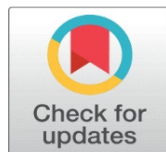


THE INFLUENCE OF SOCIAL STRATEGY AND PUBLIC POLICY OF STATE DEFENCE AWARENESS MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF THE MINISTRY OF DEFENSE MEDIATED BY STRATEGIC CHANGE MANAGEMENT

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Received 15 September 2022
Accepted 15 October 2022
Published 3 November 2022

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DOI [10.29121/granthaalayah.v10.i10.2022.4830](https://doi.org/10.29121/granthaalayah.v10.i10.2022.4830)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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ABSTRACT

State Defence awareness is the collective awareness of the Indonesian nation that is needed by the state to defend its sovereignty, territorial integrity, and national safety in the face of every threat. The aim of the research is to analyze influence variable social strategy and public policy in the State Defence Awareness Management of organization performance of the Ministry of Defense mediated by strategic change management. This study uses quantitative approach with study expanatory. Data analysis using Structural Equation Model (SEM) with using Smart PLS 3.0 for analyze connection or influence variable dependent with variable independent. Research results show that by general there is influence direct social strategy and public policy on organizational performance, as well as there is influence direct strategic change management towards organizational performance as well as there is influence non direct social strategy and public policy to organizational performance mediated by strategic change management. Implication theoretical from this study is strategic change management as mediating social strategic and public policy able for increase organizational performance Ministry of Defense in implementation coaching State Defence Awareness Management. While implication strategic from this study is the strategy, policy, and management changes in the State Defence Awareness Management is very influential to performance Ministry of Defense organization, so that need enhancement every dimension to increase trust public as well as faithfulness every source power involved in implementation coaching State Defence Awareness Management.

Keywords: Organizational Performance, Public Policy, Social Strategic, Strategic Change Management

1. INTRODUCTION

State Defence Awareness is actually a collective awareness of the Indonesian nation that is needed by the state to defend its sovereignty, territorial integrity, and national safety, in the face of every threat. One thing you must understood that awareness defending the country is not something brought since born but must implanted by keep going continuously. Because of that's State Defence Awareness is

a process that does not once stop, as effort shape character and mental attitude as well as behavior citizen.

Now, entering the era of revolution marked industry 4.0 with progress technology information very quickly, and entered the era of Volatility, Uncertainty, Complexity and ambiguity (VUCA) has make change by revolutionary in various fields, whether in the business, educational, social, cultural world even policies in various field, which is all based technology information and digital technology. In the era of openness information and dependencies to technology information this has impact on change mindset in construct paradigm threat to state sovereignty. Because of that, this era precisely make awareness and actualization defend the country to be things are getting relevant for ahead, because shape and nature threat to sovereignty and survival life nation and state increasingly complex and multidimensional, and exist in all aspect life, good performed by state actors or non state actor sponsorship. Threat radicalism, terrorism, abuse drugs, and crime cyber has becomes common enemy, as well theft source power nature, trespassing, etc., now has becomes threat really real for current and future.

For the reason, planting score defend the country through utilization technology information is one necessary policies and strategies that need to be considered for taken as effort acceleration or acceleration achievement necessary target audience taken. Form State Defence Awareness Management through utilization technology information or digital technology must held by massive through narratives positive and messages simple and actual built for balance narratives destructive negative mental attitude, spirit, and morals of the nation.

These policies and strategies are at least an important choice for the Ministry of Defense as an institution that is adaptive to developing dynamics, including being open to change as an effort to continuously improve the organizational performance of the Ministry of Defense in building State Defence Awareness and sense of state defense every citizen. In this era, the role of human resources is an important factor in ensuring the survival of the nation and state.

Thus, a social strategy is needed that is in accordance with the behavior of the community as the target audience in the current era. Utilization of technology information and communication like social media is one choice social strategy taken in skeleton State Defence Awareness Management. This strategy not only is part mandated method in Regulation Government Number 3 of 2021 concerning Regulation Implementation Constitution Number 23 of 2019 concerning Management of National Resources for State Defence, also one of the means visible communication effective in current digital's era. Remember according to the data released by Hootsuite and We are social month January 2021 that social media users in Indonesia reached 61.8% of amount Indonesian population (274.9 million people) or a total of 170 million.

