

The Influence Of Organizational Culture And Strategic Leadership Competence Towards The Organizational Performance Of Political Parties In Indonesia With Change Management As Mediating Variable

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ABSTRACT: The main objectives of this research were as follows: (1). to investigate the effect of organizational culture on organizational performance; (2). to investigate the effect of strategic leadership competence on organizational performance; (3). to investigate the effect of organizational culture on change management; (4). to investigate the effect of strategic leadership competence on change management; (5). to investigate the effect of change management on organizational performance; (6). to investigate the effect of organizational culture and strategic leadership competence on change management; (7). to investigate the effect of organizational culture, strategic leadership competence, dan change management on organizational performance; (8). to examine whether change management has a mediating effect on the effect of organizational culture on organizational performance; and (9). to examine whether change management has a mediating effect on the effect of strategic leadership competence on organizational performance. The methodology of this research was explanatory research with hypothesis testing. Populations were the cadres and administrators of PDIP, Golkar and Democratic political parties, which were in DKI Jakarta. Total of populations were 1977 persons and sampel size as respondents were 390 orang. Data for this study were collected using questionnaires with scale of likert five point. The author delivered questionnaires using purposive sampling random techniques. Before the author delivered questionnaires, the pilot study was conducted to ensure that the targeted respondents in this study would understand clearly the instructions and the statements in the questionnaire. SEM (Structural Equation Modeling) with statistical software linier structural relations (LISREL) 8.8 was employed for data analysis techniques with level of significant of .05. The conclusion of this research that all of nine hypotheses which proposed in this research were being given can be accepted. contribution of organizational culture, strategic leadership competence, and change management on organizational performance were 62% and that was higher compared the contribution of organizational culture and strategic leadership competence on organizational performance (43%). it means that change management was very important as a mediating variable to increase the effects of organizational culture and strategic leadership competence on organizational performance. This dissertation also provides discussion on the findings as well as limitations, theoretical and practical contribution, managerial implications of the study, and suggestions for future research.

Keywords: Change management, organizational culture, organizational performance strategic leadership competence.

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I. INTRODUCTION

Election of the Regional Head (PILKADA) in Indonesia is a direct mandate of the reform movement in 1998. Considering the need for strong participation from the community to be directly involved in the election of its leaders, the election of regional heads becomes the most important democracy momentum in the life of the nation and state of Indonesia (UUD 1945, Article 18 Paragraph (4) As a manifestation of democracy implementation, PILKADA is intended not only to fulfill the desire to replace the old mechanism of election of leaders and people's representatives of authoritarian style but also philosophically wants to achieve the implementation of sustainable democratic values, responsiveness and accountability as a whole. The formulation of this research problem is as follows:

1. Are there any Organizational Culture influences on Organizational Performance?
2. Is there any influence of Strategic Leadership Competence on Organizational Performance?
3. Is there any influence of Organizational Culture on Change Management?
4. Is there a Strategic Leadership Competence to Change Management impact?

5. Is there any effect of Change Management on Organizational Performance?
6. Is there a simultaneous influence of Organizational Culture and Strategic Leadership Competence on Change Management?
7. Are there simultaneous effects on Organizational Culture, Strategic Leadership Competence, and Change Management on Organizational Performance?
8. Does the mediating effect of Change Management increase Organizational Culture's influence on Organizational Performance?
9. Does the mediating effect of Change Management increase the influence of Strategic Leadership Competence on Organizational Performance?

