

A Structural Relationship of Change Management and its Supply Change Strategy for Improving Officer and Organizational Performance

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Abstract— Nowadays, most institutions are working in an ever-changing, volatile, challenging, and competitive environment. It requires organizations to select the change in management strategies. Of these, the present study is written to examine the relationship of planned change, organizational climate and transformational leadership toward personnel performance and to determine the moderating role of bureaucratic reform in their relationship on institution performance. This study was designed using a quantitative approach through a survey questionnaire (self-administered). A total of 389 police personnel participated in this study. The data analyzed using the Structural Equation Modelling (SEM), by involving the Confirmatory Factor Analysis (CFA). Applying the SEM approach, this study found that the variable of planned change, organizational climate, and transformational leadership has a significant relationship toward personnel and institution performance. Also, personnel performance plays a role as a mediator variable to institution performance. Besides, this study also found that bureaucratic reform plays a role of moderating variable.

Keywords— *Change Management; Supply Change Strategy; Organizational Performance; Officer Performance; Bureaucratic Reform*

1. Introduction

In the current era, organizations operate in an environment that is always changing, unpredictable, stressful, and competitive. Thus, the organization have to choose strategic change management practices. The change management is a process of articulating a version of future achievements for the organization by planning, directing, and controlling the activities of the organization to work towards the desired position [1]. The concrete objective of change management for most organizations may not be similar to each

other. However, the ethos of change management is similar, i.e. effective, efficient, and responsive to changes in a turbulent environment.

Several stages of the change effort such as exploration and commitment to a new direction or vision, extensive planning to meet the desired goals, implement the planned strategy, revise the planning and monitor [2]. However, planned change has become an institutional mission in various government agencies. However, with no change in structure, it will cause a conflict between the mission of the organization and the current structure. Thus, perceived conflicts can hamper planning for change; the existing bureaucratic structure prevents the effectiveness of transformational leadership [3]. Scientists agree on the fact that organizational transformation is a planned change that occurs in an organizational context [4].

In Indonesia, change management enters the public sector through some rules such as the Presidential Regulation and Ministerial Regulation relating to bureaucratic reform echoes. In Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform and Regulation of Ministry of Administrative and Bureaucratic Reform No 10 of 2010 concerning Guidelines for Implementing Change Management Programs. Kepolisian Negara Republik Indonesia or abbreviated as POLRI is the national police in Indonesia, which reports directly to the president. However, based on the Indo Barometer survey released in October 2015, the level of public trust in the police was still low. The study noted that the level of public trust in the Indonesian Police only reached 56.6%. The remaining 33.4% said they did not trust the police.

In the context of Aceh, the Aceh Regional Police (Polda) as the executor of the duties and authority of the National Police (POLRI) in the province of Aceh has endeavored to carry out by POLRI change programs including realizing a Professional, Modern and Trusted Police Program (Promoter). Nevertheless, the results achieved are still far from expectations. It could be seen from the recapitulation of phase 1 (one) action plan of the Indonesian Police Chief Promoter program. From 34 provinces, the Aceh Regional Police had the lowest rating compared to the other Regional Police. Not only that, in the recapitulation of the Police achievement of the Aceh Police Bureaucracy Reform (RBP), it also still ranks 32 (thirty-two) out of 34 (thirty-four) provinces.

By using the observation on the planning process, implementation, monitoring, and evaluation of the readiness for changes and the performance of POLRI members in Aceh, the researchers identified several problems. Those problems are: the implementation of change management in the Aceh Regional Police performance system was not yet optimal; the response of Aceh Regional Police members in planned changes was low; the organizational climate was less comfortable; the transformational leadership applied was less optimal and; the bureaucratic reform conditions were not well structured, especially in the application of innovation and technology.

Therefore, a good change management strategy is needed to minimize the problem. Many strategies can be implemented to management changes, but the success of adopting change depends very much on the people involved and the nature of the organization [5]. For making significant changes, the police organizations must be exploring and committing to the new direction or vision of the police force and their relationship with the community. Most importantly, they need the support of personnel members to implement success in organizational change [6], organizational justice [7]. By the following the previous explanation, this study seeks to fill the gap that existed in past studies. Thus, we use the change management, which consists of planned change, organizational climate, and transformational leadership and its relationship on the officer and organizational performance. Also, this study contributes to a new concept by utilizing the

bureaucratic reform as a moderating variable.