Social strategy in the context of State Defence Awareness Management as intended in this study, among others, is through efforts to internalize the value of defending the state by utilizing mass media, including social media. Social strategy is strategy app for sell idea in skeleton change a society, especially in management that includes analysis, planning, implementation, and monitoring. If somebody or organization practice principles: promotion without force, understand, and apply positioning by right, understand branding and differentiation means institution or organization has operate information change with right. [Das et al. \(2018\)](#)

Use technology information and communication in State Defence Awareness Management is one policy public that need taken by the Ministry of Defense, use increase organizational performance that is as adaptive, modern, and open organization to change demands environment. Policy public is a manufacturing process something policy by the government or holder power that gives rise to impact to public wide. So that impact the could bring change good for progress something institution or organization. Public policy is policies developed by agencies and officials government, which stated for could to do or not.

Strategic change management is one of the most dynamic fields in many research areas for example strategic management and corporate turn around. Indeed, the change management strategy has been recognized as one of the main sources of organizational performance improvement. [John et al. \(2018\)](#) . There are at least two main perspectives on the use of change management strategies in the literature. One view of strategic change management has focused on how organizations reverse poor performance through the use of change management strategies. Another view of strategic change management has focused on how to maintain or improve organizational performance. This view recognizes that organizations can maintain and improve performance with consistent and persistent use of a change management strategy that focuses on aligning the organization 's strategy, structure, and ideology with ongoing change. Therefore, the decline in performance may be a consequence of organizational stagnation that occurs over several periods, leading to the alignment of organizational strategy, structure, and ideology with the demands of a dynamic and changing environment. Likewise with organizational performance becomes part most important for evaluate level success running system for good members and views public wide.

The phenomenon that occurred in this case is still limited study comprehensive in Indonesia related influence Social Strategy and Associated Public Policy with State Defence Awareness Management of Organization Performance Ministry Defense, mediated by a change management strategy. The nature of information with limited characteristics so this study becomes study perception the first to scientific reviewed and published to society.

As for other novelties in this study lies in still rarely research about social strategy and public policy to State Defence Awareness Management. This is very potential for developed as policy massive new held to use shape pattern thinking and mental attitude (character) to defend the country in the era of progress technology information. This study to analyze influence Social Strategy and Public Policy on State Defence Awareness Management to Organizational Performance Ministry of Defense mediated by the strategy change management, as subject research.

Based on the description above, need conducted further research on strategy and policy construction awareness defend an influential country to performance organization ministry Management - mediated defense change, with a study entitled “ The influence of Social Strategy and Public Policy of State Defence Awareness Management on Organizational Defense Performance of The Ministry of Defense Mediated by Strategic Change Management “.

2. LITERATURE REVIEW

2.1. THEORITICAL REVIEW

Social Strategy, is the strategy used for sell idea in skeleton change a society, especially in management that includes analysis, planning, implementation and

monitoring [Wongsansukcharoen \(2015\)](#) , [Lehtimäki \(2016\)](#), [Elisabeth \(2016\)](#), [Wymer \(2017\)](#) , [Vitolla et al. \(2017\)](#) , [El Ebrashi \(2018\)](#) , [Das et al. \(2018\)](#) , [Parnell and Brady \(2019\)](#) , [Patterson and Swan \(2019\)](#) , [Balci et al. \(2019\)](#) , [Liao et al. \(2020\)](#).

Public policy is policies developed by agencies and officials government, declared, for could done or no done [Dong et al. \(2017\)](#) , [Rozen-Bakher \(2018\)](#) , [Murtaza et al. \(2019\)](#) , [Boyce and Mcdonald-Kerr \(2020\)](#) , [Hassall \(2020\)](#) , [Arrona et al.\(2020\)](#) .

Strategic Change Management is a change strategy organization as mediating variable connection among variable other. [Vitolla et al. \(2017\)](#) , [Sanchez et al. \(2017\)](#), [Koizumi \(2018\)](#), [Giette and Vandembempt \(2018\)](#) , [Hirst \(2019\)](#), [Komodromos et al. \(2019\)](#) , [Hess and Flatten \(2019\)](#) , [Hensmans \(2019\)](#) , [Bordum \(2020\)](#) , [\(Tichy 2020\)](#) .