II. THEORETICAL FRAMEWORK

The reform movement that took place in 1998 was one of the forms of socio-political change which gave rise to new agendas and new political movements and groupings. This reform movement demands change in various dimensions of social and political life in this country. The movement of reformasi 1998 demands the improvement of political relations in four aspects, namely First; transformation of the relationship between the state organizers and the people; where the practice of state sovereignty should be transferred to the sovereignty of the people. Second; reconstruction of the relationship between the legislature and the executive branch, as well as between the central government and local governments to create a mechanism of checks and balances in the political process. Third; shifting the legal basis for political activity, from rule by using to rule of law. Fourth; eliminating the basis of political and economic relations which opens opportunities for the working of corrupt and corrupt governmental practices. Actually, the movement that occurred in 1998 has provided an enormous opportunity for the development of existing political parties in the country, to be more able to play its role in building new structures and mechanisms in the field of politics towards a more democratic life, but instead the opposite, political parties can not seize the golden opportunity. Miao (2011) also found that: "Job performance refers to scalable actions, behavior and outcomes that employee engage in or bring about that are linked with and contribute to organizational goals". Means that the performance of an organization member refers to the appropriate action or action, behavior, and outcome of an individual's involvement and his contribution in achieving the organization's objectives. The performance of an organization member may also be defined as the ability to carry out activities that a formal member of the organization (Miao (2011). Miao (2011) also says that, job performance is a multidimensional and consists of two types of behavior: task performance defined by the company and work behavior in accordance with the choice that is in the control of the employee (discretionary work behaviors) task performance is defined as behavior in the work related to the organization's technical core, whether technical engineering or technical requirements for maintenance and service are fundamental to the responsibilities of compensated organizational members (Miao, 2011). According to Rivai and Basri (2005) performance is basically determined by three things: 1) Ability, 2) Desire, 3) Environment. Therefore, to have a good performance, a person must have a high desire, ability or individual skills, and a good environment to do his job. Each performance achievement is always followed by the acquisition that has value for the employee concerned, either in the form of wages, promotions, reprimands and more work baik. To improve employee performance, then the management need to pay attention to the factors that influence it. Characteristics that are usually used to measure employee performance by Tohardi, (2005) are as follows:

1. Quality of work, namely the quality of work achieved based on the requirements of suitability and readiness,
2. Job knowledge, which is the breadth of knowledge about the work and skills,
3. Creativeness, the authenticity of the ideas raised and the actions to solve the problems that arise
4. Dependability, ie awareness and credibility in terms of attendance and work completion
5. Initiative, ie the spirit to carry out new tasks and in enlarging its responsibilities, and
6. Personal qualities, ie concerning personality, leadership, hospitality, and personal integrity.

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While the dimensions used in conducting appraisers performance by Gomes (2006) are as follows:

1. Quantity of work, the amount of work performed within a specified time period.
2. Quality of world quality of work achieved based on the requirements of suitability and readiness.
3. Job Knowledge, breadth of knowledge about work and skills possessed.
4. Creativeness, originality of ideas raised and actions taken to resolve the problems that arise.
5. Cooperation, willingness to cooperate with others.
6. Dependability, awareness and credibility in terms of attendance and work completion.
7. Initiative, the spirit to carry out its new duties and in enlarging its responsibilities.
8. Personal qualities, regarding personality, leadership, hospitality and personal integrity.