2. Literature Review

2.1 Change Management

Change management defines an ongoing process of renewing the direction, ability, and structure of organizations to serve the changing needs of society both internally and externally [8]. Change management is essential in applying areas for improvement to achieve success in an organization [9]. Without a doubt, change management and the role of change agents are a method used for helping to change policies and organizational structures to avoid future problems.

Some researchers have analyzed the results of their research at police institutions, Degnegaard (2010), who applied the change model proposed by Kotter (2008) for the reform process in the Danish police [10]. However, using the same model for all types of change does not produce success for the change effort. Jacobs *et al.* (2013) used factors like support, communication, goals, competence and working conditions in change management projects in 10 police agencies in Europe [11]. They concluded that organizational culture and identity are also essential components of successful change management programs in police agencies.

2.1.1 Organizational Performance

Organizational performance is the ability of the organization to achieve its objectives [12]. Organizations today are trying to adapt to all the changes around them by improving their performance through the competitive advantages they make [13]-[14]. Researchers have always viewed organizational performance as the main dependent variable relating to almost every field of management [15].

Regarding the definition of organizational performance, everyone tends to have different conceptualizations of performance in general and organizational performance in specific. From a process perspective, performance refers to the transformation of inputs into outputs to achieve certain results. From an economic point of view, performance is the relationship between effective cost, the realization of results, and results achieved [16]. In terms of measurement, based on [17]-[18], there are four approaches that are dominant in measuring organizational performance, namely the target approach, the system resource approach, the

constituency approach, and the competing value approach.

2.2 Officer Performance

Performance is work performance, which is a comparison between work results & established standards [19]. Ideally, the performance of police officers will be proxied by variables that are considered to affect the welfare of the community, for example, the amount of response time when a complaint is submitted to the police officer. However, the performance dimensions of police officers are very complex and some can be seen in different forms because there is no consensus on how the performance is or how to measure it [20].

2.3 Hypotheses Development

The success or failure of an organization depends on the performance of its members. The performance is the productivity and output of members as a result of developing their performance. The member's performance will ultimately affect the effectiveness (performance) of the organization. That is, by increasing the level of skills possessed by a member made possible through training and coaching. The level of skills obtained will affect their performance. Thus, a member's performance will directly affect organizational performance [21]. Therefore, we hypothesized:

H1: Officer performance is positively influenced on organizational performance.

2.4 Planned Change

Planning is the key to positive organizational change. In many works of literature, change management consists of various approaches, strategies, interventions, & actions through which change can be implemented. When change is planned well, the organization will be better equipped to deal with change. Change experts emphasize that greater readiness leads to a more successful implementation of change. In general, expected and planned organizational changes have the greatest likelihood of organizational success [22]. Thus, planned organizational change is expected to have a positive impact on individual development & organizational performance [23].

A study by Knox and Irving (1997) found that well-planned changes are essential factors to ensure

the success of a change that will have an impact on individual performance [24]. Subordinates affected by the planned changes must thoroughly understand the expected changes. Because the characteristics of work settings influence behavior, interventions must change the organizational components that drive desired behavioral changes. Finally, member behavior is the main determinant of organizational results, namely the level of organizational performance. Therefore, we hypothesized:

H2: Planned change is positively influenced on organizational performance.

H3: Planned change is positively influenced on officer performance.

H23: Planned change is positively influenced on organizational performance mediated by officer performance.

2.5 Organization Climate

Organizational climate can be defined as shared perceptions and meanings attached to policies, practices, and procedures experienced by employees, and the behaviors they observe are rewarded and supported and expected [25]. Ali and Patnaik (2014) stated that although the climate is usually used to describe organizations, this term can also be used to describe people's perceptions about groups or work assignments in which they work [26].

Organizational climate is a classic theme in organizational psychology and organizational behavior. It has attracted the attention of many researchers to date due to its significant influence on individual work attitudes, motivation, individual and organizational performance and customer satisfaction [27]. Kangis, Gordon & Williams (2000) have proven that organizational climate has a positive effect on organizational performance [28]. Furthermore, the organizational climate that motivates and engages members has a positive impact on member performance. The same thing was stated by [29], where the organizational climate becomes a significant and robust predictor of the support and adoption of performance values. Furthermore, Shanker et al (2017) developed more comprehensive research and found that member or employee performance innovations play an essential role to mediate the relationship between organizational climate and organizational performance [30]. Therefore, we hypothesized:

H4: Organization climate is positively influenced on organizational performance.

