continue to grow, each bring different cultures. This is all bringing about a change in the structure of this.

Economic, The state of the economy of a country influence on the occurrence of a change in the structure in the country. The monetary crisis effect change in an organization. Many companies mengurangi labor, high unemployment rate. If the economy of a country whether it is more difficult at home are labor, will be scarce labor, labor to be imported from another country. For example Malaysia, About three million workers in malaysia coming from outside malaysia. The labor of malaysia kept changing. Treatment of workers in import regulated separately

Comperition, In this globalization era , competition does not only come from in-country, but also from a foreign country. Competition is the essence of the capture of market. With the existence of competition, that is a massive behavior cause of the customers make changes to win back the hearts of customers to a customer did not move to other companies and at once may attract customers competitors. This is also true in this world of higher education of competition between colleges in the country is more strict with the many newly emerging college, but other required in the sight of the changes that have consistent in term of quality such high education management so as not to be less competitive with other college and can survive

Regulation local regulations, national and international kept changing. The organization must continue to consider and conform to applicable regulations.

Indicator of the Change Management :

- Changes of in the organizational structure
- Technological change
- Changes in individual

Culture

Culture is a system meaning joint embraced by the living in an environment business environment then distinguish business with each other (Robbins, 2006:721). Culture is a condition in which to collect and deflect the impact change to a business environment have been planned in hand (Schein, 1992). Essentially, incarnate in various culture and and hence can support or hinder change.

Culture are the beliefs and values in the environment understood, business imbued and the practical in an environment so that the pattern meaning business must provide the environment concerned their business and became the basis the behaviour (Sobrin, 2005). This means business system every area have a distinct meaning. This difference cause every area have a characteristic business unique and different when faced with the same problems. Besides that the dissimilarity meaning this system caused the difference the conduct of a member of a and behavior those who are in the environment it self

Besides that the dissimilarity meaning this system caused the difference the conduct of a member of a and behavior those who are in the environment it self. Roots in this difference is covering the basic assumptions, values, the philosophy or solve problem of sod used in business success in an environment cultural change one dependent in strongly cultural food and it can be said that change the culture is not work. From a time, change can spend 5 to 10 years, it is still in question because the his a response from entrepreneurs on changes in varied (Sobirin, 2005).

The other factors that affect the success of cultural change is the willingness of the business players of entrepreneurship to participate in the amendments

Indicator of the Culture

Innovation and risk taking

- Attention to detail
- Result orientation
- People orientation
- Team orientation
- Aggressiveness
- Steadiness

Entrepreneurship Performance

The term derived from a job performance or actual performance (work performance or achievement indeed achieved). A performance is a result of working in quality and quantity reached an employee in carried out in accordance with the responsibilities given (Mangkunegara, 2011:67). Entrepreneurship Performance is the result of work accomplished someone (entrepreneurship) in an environment, business in accordance with their respective authorities and responsibilities of each, in order to achieve the purpose of entrepreneurs (concerned legally), entrepreneurship not unlawful and in accordance with moral and ethical (Hasibuan, 2007:2)

Indicator of Entrepreneurship Performance

- Quality
- Quantity
- Timeliness
- Responsibility

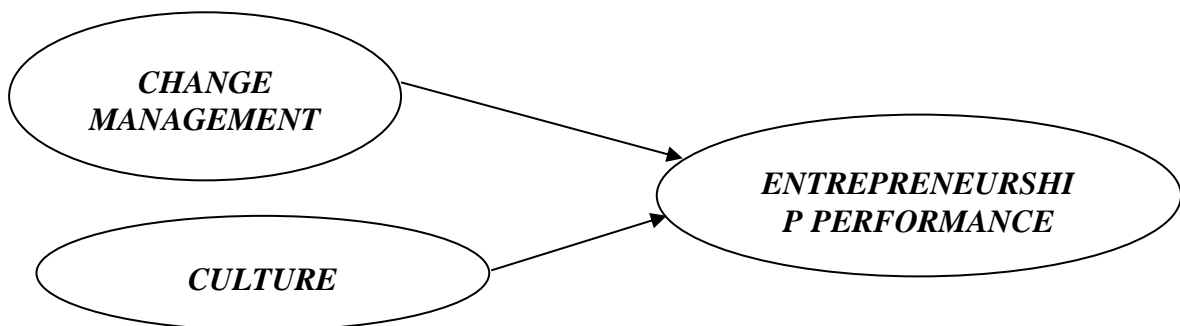
Entrepreneurs

According to the Expert, the term of entrepreneur having many words are often same interpreted, entrepreneurs, businessman, entrepreneur, technoprenur, social technoprenur, entrepreneurs traders, merchants and entrepreneurial words from the language referring to britain that is meaningful entrepreneur to seek, independently especially in reference to one who is endeavoring to open new businesses. In theory that entrepreneurship is the process by which a person can create something new, different and can be added value and benefit people and the exercise analysis, copy and modification (McClelland in Trang, 2016)