Mohanty (2012) says that: "The study of organizational culture is not a recent phenomenon (Trice & Beyer, 1993). The 1920 Hawthorne studies (Warner & Low, 1947) at the Western Electric Company in Chicago, Illinois. Since the 1980s organizational culture has become very visible in organizational research. " From the above opinion, it can be seen that organizational culture (organizational culture) is not a new phenomenon because it was started since early 1930 with the Hawthorne studies pada Western Electric Company in Chicago, Illinois. Nevertheless, research on organizational cultures has been very fickle and developed since the 1980s. Schein (2010) defines organizational culture as a belief, values and basic assumptions held by members of the organization. As Robbins and Judge (2015) say that organizational culture is a system of meaning sharing (shared meaning) is done by the members that distinguish one organization with other organizations. So members of the organization need to know and practice the culture of the organization or corporate culture. Furthermore, Schein (2010) argues that, organizational culture is three levels, namely: (1) basic underlying assumptions contain beliefs that members of the organization are given a grant that they are well received to do something right and the way right. (2) espoused values; at this level the organization and its members need the strategies, goals and philosophies of the organization's leaders to behave; and (3) artifacts; at this level it can be seen that organizational culture has the characteristics of organizational structure and process. According to Greenberg and Robert (2003) organizational culture is as a cognitive framework consisting of attitudes, values, norms of behavior and expectations received with members of the organization. The root of every organizational culture is a set of core characteristics that are valued collectively by members of the organization. Meanwhile, according to Robbins (2003) organizational culture is a common perception held by members of the organization, a system of mutual meaning. Organizational culture is concerned with how workers perceive characteristics of an organizational culture. Meanwhile, Gibson and H. Donnelly (2000) provide a sense of organizational culture as what workers perceive and how these perceptions create patterns of values, beliefs and expectations. According to Want (2006) states that organizational culture is a collective belief system that people have in the organization about their ability to compete in the market, and how they act in the belief system to provide value added products and services in the market (customer) financial. Organizational culture is expressed through the attitudes, belief systems, dreams, behaviors, values, ordinances of the company, and especially through the actions and performance of workers and management.

III. METHODOLOGY RESEARCH

This research belongs to explanatory research category, that is research which explains the concept and problem (phenomenon) which is studied to determine the characteristics and the relationship between phenomenon with the variables (causal relationship), further explaining the variables that cause the problem studied. Explanatory research aims to explain the interrelationship between research variables through hypothesis testing based on field data. The variables used in this research are Organizational Culture, Strategic Leadership Competence, and Change Management, Organizational Performance. In this study we studied the relationship between variables, such as causal or causal relationships, through hypothesis testing (hypothesis testing). The hypothesis tested is the result of modeling which is based on established theory and model from the result of previous research. This research can also be called using verifikatif method, that is explaining and describing the influence of independent variable (independent) with dependent variable, then analyzed to get the best result of study. Population is a generalization region consisting of objects or subjects that have certain qualities and characteristics that have been established by researchers to be studied and then drawn conclusions (Sugiyono, 2008). In this study the population used are Cadres and Management of political parties, namely: PDIP, Golkar Party, and Democratic Party, which exist in DKI Jakarta with tiered high school education, D3, S1

and S2 amounted to 1977 respondents scattered in 3 locations. The population of PDI-P, Golkar Party and Democratic Party in DKI Jakarta can be seen in Table-1.

Tabel -1 Population of Political Parties in Indonesia

No	Lokasi	Populasi Kader
1	PDI Perjuangan	1504
2	Partai Golkar	147
3	Partai Demokrat	326
	Total	1977

Sumber: Sekretariat PDIP, Partai Golkar, dan Partai Demokrat (2016).