H5: Organization climate is positively influenced on officer performance.

H45: Organization climate is positively influenced on organizational performance mediated by officer performance.

2.6 Transformational Leadership

Leaders who use transformational leadership styles motivate members through the leadership dimension, which can be the ideal effect of inspirational motivation and rational stimulation [31]. Therefore, transformational leadership and its dimensions contribute to change. Muterera et al (2018) found a relationship between transformational leadership and organizational performance in two models where there is a mediating and direct effect in the leadership perception model [32]. Previous researchers have also found that there was a direct effect of transformational leadership on organizational performance [33]-[34]. Furthermore, transformational leadership also affected the performance of organizational members directly, and also affects the performance of organizational members indirectly through the communication process [33]. A leader must understand the needs and expectations of members to improve their performance. Therefore, we hypothesized:

H6 Transformational leadership is positively influenced on organizational performance.

H7: Transformational leadership is positively influenced on officer performance.

H67: Transformational leadership is positively influenced on organizational performance mediated by officer performance.

2.7 Bureaucratic Reform

According to the existing literature, Bureaucratic reform influences the relationship between the dependent and independent variables and has separate variants to explain the variations. Abbasi (2017) believes that bureaucratic characteristics are essential factors of work. Because bureaucracy has different characteristics, the characteristics of the bureaucracy are expected to affect work differently [3]. In general, the term bureaucracy is more often used to refer to the negative aspects of the rule-based, mechanistic organization of the ideal type of organizational

structure. The operation of an organization depends on its bureaucracy, which is at the level of centralization and formalization and on the red tape list as a characteristic of bureaucracy [35]. Bureaucratic reform can lead to the adoption of a planned change approach, while non-bureaucratic reform organizations will be more likely to adopt a sudden change approach.

However, organizational reforms form the context in which change occurs; organizational reform is seen as a moderating influence on the effectiveness of the change process. In other words, bureaucratic reform describes how the organization organizes itself in achieving the desired goals. Work procedures, the division of tasks and internal authority, the system of coordination and individual commitment to the doctrine and work programs that have been determined as a contribution to the performance of members are required by the organization to work and maintain its existence.

H8: Bureaucratic reform moderates the effect of planned change, organizational climate, and transformational leadership on officer performance.

This conceptual framework is adapted from [36]. In this study, planned change, organization climate and transformational leadership as unobserved variables will become exogenous variables that will predict organization performance and officer performance directly and indirectly. Furthermore, the bureaucratic reform as observed variables will become the moderator variable that which plays a role in strengthening or weakening the influence between exogenous and officer performance.

2 Methodology

The study was designed using descriptive and quantitative research forms with survey methods. The population is all members of the Indonesian national police, consisting of Aceh Regional Police and Police Precinct work unit, totaling 14,497. By using the Slovin formula with a margin of error of 5%, the number of samples collected was 389 respondents. The data were collected using questionnaires; the questionnaires were prepared using a Likert scale with 5 points of scale from 1 (strongly disagree) to 5 (strongly agree). For the number of indicators, there are 10 indicators for organizational performance, 6 indicators for member's performance, 12 indicators for bureaucratic reform with dimensions, 6 indicators

for planned change, 10 indicators for organizational climate, and 21 indicators for transformational leadership (Table. 1). This study used a multivariate Structural Equation Modeling (SEM) technique with second-order methods for data analysis. The data analysis techniques used in this study are quantitative analyzes using SEM with AMOS 22 programs & SPSS 22 for descriptive analysis.