Hypothesis

Based on the existing problems so hypothesis in this research was Change Management and Culture expected have played a role a significant impact on the Entrepreneurship Performance, by describing model research as follows :

Figure 3.1. Entrepreneurship Performance Models



Source: Research, (2024)

Research Method

In this Case, research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability

Approach Research

The research by this kind of explanatory research describing a causal relation between variables one other variables with hypothesis (Sugiyono, 2017). Based on it, this study provides an explanation Change Management and Culture Influences in Revolution of Industry 4.0 Era to the Entrepreneurship Performance in the Bitung City

Location And Timing of Research

Located is the Research in bitung city the province of North Sulawesi. The choice of research location the number of entrepreneur and Bitung City as the special gateway economic zone

The Population and Sample

Population constitute a whole of the subject of study. In this research being the subject of the population is an entrepreneurship in Bitung City. Sample is part of a population of and characteristic of owned. Samples to be taken of the population have to actually representative (represent), so that the result of research obtained in conclusion will can be implemented for a population (Sugiyono, 2013). Population in research it is all entrepreneurship in Bitung City. Next, technique the sample used is sample saturated in which all

population are only sampled, criteria sample used as respondents were all entrepreneurship in Bitung City, 250 Respondents (Entrepreneurship).

Data Collection Method

In this research the kind of data that will be used seen from the source was primary and secondary data. Primary data is the data on obtained of a method of interviews and the questionnaire/chief. Secondary data obtained from media intermediaries, obtained and recorded the other hand in generally took the form of evidence, notes or report histories who has are arranged in archive data documentary will all published and not published (Indrianto, 2010). While technique collection data in this research uses the method the spread of the questionnaire/chief, observation and interview

Data Analysis

Linear regression multiple is just as the method of analysis that research involving one variable are believed to be associated with one or more variables free. The object is to predicts changes to the response to variable bound to several variables free (Hair et.al, 1995, in Yamin and Kurniawan, 2009).

Results and Discussions

In this research express some of his own research, among other :

Research Result (Research Object)

The city of bitung is one city in North Sulawesi. This city has quickly because there is the port to speed development. Bitung city located in north eastern Minahasa land. Municipalities Bitung consisting of land area at the foot of the mountain two brothers and an island called lembeh. Many city bitung that come from the sanger, so that culture is in bitung related to culture in the north Nusa. The city is the capital of Bitung, industry especially fisheries industry. According to historical stories, a name Bitung derived from the name of a tree (*oncosperma tigillarum*. obs. o filamentosum; nibung) much grown in an area of northern Jazirah Sulawesi island. The first is that gives the name of Bitung Dotu Hermanus Sompotan in the area called Tundu'an or a leader. Dotu Hermanus Sompotan are not alone for this but at that moment he would come along earlier with Dotu Rotti, Dotu Wullur, Dotu Ganda, Dotu Katuuk, Dotu Lengkong. And to know intelligent discernment dotu said was a person who were means to give priority to in or on also could be called as a title of leadership that we are doing at the time it had, same as the use of a word Datuk for the peoples in Sumatra. They are all recognized with name 6 Dotu Tumani Bitung, they opened as well as draw on the area in order to become the regions where they are worthy of to be occupied, they all come from out of the tribe of Minahasa also admits that a certain degree of ethnic Tonsea.

This new coastal areas there are other attract people to come and live settled so that eventually the inhabitants of Bitung. Began to rise before becoming, city Bitung is just a village led by Arklaus Sompotan as the old law (heads first) village Bitung and lead in more or less 25 years, who at that time is included in the Bitung Village Sub of district Kauditan. From about to 1940-an, entrepreneurs operate marine fisheries Sulawesi interested in existence Bitung than kema (in the north Minahasa now) which was port trade, because according to their views bitung more strategic and could be a substitute kema port. With the advent of bitung as a a strategic region and the number of people who has been increased with a speedy so based on government regulation No. 4 Years 1975 on april 10 Years 1975 bitung can be developed into the tourism and launched as a first administrative in Indonesia

Located in the city of bitung geographical position of 1° 23' 23" - 1° 35' 39" LU and 125° 1' 43" -1 25° 18' 13" BT and From the aspect of topografis, most of the city hilly wavy bitung 45,06 percent, a mountainous 32,73 percent, land sloping 4,18 percent and wavy 18,03 percent. In the eastern coastal aertembaga ranging from to in western, red cape is the relatively flat with a slope 0-150, so physically as urban areas can be developed, industry trade and services. In the northern part of the state of progressively undulating and mountainous, agriculture which is a region, plantation, forest zoo and. natural heritage in the southern part

of the island is that the soil conditions lembeh generally covered by crude oil plant, horticulture and palawija. In addition to the beautiful coast have the potential of that may be developed into the tourism.