IV. RESULTS

1. The Influence of Organization Culture on Organizational Performance, The results of this empirical study found that Organizational Culture directly influence positively and significantly to Organizational Performance. The amount of contribution Organizational Culture to Organizational Performance of 3.61% obtained from the calculation of the coefficient of the path $(0.19) = 0.19 \times 0.19 \times 100\% = 3.61\%$. This shows that 3.61% in Organizational Performance to political parties in Indonesia can be explained by Organizational Culture. Organizational Culture consists of orientation to integration, result orientation, aggressiveness, orientation to management support and stability, while Organizational Performance consists of cooperation, creativity, working knowledge, quantity of work, quality of work and dependability. The influence of Organizational Culture on Organizational Performance is positive and significant. Means the higher / stronger Organizational Culture the higher Organizational Performance means the more respondents feel that being concerned about the problems that are facing the party because of the responsibility to overcome them; every task for training in order to improve managerial and technical skills, followed closely; the party always gives attention and assistance when the cadres face problems in the completion of work, the more respondents feel that understand the procedures and work standards set by the party; the number of work outcomes should be in accordance with the number of targets set by the party's operational unit; care if doing routine work must wait for orders and sometimes get reprimands from the leadership.
2. Effect of Strategic Leadership Competence on Organizational Performance, The results of this empirical study found that Strategic Leadership Competence directly affect positively and significantly to Organizational Performance. The amount of contribution of Strategic Leadership Competence to Organizational Performance of 23.04% obtained from the calculation of coefficient of line price $(0.48) = 0.48 \times 0.48 \times 100\% = 23.04\%$. This shows that 23.04% in Organizational Performance to political parties in Indonesia can be explained by Strategic Leadership Competence. Strategic Leadership Competence consists of knowledge, task skills, group work, motives and decision making, while organizational performance consists of cooperation, creativity, working knowledge, quantity of work, quality of work and dependability. The influence of Strategic Leadership Competence on Organizational Performance is positive and significant. Means the higher the Strategic Leadership Competence, the higher the Organizational Performance The more respondents feel that they have managerial skills in the framework of decision making; find it easy to evaluate the results of work in order to correct work errors; able to work effectively in different situations and conditions with other individuals in one work unit.
3. The Effect of Organizational Culture on Change Management (Ha3), The results of this empirical study found that Organizational Culture has a direct and positive direct effect on Change Management. The amount of contribution of Organizational Culture to Change Management is 16,81% which get from calculation of coefficient of line price $(0,41) = 0,41 \times 0,41 \times 100\% = 16,81\%$. This shows that 16.81% in Change Management on political parties in Indonesia can be explained by Organizational Culture. Organizational Culture consists of the orientation dimension of integration, outcome orientation, aggressiveness, orientation to management support and stability, while Change Management consists of dimensions of commitment to task, commitment to organization, ongoing commitment and affective commitment. The influence of Organizational Culture on change management is positive and significant. Means the higher / stronger Organizational Culture, then the higher / better Change Management means the more respondents feel that being concerned about the problems facing the party, because it takes responsibility to overcome them; every task for training in order to improve managerial and technical skills, followed closely; the party always gives attention and assistance when the cadre is facing problems in the completion of work, the more the respondent feels that if the party implements different policies and is not in accordance with personal opinion, it will adapt and implement the policy; provide initiative or provide innovative advice to build the organization; have great attention to the progress of party management