3 Results

3.1 Demographic Profile of Respondent

The total number of respondents was 389

respondents. They were divided into 77.38% of men and 22.62% of women. For the age ranges they were 18-29 years (29.05%), 30-39 years (33.16%), 40-49 years (23.39%), 50-59 years (4.40%) and over 60 years (0%). Then for education, there were respondents with a high school diploma (27.51%), Associate's degree (14.65%), Bachelor's degree (51.67%), and Master's and Doctorate (6.17%). For income, < Rp. 5.000.000 (26.99%), Rp. 5.000.000 – Rp. 7.999.999 (50.90%), Rp. 8.000.000 – Rp. 9.999.999 (16.97%), Rp. 10.000.000 – Rp. 14.999.999 (2.83%), Rp. 15.000.000 – Rp. 19.999.999 (1.80%) and > Rp. 20.000.000 (0.51%) (See Table 2).

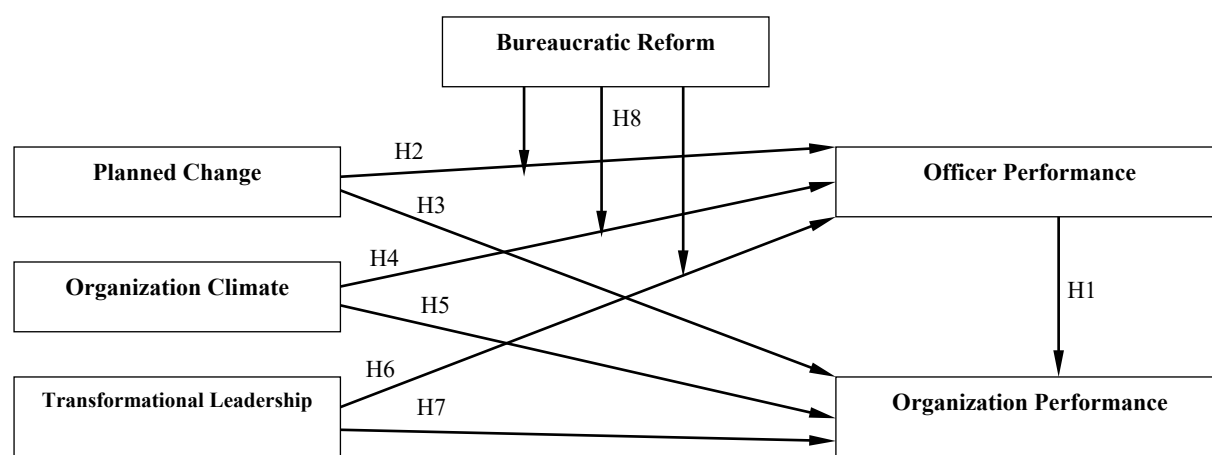


Figure 1. Conceptual Framework

Table 1. Sources of adapted constructs

Constructs	Dimensions	Items	Sources
Organizational Performance (OgP)		10	(Peraturan Kapolri No. 16 tahun 2011)
Officer Performance (OfP)		6	(Lee, 2008)
Bureaucratic Reform (BR)	Centralization (Sz)	5	(Aiken and Hage, 1968; Jaworski and Kohli, 1993; Pandey and Wright, 2006; Desphande and Zaltman, 1982)
	Formalization (Fz)	7	
Planned Change (PC)		6	(Farrel, 2000)
Organization Climate (OC)		10	(Ekvall 1996; Lauer 1994)
Transformational Leadership (TP)		21	(Podsakoff <i>et al.</i> , 1990)

Table 2. Characteristic of Respondents

<i>Description</i>	<i>Freq.</i>	<i>Percent</i>	<i>Description</i>	<i>Freq.</i>	<i>Percent</i>
Gender			Education		
Male	301	77.38%	High School	107	27.51%
Female	88	22.62%	Diploma	57	14.65%
Total	389	100%	Bachelor	201	51.67%
			Master/Doctor	24	6.17%
			Total	389	100%
Age			Salary		
18-29 years old	113	29.05%	< Rp. 5.000.000	105	26.99%
30-39 years old	129	33.16%	Rp. 5.000.000 – Rp. 7.999.999	198	50.90%
40-49 years old	91	23.39%	Rp. 8.000.000 – Rp. 9.999.999	66	16.97%
50-59 years old	56	14.40%	Rp. 10.000.000 – Rp. 14.999.999	11	2.83%
> 60 years old	0	0.00%	Rp. 15.000.000 – Rp. 19.999.999	7	1.80%
Total	389	100%	> Rp. 20.000.000	2	0.51%
			Total	389	100%