Organizational Performance, Ministry of Defense organization adopt various habit new, factor society and culture. Performance is one aspect mandatory important noticed by the organization, [Nuhu \(2016\)](#) , [Ahmed \(2016\)](#) , [Liu and Huang \(2017\)](#) , [Magnier-Watanabe et al. \(2017\)](#) , [Wu and Chen \(2018\)](#) , Organizational performance guide organization for reach the goal. Organizational performance is description about level achievement implementation something program activity or policy in realize goals, objectives, vision and mission organization that is poured through planning strategic something organization. [Pang and Lu \(2018\)](#) , [Chatzoglou et al. \(2018\)](#) , [Pham and Hoang \(2019\)](#) , [Antony and Bhattacharyya \(2019\)](#) , [Baird et al. \(2019\)](#) , [Oyewobi et al. \(2019\)](#) , [MYC Chen et al. \(2020\)](#) , [Prima et al. \(2020\)](#).

2.2. HYPOTHESIS

H1: There is an influence of social strategy on organizational performance

H2: There is an influence of public policy on organizational performance

H3: There is an influence of Social Strategy on Strategic Change Management

H4: There is an influence of public policy to strategic change management

H5: There is an influence of strategic change management on organizational performance.

H6: There is an influence of Social Strategy on Organizational Performance mediated by Strategic Change Management

H7: There is an influence of Public Policy on Organizational Performance mediated by Strategic Change Management

3. RESEARCH METHODOLOGY

This study uses a survey technique, a deductive approach and is quantitative in nature [Rahi \(2017\)](#) . The deductive approach aims to test the theory through collecting data from respondents and then applying it and observing it with statistical tests. The quantitative method focuses on collecting data according to the problem and the number of populations and data analysis. This research [Wang et al. \(2018\)](#). is a hypothesis testing that aims to explain the nature of the relationship between two or more variables [Cooper and Schindler \(2014\)](#) .

The quantitative method used in this study is to raise the facts that exist in the organization, namely to see the Effect of Social Strategy [Liao et al. \(2020\)](#) and Public Policy [Hassall \(2020\)](#) as an independent variable (Independent) and Organizational

Performance MYC Chen et al. (2020) as the dependent variable, while Strategic Change Management Bordum (2020) Pour et al. (2019) as a mediating variable.

This research is survey research, whereby collecting information from or about individuals who will be described, compared, or explained about the knowledge of attitudes and behavior. This study also uses a descriptive and verification approach Hair et al. (2015), Voler (2015). Descriptive approach is a method in examining the status of human groups, objects, conditions, and systems of thought. The purpose of descriptive research is to make a systematic, factual, and accurate description, picture or painting of the facts, characteristics and relationships of the phenomena being investigated. The verification approach is a research method that aims to determine the causal relationship between variables through a hypothesis test through a statistical calculation so that evidence is obtained that shows the hypothesis is rejected or accepted Hair et al. (2015), Voler (2015).

The types of data used in this study are classified into two types, namely primary data, and secondary data. In this study, two data collection techniques were used, namely a questionnaire which was carried out by giving a set of questions or written statements to respondents, and observations which were carried out directly on the research objects, especially those concerning the variables studied. Questionnaires were distributed to respondents who are leading officials of the Ministry of National Defense, Ministry of Home Affairs, State Secretariat, Ministry of Education and Culture, Ministry of Law, and Human Rights, LPP RRI and Defense University at the level of strategic or operational policy makers. The number of samples in this study that were successfully obtained would be respondents, using primary data and distributing questionnaires directly. Respondents used were 140 people. Data analysis used in this study is descriptive statistics in the form of average values and structural Equation Model (SEM) with Smart PLS 3.0

4. RESULTS AND DISCUSSION

4.1. RESEARCH RESULT

4.1.1. MEASUREMENT MODEL EVALUATION

Evaluation of the measurement model or the outer model begins by testing the convergent validity and discriminant validity. The PLS Algorithm validity measurement model in Figure 1