4. The Effect of Strategic Leadership Competence On Change Management, The results of this empirical study found that Strategic Leadership Competence positively and positively affected the Change Management. The amount of Strategic Leadership Competence contribution to Change Management of 9% obtained from the calculation of coefficient of line price $(0,30) = 0,30 \times 0,30 \times 100\% = 9\%$. This shows that 9% in Change Management on political parties in Indonesia can be explained by Strategic Leadership Competence. Strategic Leadership Competence consists of dimensions of knowledge, task skills, group work, motives and decision making, while Change Management consists of dimensions of commitment to task, commitment to organization, ongoing commitment and affective commitment. The influence of Strategic Leadership Competence on change management is positive and significant. Means the higher the Strategic Leadership Competence, the higher the Change Management means the more respondents feel that they have managerial skills in the framework of decision making; find it easy to evaluate the results of work in order to correct work errors; able to work effectively in different situations and conditions with other individuals within a work unit, the more respondents feel that if the party implements different policies and is inconsistent with personal opinion, it will adapt and implement the policy; provide initiative or provide innovative advice to build the organization; have great attention to the progress of party management.
5. Empirical it finds that Change Management has a direct and positive direct effect on Organizational Performance. The amount of contribution of Change Management to Organizational Performance is 4.84% obtained from the calculation of coefficient of line price $(0,22) = 0,22 \times 0,22 \times 100\% = 4,84\%$. This shows that 4.84% in Organizational Performance to political parties in Indonesia can be explained by Change Management. Change Management consists of commitment to task, commitment to organization, ongoing commitment, and affective commitment, while Organizational Performance consists of cooperation, creativity, working knowledge, work quantity, work quality, and dependability. Effect of Change Management on Organizational Performance Influence of Change Management on Organizational Performance, The result of research is positive and significant. Means the higher the Change Management the higher Organizational Performance means the more respondents feel that if the party implements different policies and not in accordance with personal opinion, it will adapt and implement the policy; provide initiative or provide innovative advice to build the organization; have a great deal of attention to the progress of party management, the more respondents feel they understand the procedures and work standards set by the party; the number of work outcomes should be in accordance with the number of targets set by the party's operational unit; care if doing routine work must wait for orders and sometimes get reprimands from the leadership.
6. Effect of Organizational Culture and Strategic Leadership Competence Simultaneously to Change Management, The results of this empirical study found that Organizational Culture and Strategic Leadership Competence simultaneously have a direct positive and significant effect on Change Management. The contribution of Organizational Culture and Strategic Leadership Competence simultaneously to Change Management is 43%, while 57% is influenced by factors other than Organizational Culture and Strategic Leadership Competence. So, the Organizational Culture and Strategic Leadership Competence simultaneously towards Change Management on the political party in Indonesia is 43%. The influence of Organizational Culture and Strategic Leadership Competence simultaneously towards Change Management is positive and significant. Means the higher / stronger Organizational Culture and Strategic Leadership Competence, then the higher / positive Change Management means the more respondents feel that they have managerial skills in the framework of decision making; find it easy to evaluate the results of work in order to correct work errors; able to work effectively in different situations and conditions with other individuals in a work unit; and be concerned about the problems that the party is facing, because it takes responsibility to overcome them; every task for training in order to improve managerial and technical skills, followed closely; the party always gives attention and assistance when the cadres face problems in the completion of work, the more respondents feel that understand the procedures and work standards set by the party; the number of work outcomes should be in accordance with the number of targets set by the party's operational unit; care if doing routine work must wait for orders and sometimes get reprimands from the leadership.
7. The Effect of Organizational Culture, Strategic Leadership Competence, and Simultaneous Change Management on Organizational Performance. This empirical research finds that Organizational Culture, Strategic Leadership Competence, and Change Management simultaneously have a direct and positive direct effect on Organizational Performance. The contribution of Organizational Culture, Strategic Leadership Competence, and Change Management simultaneously to Organizational Performance is 62%, while 38% is influenced by factors other than Organizational Culture, Strategic Leadership Competence, and Change Management. Partially Strategic Leadership Competence has higher influence on Organizational Performance (path coefficient = 0,48) compared with Organizational Culture influence on

Organizational Performance (path coefficient = 0,19). The most dominant factor influencing Organizational Performancepartai politics in Indonesia is a factor Strategic Leadership Competence. The influence of Organizational Culture, Strategic Leadership Competence, and Change Management simultaneously have an effect on Organizational Performance is positive and significant. Means the higher Organizational Culture, Strategic Leadership Competence, and Change Management, the higher Organizational Performance means the more respondents feel that they have managerial skills in the framework of decision making; find it easy to evaluate the results of work in order to correct work errors; able to work effectively in different situations and conditions with other individuals in a work unit; and be concerned about the problems that the party is facing, because it takes responsibility to overcome them; every task for training in order to improve managerial and technical skills, followed closely; the party always gives attention and assistance when the cadre is facing problems in the completion of the work, and if the party implements different policies and is inconsistent with personal opinion, it will adapt and implement the policy; provide initiative or provide innovative advice to build the organization; have considerable attention to the progress of party management, the more respondents feel that understanding the procedures and work standards set by the party; the number of work outcomes should be in accordance with the number of targets set by the party's operational unit; care if doing routine work must wait for orders and sometimes get reprimands from the leadership.