3.2 Measurement Model

Before building a structural model, in SEM, several assumptions must be met, namely the assumption of outliers, normality, and multicollinearity. First, the outlier assumption was tested by using the Mahalanobis distance method. In this study, there were a total of 61 indicators, at a significance level of 0.01; the Mahalanobis value was 89,591. Furthermore, of the 389 data that have been collected, there are 355 remaining data, and the rest are considered as outlier data. Second, we test the assumption of normality with skewness and kurtosis. The results showed that the skewness and kurtosis values in this study were eligible and normal at the level of $p = 0.05$ and 0.10 (Table 3). Finally, multicollinearity, the value of the determinant of the covariance matrix was 1.203; these results indicate that there was no multicollinearity between the correlations of exogenous variables, values more than 1.

In this study, we use the second-order method to analyze CFA in the measurement model for multidimensional variables, especially for moderating bureaucratic reform variables, which have 2 (two) dimensions. Furthermore, based on the results of the first-order analysis for all items in each variable and dimension, there were several items with loading factors that met and did not

meet the criteria. For the second-order analysis, each dimension used in the bureaucratic reform variable showed the loading factor value that met the criteria for analysis in the structural model except for the Fs3 indicator. Based on the final results of the CFA analysis, all items and dimensions for each variable showed the value of the loading factor that met the criteria, all values ≥ 0.5 except for OfP10, OC10, OC9, TL17, and PC1. GoF values obtained by the structural model in this study was $\chi^2 = 2409.396$, $DF = 1078$, $p = 0.000$, $CMIN / DF = 2.235$, $RMSEA = 0.065$, $GFI = 0.885$, $AGFI = 0.732$, $NFI = 0.851$, $CFI = 0.926$, $TLI = 0.916$, $PNFI = 0.809$ and $PGFI = 0.788$.

Next, the validity was tested with Average Variance Extracted (AVE) and Reliability was tested with Cronbach Alpha (α) and Composite Reliability (CR). The overall results indicate that all values met the requirements specified. For AVE almost all values ≥ 0.5 except for educational support and entrepreneurial intentions. This value was still acceptable because it was close to 0.5. Then, the overall value of Cronbach Alpha (α) ≥ 0.6 and Composite Reliability ≥ 0.7 (Table 3). Therefore, with these overall results, a structural model could be built for hypothesis testing.

3.3 Structural Model

After fulfilling the loading factor and multidimensional test on each latent variable using Confirmatory Factor Analysis (CFA) and having fulfilled the assumptions of normality, outlier, multicollinearity, validity, and reliability, the structural equation model was tested. After the structural model had been built, it would be evaluated to test the suitability of the structural model to see whether the model was acceptable or needed to be modified. After evaluation, the model was considered as the final model of the structural model, and the hypothesis would be tested. Goodness of fit values was $\chi^2 = 2391.210$ DF = 1049, $p = 0,000$, CMIN / DF = 2,279, RMSEA = 0.068, GFI = 0.876, AGFI = 0.725, NFI = 0.846, CFI = 0.933, TLI = 0.904, PNFI = 0.789 and PGFI = 0.784.

After entering the interaction variables into the structural model, the results showed that all variables still had a positive and significant influence with a t_{value} greater than $t_{table} = 1,966$ ($n = 355$) except for the interaction variable itself. Thus, hypothesis testing could be done with the results namely, first, the direct effect of member performance on organizational performance ($\beta = 0.491$; $t_{value} = 2.584$) the results were positive and significant, thus the H_1 hypothesis was accepted. Furthermore, the direct effect of planned change ($\beta = 0.452$; $t_{value} = 4.146$), organizational climate ($\beta = 0.410$; $t_{value} = 3,980$) and transformational leadership ($\beta = 0.296$; $t_{value} = 3.252$) on the member performance was positive and significant, thus the H_2 hypothesis, H_4 and H_6 were accepted. The direct effect of planned change ($\beta = 0.411$; $t_{value} = 2.086$), organizational climate ($\beta = 0.521$; $t_{value} = 2.161$) and transformational leadership ($\beta = 0.392$; $t_{value} =$

2.085) on organizational performance was positive and significant, thus the hypothesis H_3 , H_5 and H_7 were accepted. Finally, the indirect effect of planned change ($\beta = 0.222$; Sobel = 2.149; $p = 0.032$), organizational climate ($\beta = 0.201$; Sobel = 2.121; $p = 0.034$) and transformational leadership ($\beta = 0.145$; Sobel = 1.967; $p = 0.049$) on organizational performance through member's performance showed that member performance partially mediated the influence of all these exogenous variables on organizational performance, thus hypothesis H_{23} , H_{45} and H_{67} were accepted.