The city of Bitung consisting of eight sub districts :

- Aertembaga
- Girian
- Lembeh Selatan
- Lembeh Utara
- Madidir
- Maesa
- Matuari
- Ranowulu

The majority of the people of the city Bitung sprang from the tribe Minahasa and the half-tribe of Sangihe. There were also a great chinese ethnic community in Bitung. Those newcomers who sprang from the tribe and the half-tribe of gorontalo Java, Minangkabau tribe, the tribe of Bitung of aceh found in which most of them as a traders. There are also immigrants from Maluku the ground as well as in Bitung due to flood victims in a city of extremist violence in line. The majority of the people of the city bitung protestant embraced the christian faith. The majority of the people of the city bitung derived from ethnic java and gorontalo convert to Islam. The catholic are also many embraced by the people of the city bitung, while religion konghucu and buddhism many adopted by the derived from chinese ethnic. Language often used by city people bitung is the language of Manado as a mother tongue of the majority of the population city bitung. Language sangihe also often used by a community of sangir that is there bitung. Culture that is there bitung much influenced by the sangihe and talaud culture, because the number of derived from ethnic sangir. An example of culture sangir and talaud that is in bitung namely masamper. Masamper a combination of singing and a little dance that contains about, advice petuah, also words of praise to the lord. Other sangir culture that can be found in the tulude. Tulude derived from a suhude which means turning. Mean a customary ceremony menulude is praise the lord duata / ruata, thank for god protection.

Validity and Reliability

Table 5.1 Validity and Reliability Test

Variabel	Pernyataan	Pearson Correlation	Sig	Status	Cronbach Alpha	Status
CHANGE MANAGEMENT (X ₁)	X _{1.1}	0,842	0,000	Valid	0,926	Reliabel
	X _{1.2}	0,911	0,000	Valid		
	X _{1.3}	0,919	0,000	Valid		
CULTURE (X ₂)	X _{2.1}	0,748	0,000	Valid	0,852	Reliabel
	X _{2.2}	0,925	0,000	Valid		
	X _{2.3}	0,860	0,000	Valid		
	X _{2.4}	0,749	0,000	Valid		
	X _{2.5}	0,860	0,000	Valid		
	X _{2.6}	0,860	0,000	Valid	0,949	Reliabel
	X _{2.7}	0,749	0,000	Valid		

ENTREPRENEUR SHIP PERFORMANCE (Y)	Y _{1.1}	0,946	0,000	Valid		
	Y _{1.2}	0,905	0,000	Valid		
	Y _{1.3}	0,905	0,000	Valid		
	Y _{1.4}	0,925	0,000	Valid		

Source : Data Processed, 2024

Regression Analysis Linear Multiple

Based on the results of using SPSS Programe as in the tables below it can be seen that obtained was that regression models :

Table 5.2. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	10,331	1,867
Change Management	,223	,065
Culture	,398	,058

Source : Data Processed, 2024

Regression Equation :

$$Y = 10,331 + 0,223 X_1 + 0.398 X_2 + e$$

Shows that independent variable change management in the model regressions can be expressed if one of the independent variable changed one and other constant, then the dependent variable the entrepreneurship performance to coefficients value of the independent variable value.

The constant as much as 10,331 has given understanding that if change management in unison or together not undergo a change or equal to zero and the size of the entrepreneurship performance as much as 10,331. If value b₁ that is the regression coefficient of change management as much as 0,223 which means have a positive influence on dependent variables means that if variable change management unit added 1, so the entrepreneurship performance there will be supported of 0,223 a unit of assuming other variables fixed or constant.