8. Mediating Effect of Change Management In Improving Organizational Culture Effect on Organizational Performance, The magnitude of direct effect of Organizational Culture variable to Organizational Performance variable is 0.19. Meanwhile, the indirect effect of Organizational Culture on Organizational Performance through Change Management is 0.09. So the total influence of Organizational Culture on Organizational Performance through Change Management is 0.28. Based on the results obtained can be seen that Change Management mediate the influence of Organizational Culture on Organizational Performance with t-value value of 3.42 (t-value> 1,96) which means Hypothesis 8 (Ha8) accepted (accept). The effect of mediation effect on Change Management between Organizational Culture and Organizational Performance is positive and significant. Means the higher the Change Management, then further strengthen the influence of Organizational Culture on Organizational Performance. This means that the more respondents feel that if the party implements different policies and is not in accordance with personal opinion, it will adapt and implement the policy; provide initiative or provide innovative advice to build the organization; have a great deal of attention to the progress of party management, it further strengthens to be concerned with the problems facing the party, as it takes responsibility for overcoming them; every task for training in order to improve managerial and technical skills, followed closely; the party always gives attention and assistance if the cadres are facing problems in the completion of the work, so ultimately understand the procedures and work standards set by the party; the number of work outcomes should be in accordance with the number of targets set by the party's operational unit; care if doing routine work must wait for orders and sometimes get reprimands from the leadership.
9. Mediating Effect Of Change Management In Increasing the Effect of Strategic Leadership Competence On Organizational Performance, The direct influence of direct variable of Strategic Leadership Competence to organizational performance variable is 0.48. Meanwhile, the indirect effect of Strategic Leadership Competence on Organizational Performance through Change Management is 0.07. So total influence of Strategic Leadership Competence to Organizational Performance through Change Management is equal to 0,55. Based on the results obtained can be seen that Change Management mediates the influence of Strategic Leadership Competence on Organizational Performance with t-value value of 3.13 (t-value> 1,96) which means Hypothesis 9 accepted (accept). The effect of Change Management mediation between Strategic Leadership Competence and Organizational Performance is positive and significant. Means the higher / positive Change Management then further strengthen the influence of Strategic Leadership Competence on Organizational Performance. This means that the more respondents feel that if the party implements different policies and is not in accordance with personal opinion, it will adapt and implement the policy; provide initiative or provide innovative advice to build the organization; have a great deal of attention to the progress of party management, it further strengthens the feeling of having managerial skills in the framework of decision making; find it easy to evaluate the results of work in order to correct work errors; able to work effectively in different situations and conditions with other individuals in a work unit, ultimately understanding the procedures and work standards set by the party; the number of work outcomes should be in accordance with the number of targets set by the party's operational unit; care if doing routine work must wait for orders and sometimes get reprimands from the leadership.

V. CONCLUSION

From the findings in this study as summarized above some of the important managerial implications for the improvement of Organizational Performance in political parties are as follows:

1. Taking into account the results of this study that found that the variable Change Management is very instrumental as a mediation in improving the influence of Organizational Culture and Strategic Leadership Competences simultaneously against Organizational Performance of political parties, the political parties in Indonesia, especially the object of this study should make Organizational Performance improvements to be done with improvement implementation of Organizational Culture and Strategic Leadership Competence simultaneously as well as making changes in the field of political party management (Change Management).
2. The results of this study find the dimensions of Organizational Culture the most dominant influence on Organizational Performance is on the orientation dimension on integration. Thus, it is expected that political parties in Indonesia, especially those who become the object of this research, should improve the implementation of Organizational Culture especially by observing the orientation dimension of integration that can increase the organizational performance of political parties.
3. The results of this study find the dimension of Strategic Leadership Competence the most dominant influence on Organizational Performance is on the dimensions of decision-making. Thus, in order to increase the Organizational Performance of political parties, it is expected that political parties in Indonesia, especially those who become the object of this research, should improve skills in decision making through training for Party cadres and Party Managers.
4. Dimensional Change Management the most dominant influence on Organizational Performance is on the dimension of quantity of work. Thus, in order to increase the Organizational Performance of political parties, it is expected that political parties in Indonesia, especially those who become the object of this research, should improve the Management, especially with the improvement of the quantity of quality work.

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