Table 5 displays the magnitude of the influence of these variables on Member's Performance before the interaction variables were included were Planned Changes of 0.461 ($p = 0.000$), Organizational Climate of 0.459 ($p = 0.000$), Transformational Leadership of 0.296 ($p = 0.000$) and Reform Bureaucracy of 0,436 ($p = 0,000$) with an R squared value of 0,636. Furthermore, after entering the interaction variable there was a change in the amount of influence produced on the Member Performance variable, namely Planned Change of 0.452 ($p = 0.000$), Organizational Climate of 0.410 ($p = 0.000$), Transformational Leadership of 0.271 ($p = 0.000$) and Reform Bureaucracy that was equal to 0.057 ($p = 0.074$). Then the magnitude of the influence of the moderating interaction variables on Member Performance variables were Planned Change \times Bureaucratic Reform 0.123 ($p = 0,000$), Organizational Climate \times Bureaucratic Reform 0.126 ($p = 0,000$), and Transformational Leadership \times Bureaucratic Reform 0,197 ($p = 0,000$), with a total R squared value of 0.911.

Table 3. Normality, Validity and Reliability

Code	Variable(s)	Skewness	Kurtosis	AVE	α	CR
OgP	Organization Performance	-0.997	1.144	0.554	0.833	0.836
OfP	Officer Performance	-0.702	0.491	0.515	0.904	0.905
Sz	Sentralization	-0.653	0.463	0.684	0.910	0.915
Fz	Formalization	-0.382	-0.040	0.606	0.899	0.901
PC	Planned Change	-0.269	0.221	0.613	0.737	0.744
OC	Organization Climate	-0.553	1.701	0.594	0.822	0.824
TP	Transformational Leadership	-0.607	1.039	0.503	0.942	0.942

Table 4. The Results of Structural Model with Interaction

Path analyses	Total Effect	Direct Effect	S.E	Ind. Effect	Sobel Test	S.E (Ind)	C.R	P
Officer Performance ← Planned change		0.452	0.109				4.146	0.000
Officer Performance ← Organization Climate		0.410	0.103				3.980	0.000
Officer Performance ← Transformational Leadership		0.296	0.091				3.252	0.000
Organization Performance ← Officer Performance		0.491	0.190				2.584	0.007
Organization Performance ← Planned Change	0.633	0.411	0.197				2.086	0.042
Organization Performance ← Organization Climate	0.722	0.521	0.241				2.161	0.027
Organization Performance ← Transformational Leadership	0.537	0.392	0.188				2.085	0.043
Officer Performance ← Bureaucratic Reform		0.057	0.032				1.788	0.074
Officer Performance ← Planned Change × Bureaucratic Reform		0.123	0.008				14.94 5	0.000
Officer Performance ← Organization Climate × Bureaucratic Reform		0.126	0.008				16.72 4	0.000
Officer Performance ← Transformational Leadership × Bureaucratic Reform		0.197	0.007				27.13 6	0.000
Organization Performance ← Officer Performance ← Planned Change				0.222	2.149	0.103		0.032
Organization Performance ← Officer Performance ← Organization Climate				0.201	2.121	0.095		0.034
Organization Performance ← Officer Performance ← Transformational Leadership				0.145	1.967	0.074		0.049

Table 5. The Analysis without and with Interaction

	Estimate	S.E.	C.R.	P	R²
Without Interaction					
Organization Performance ← Planned Change	0.461	0.104	4.432	0.000	
Organization Performance ← ← Organization Climate	0.459	0.107	4.289	0.000	
Organization Performance ← Transformational Leadership	0.296	0.094	3.148	0.000	0.636
Officer Performance ← Bureaucratic Reform	0.436	0.049	8.862	0.000	
With Interaction					
Organization Performance ← Planned Change	0.452	0.109	4.146	0.000	
Organization Performance ← ← Organization Climate	0.410	0.103	3.980	0.000	
Organization Performance ← Transformational Leadership	0.271	0.091	3.252	0.000	
Officer Performance ← Bureaucratic Reform	0.057	0.032	1.788	0.074	
Officer Performance ← Planned Change × Bureaucratic Reform	0.123	0.008	14.945	0.000	0.911
Officer Performance ← ← Organization Climate × Bureaucratic Reform	0.126	0.008	16.724	0.000	
Officer Performance ← Transformational Leadership × Bureaucratic Reform	0.197	0.007	27.136	0.000	