Figure 1

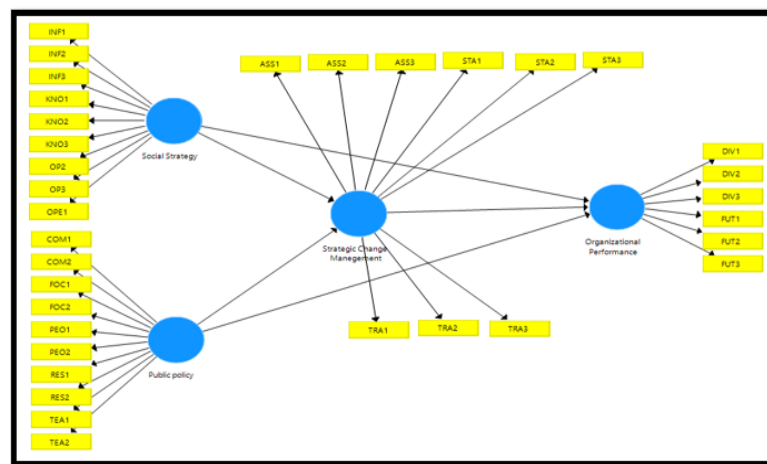


Figure 1 PLS Algorithm Processed Display
Source Processed in 2022

4.1.2. STRUCTURAL MODEL EVALUATION (INNER MODEL)

Structural model testing can be evaluated by looking at the R-square model for each endogenous latent variable as the predictive power of the model. The path coefficient value for endogenous variables was assessed for significance based on the T-statistic or P-Value value. If all these conditions have been met, the results of the PLS Bootstrapping will be obtained. The results of the structural model testing can be seen in Figure 2 below:

Figure 2

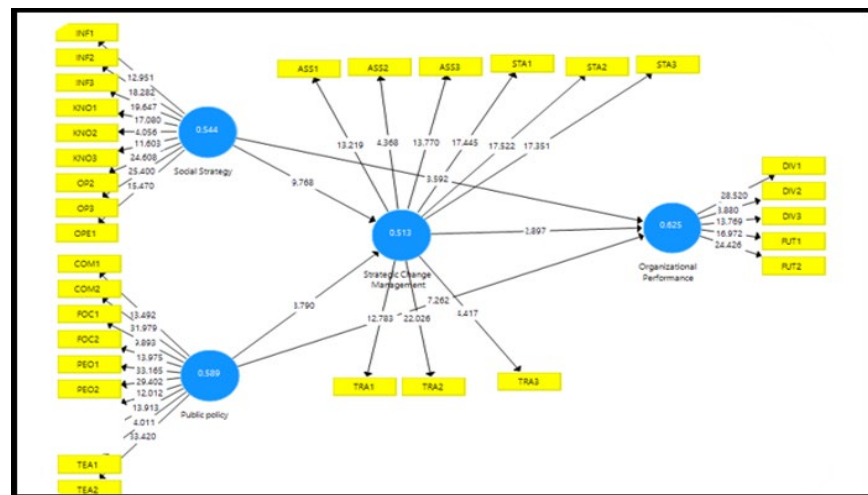


Figure 2 PLS Boothstrapping Results Display
Source Processed in 2022

4.1.3. HYPOTHESIS TESTING

The results of the path coefficients of the T-statistic and P-Value values obtained from the boothstrapping process are shown in Table 1 below:

Table 1

Table 1 Hypothesis Test Results				
Hypothesis	Coefficients	P-Value	Results	
H1: There is an influence of <i>Social Strategy</i> on <i>Organizational Performance</i>	3.592	0.000	Significant/Accepted	
H2: There is an influence of <i>Public Policy</i> on <i>Organizational Performance</i>	7.262	0.000	Significant/Accepted	
H3: There is an influence of <i>Social Strategy</i> on <i>Strategic Change Management</i>	9,768	0.000	Significant/Accepted	
H4: There is an influence of <i>Public Policy</i> on <i>Strategic Change Management</i>	8,790	0.000	Significant/Accepted	
H5: There is an influence of <i>Strategic Change Management</i> on <i>Organizational Performance</i>	2.897	0.004	Significant/Accepted	
H6: There is an influence of <i>Social Strategy</i> on <i>Organizational Performance mediated by Strategic Change Management</i>	2,894	0.004	Significant/Accepted	
H7: There is an influence of <i>Public Policy</i> on <i>Organizational Performance mediated by Strategic Change Management</i>	2,632	0.009	Significant/Accepted	

Source Processed Data (2022)

Table 1 the results of hypothesis testing of the influence of each variable are as follows:

H1. Social Strategy has a T-Statistic value of 3.592 > 1.96 and a P-Value of 0.000 < 0.050. This figure shows that there is an influence of Social Strategy on Organizational Performance.

H2. Public Policy has a T-Statistic value of 7.262 > 1.96 and a P-Value of 0.000 < 0.050. This figure shows that there is an influence of Public Policy to Organizational Performance.

H3. Social Strategy has a T-Statistic value of 9.768 > 1.96 and a P-Value of 0.000 < 0.050. This figure shows that there is an influence of Social Strategy on Strategic Change Management.

H4. Public Policy has a T-Statistic value of 8790 > 1.96 and a P-Value of 0.000 < 0.050. This figure shows that there is an influence of Public Policy to Strategic Change Management.