If value b₁ that is the regression coefficient of culture as much as 0,398 which means have a positive influence on dependent variables means that if variable culture unit added 1, so the entrepreneurship performance there will be supported of 0,398 a unit of assuming other variables fixed or constant

Correlation Coefficient (R) and The Coefficient of Determination (R²)

Table 5.3. Multiple Linear Regression

Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	,467 ^a	,218	,209		2,295	1,429

a. Predictors: (Constant), X₁, X₂

b. Dependent Variable: Y

Source : Data Processed, 2024

Based on the calculation on using program assistance SPSS 23 one in table above seen that the r (was) produced 0,467 and have the strong relationship. R value square is 0,218 or 21,8 % meaning influence on variables free: Change Management and culture on variables independent to the entrepreneurship performance was 21,8 % and the rest of 0,782 or 78,2 % in influence to other variables

Discussion

Change Management and Culture Impact to the Entrepreneurship Performance In The City Of Bitung

Change Management, Culture Is the perception of a person to improve the entrepreneurship performance in the industrial revousi 4.0 coinciding with the pandemic covid 19 Now. Research suggests that change management and culture simultaneously significant impact on improving entrepreneurship performance in the Bitung City.

It means that the better change management and cultural applied to actors business in the Bitung City would improve their performance, fore because change management and culture is very influential for success for the entrepreneurship in improving their performance, change management and culture has indicators that can change the entrepreneurs into a better direction than before and of course would bring a positive impact in making the entrepreneur, more eager to work both, technological change individual, creativity, innovation and risk taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, steadiness and iconoclasts.

Thus, should the central government or regions particularly the government of Bitung City must consider these two factors to increase overall economic growth in the industrial revolution 4.0 coincide with the current covid pandemic 19.

Change Management Impact to the Entrepreneurship Performance

Change Management is the perception of a person where see series of processes by which used to ascertain that the changes in the structure of a significant strategic or individual, conducted in controlled and systematic, to overcoming resistance on changes in order to increase the involvement of and the achievement of a goal organizations and individuals for the transformation of effective. The importance of change management found from the result of this research to the respondents (entrepreneur) in kota bitung where taken from 250 respondents who are scattered over several in the Bitung City.

Based on the results of the study found that change management with some indicators like changes in the organizational structure of technological change and change in individuals whose in the Bitung City entrepreneur faced by the industrial revolution 4.0 who happened to coincide in the pandemic covid 19 today is positive and significant impact on improving performance of entrepreneurship in the Bitung City. It means, entrepreneurs are very dependent on the technology better than, information technology digitalisation, supporting information systems the distribution and marketing of them.

Where these factors should be paid attention from the government of Bitung City to maintain stability and the sustainability of the business actors in the Bitung City. It is a empiric supported by research that is done Arifana (2014) and research Wanza (2016), where as a whole their research found that factors change management, leadership, culture, structure and technology influences to the individual performance.

Culture Impact to the Entrepreneurship Performance

Culture is perception of someone to understand the system meaning joint embraced by the living in an environment business then distinguish business with each other. The importance of culture found the

research this to respondents (entrepreneur) in the city where respondents taken from 250 spread in several urban village in the Bitung city. Based on the research found that cultures followed in the Bitung City of the entrepreneur is positive and influential significantly to increasing the entrepreneurship performance.

This means that a culture with some indicators like innovation and risk taking, attention in detail, the orientation of the results, the orientation of people, the orientation of the team, aggressiveness, steadiness and iconoclasts give have a very crucial role in improving the performance of the entrepreneurship who are located in the Bitung City. The condition of a good culture the latest in the regions will increase on good cooperation between entrepreneur so that it can be kind of bring that feel safe and comfortable in the achievements of the objectives and the business progress of in the Bitung City. The existence of a culture that both in the Bitung City would turn to be have a positive impact for every business operators so that entrepreneurs tear this guy it is getting enjoy in working and compete.

Cultural bad will affect not good for every business operators as the effect will be to make the entrepreneur uncomfortable in working and performance and their productivity being declined. This empirically supported by research conducted by Sasingkelo (2016) where the culture show we found it would influence the improved performance of an individual.

Conclusions & Limitations

The research had been discussion on so a conclusion can be drawn that change management and culture it has some positive effects significant on entrepreneurship performance in revolution industry 4.0 era in Bitung City

Contributions

Based on the research results and conclusions research found some findings, so that researchers make some advice. That suggestion among other things as follows (1) Change Management had a role or influence in increasing entrepreneurship performance in the era of the revolution industry 4.0 in Bitung City currently. It is expected that the business does that are in the midst of Bitung city besides becoming agents changes but also always pays attention to every development and changes of that is both in the technology, information, regulations, public policy, economic and legal. Factors and this indicator is very important and should be paid attention in order to increase entrepreneurship performance in the Bitung City, (2) these findings it can be used to science development of human capital related to assess performance, change management and culture (3) for research is limited to certain variables, we need further investigated other study associated with this research that has an effect on entrepreneurship performance, this is because there are many other factors which has identified and need to development.

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