Based on the results of the analysis, it appears that the value of R squared before the interaction variable was smaller than R squared after the interaction variable (0.636 < 0.911). In other words, the value of R squared increases when entering the interaction moderation variable. These results indicate that the Bureaucratic Reform variable was Pure Moderation variable to the influence of Planned Changes, Organizational Climate variables, and Transformational Leadership on Member Performance and was not a predictor variable. Thus, based on these results, the hypothesis H₈ was accepted.

3 Discussions

From the results of the tests that have been done, it appears that each variable had a significant and positive effect. These results gave the implication that to implement effective change management in bureaucratic organizations, then the strategy that can be done are improving the performance of bureaucratic organizations by increasing the performance of members by understanding the needs of members seen and assessed in terms of planning for change, organizational climate and the leadership style that was applied, and by adding and implementing bureaucratic reform systems for more optimal organizational productivity results.

Every change in an organization must be planned carefully because every change that will be done will undoubtedly cause at least an obstacle or problem at the level of performance produced by the members. In a bureaucratic organization, member's performance is the most dominant and influential factor in achieving organizational goals. Therefore, when a leader wants to make changes in his organization, these changes must be planned following organizational goals so as not to impact on the declining performance of its members. In general, expected and planned organizational changes have the greatest likelihood of organizational success because all risks and threats that can hinder organizational performance improvement have been taken into account. This finding is in line with previous research [24]

A good and conducive organizational climate can bridge the creation of a good, harmonious work environment and produce a good performance as well. If a member feels that the climate supports change in his work environment, this will influence and make the member confident and ready to make changes and provide the best for the organization where the performance of the members automatically increases. However, organizational performance does not only depend on organizational goals but also on the process of achieving the goals that have been built. Therefore, the content and variables in the strategy that has been built must be dynamic and need to be

supported by internal processes and organizational cohesion. This finding is in line with previous research [29], [37].

Transformational leadership places great emphasis on emotions, values, and the importance of oriented leadership that encourages creativity and enhances the performance of members of the organization. In other words, transformational leadership can produce members' awareness to become better and to be greater in accepting the goals and vision of the organization's mission and to produce better teamwork construction. Performance is an essential organizational benefit that comes from transformational leadership. As a result, transformational leadership can improve employee/member's performance. The effect of leadership on performance is significant because leadership is one of the main driving forces to improve organizational performance. Effective leadership is seen as a strong source of management development and a sustainable competitive advantage for improving organizational performance. This finding is in line with previous research [33]-[34].

4 Conclusions

Based on this research, to improve the performance of bureaucratic organizations, the Indonesia National Police and the Aceh Regional Police requires improvement in terms of communication and information disclosure between subordinates and leaders. A leader must have at least a little time to listen and give direction to subordinates no matter how busy they are so that the work inside bureaucracy runs well according to the objectives to be achieved and transformational leadership style. Then, changes in the organization should be carried out and implemented according to communication and mutual agreement with members. Lastly, the most important thing is to maintain the existing communication links that were previously well-built to avoid misunderstanding and misinformation. Like any other studies, this study also has some limitations. In general, not all theory is fully applicable to a research model, and this also applies to the models in this study. The limitations of the theory make the model in this study not so strong in explaining the existing theory. These limitations mainly lie in the moderation section where the limitations of the theory concerning bureaucratic reform variables as

moderating variables for variables of planned change, organizational climate, and transformational leadership on member performance. These problems make the theory obtained must be adapted from various sources that have limited valid theoretical explanations. The role of bureaucratic reform variables is very strong, so it is not suitable to be used as a moderating variable, but the results surprisingly shows that bureaucratic reform variable is very instrumental in moderating these influences. These results become new findings for the academic world.

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