H5. Strategic Change Management has a T-Statistic value of 2.897 > 1.96 and a P-Value of 0.004 < 0.050. This figure shows that there is an influence of Strategic Change Management to Organizational Performance

H6. Social Strategy has a T-Statistic value of 2.894 > 1.96 and a P-Value of 0.004 < 0.050. This figure shows that there is an influence of Social Strategy on Organizational Performance mediated by Strategic Change Management

H7. Public Policy has a T-Statistic value of 2.632 > 1.96 and a P-Value of 0.009 < 0.050. This figure shows that there is an influence Public Policy on Organizational Performance mediated by Strategic Change Management

4.2. DISCUSSION

4.2.1. INFLUENCE OF SOCIAL STRATEGY ON ORGANIZATIONAL PERFORMANCE

Based on results research obtained _ results that Social Strategy take effect by direct to Organizational Performance with the t-value is 3,592 (t-value > 1.96) which means hypothesis first accepted. As for big influence Partial Social Strategy to Organizational Performance is of 0.000.

Influence of Social Strategy to Organizational Performance is strong. It means that the higher/positive Social Strategy, the stronger the Organizational Performance. The results of this study support the research that has been done in research [Brown et al. \(2018\)](#) and *Social Strategy* is also able to improve organizational performance [Snell and Dean \(2018\)](#) , [Wadström \(2019\)](#) and [Patterson and Swan \(2019\)](#). The results of this study indicate that the improvement of social strategy in State Defence Awareness Management has a strong influence on the organizational performance of the Ministry of Defense because social strategy must be oriented to the behavioral tendencies / desires of the community as the target audience. This social strategy has a strong influence because the target of the policy of fostering State Defence Awareness Management is all Indonesian citizens, therefore the meaning of State Defence Awareness must be instilled early on to every citizen in the educational environment, work environment and community environment. Another thing that has a strong influence is that at this time social media is indeed the mass media platform that is most favored by the public in finding sources of information about State Defense Knowledge and the Elaboration of the Basic Values of State Defense. Utilization of mass media in the form of multi-

platform media as a source of public knowledge and information about the State Defense, which is easily found and accessed anytime and anywhere, including the packaging of the actualization of the state defense language in simple language, easy to understand or using the language of the target audience but still creative and innovative so that it is easily accepted to touch their consciousness to implement it in their daily life. If all of these things can be done, it will have a strong influence on the organizational performance of the Ministry of Defense as the policy maker who also implements some of the policies for State Defence Awareness Management.

4.2.2. PUBLIC POLICY INFLUENCE ON ORGANIZATIONAL PERFORMANCE

Based on the results obtained, it is known that Public Policy have a direct effect on Organizational Performance with a t-value of 7.262 (t-value > 1.96) which means that the second hypothesis is accepted. As for the partial influence of Public Policy on Organizational Performance is equal to 0.000.

Public Policy Influence on Organizational Performance is strong and significant. Means the higher the Public Policy the higher/stronger Organizational Performance. The results of this study support the research that has been done in research [Boyce and Mcdonald-Kerr \(2020\)](#) , [Hassall \(2020\)](#) . In the context of this research, it shows that the policy of using social media in planting and disseminating the values of defending the country is massively supported by solid teamwork that has the knowledge, willingness and ability to manage social media platforms, as a fulfilment of the organizational form of the Ministry of Defense that is open to change oriented towards the demands of society's needs & behaviour in the industrial era 4.0 and the VUCA era. In addition, this policy also needs to be communicated to the public in the scope of education, scope of work and the scope of society. Strengthening these indicators has a strong influence in order to improve Organizational Performance of the Ministry of Defense. The results of this study are supported by research that has been done [Boyce and Mcdonald-Kerr \(2020\)](#) , [Hassall \(2020\)](#)

4.2.3. INFLUENCE OF SOCIAL STRATEGY ON STRATEGIC CHANGE MANAGEMENT

Based on the results obtained, it is known that the Social Strategy have a direct effect on Strategic Change Management with a t-value of 9.768 (t-value > 1.96), which means that the third hypothesis is accepted. As for the magnitude of the partial influence of Social Strategy to Strategic Change Management is 0.000.

Influence of Social Strategy towards Strategic Change Management is positive and significant. It means that the higher/positive the Social Strategy, the higher/stronger the Strategic Change Management. The results of this study support the research that has been done in research [Murtaza et al. \(2019\)](#) , [Quinn and Cameron \(2019\)](#) In research conducted by [Biedenbach et al. \(2019\)](#) Strategic policies have a strong effect on organizational performance. Several previous studies revealed that there is a positive relationship between business strategy and performance measures [Kanasdhiro \(2018\)](#) , examined the relationship between business strategy and organizational performance, found that companies adopting one of the generic strategies such as cost leadership or differentiation, appeared to be better than companies that did not. not pursuing a specific business strategy.

In the context of this research, the influence of the Social Strategy for State Defence Awareness Management which focuses on the effort to make the State

Defense aware of the mental attitude and behavior as well as the real actions of every citizen in real life according to their respective roles and professions, so that knowledge and understanding of State Defense every citizen must have. On the other hand, in the era of advances in information/digital technology, it also has an impact on increasing people's digital literacy skills. This is actually an opportunity for the Ministry of Defense to take advantage of social media to socialize and instill awareness of defending the country to all Indonesian citizens nationally, even reaching Indonesian citizens who are abroad. This has a strong influence on the implementation of strategic change management by strengthening in every dimension in order to improve the organizational performance of the Ministry of Defense. The meaning of the positive influence of Social Strategy on Strategic Change Management can run well and be able to bring changes to the performance of the Ministry of Defense, especially in the implementation of State Defence Awareness Management. The results of this study are supported by research that has been carried out [Murtaza et al. \(2019\)](#), [Quinn and Cameron \(2019\)](#).

4.2.4. THE INFLUENCE OF PUBLIC POLICY ON STRATEGIC CHANGE MANAGEMENT

Based on the results obtained, it is known that Public Policy have a direct effect on Strategic Change Management with a t-value of 8,790 (t-value > 1.96), which means that the fourth hypothesis is accepted. As for the partial influence of Public Policy on Strategic Change Management Organizational is 0.000.

Public Policy Influence towards Strategic Change Management is positive and significant. Means the higher/stronger Public Policy the higher/stronger Strategic Change Management. The results of this study support the research that has been done in research by [Murtaza et al. \(2019\)](#) , said that Public Policy will increase organizational performance change. [Boyce and Mcdonald-Kerr \(2020\)](#) . In the context of this study, it shows that public policy in the form of using social media platforms in disseminating and inculcating State Defence Awareness that is oriented to the demands of the needs and behavior of the community in the industrial 4.0 era and the VUCA era and is supported by stakeholders and the community has a strong influence on the implementation of change management in the Ministry. Defense. Because in this era the use of social media platforms can be a means of communication and socialization of PKBN policies to people from various circles and generations. Therefore, policy changes mainly occur in organizational demands which require that staff and implementers in charge of State Defence Awareness Management must have mastery of knowledge about state defense and its elaboration accompanied by examples of its application in the life of society, nation, and state in various professions. Staff and Implementers of State Defence Awareness Management must be creative and innovative and must also have special competencies that are able to describe in contemporary languages with various forms and creations that are accepted by millennial society. Utilization of information technology transformation requires special training so that implementers and managers of State Defense social media have knowledge, skills, and expertise in managing information systems based on information technology and social media in a professional manner so that they can make maximum changes to the implementation of more modern State Defence Awareness Management. The results of this study are supported by research that has been carried out [Murtaza et al. \(2019\)](#), saying that Public Policy will increase changes in organizational performance. [Boyce and Mcdonald-Kerr \(2020\)](#)

4.2.5. IMPACT OF STRATEGIC CHANGE MANAGEMENT TO ORGANIZATIONAL PERFORMANCE

Based on the results of the study, it was found that Strategic Change Management has a direct effect on Organizational Performance with a t-value of 2.897 (t-value > 1.96) which means that the fifth hypothesis is accepted. As for the partial influence of Strategic Change Management on Organizational Performance is equal to 0.004. This value is still acceptable because it is still below 0.050.

The Influence of Strategic Change Management on Organizational Performance is positive and significant. Means the higher/positive Strategic Change Management the higher/stronger Organizational Performance. The results of this study support the research that has been done [Koizumi \(2018\)](#), [Guiette and Vandembemt \(2018\)](#) changes in organizational form have a significant impact on service provision and investment, changes in organizational form affect performance directly. The degree of centralization or flatness affects performance outcomes [Hess and Flatten \(2019\)](#), [Hensmans \(2019\)](#).

In the context of this research, it shows that in order to realize the policy change in the use of information technology in the Fostering of State Defence Awareness Management, the provision of special training to staff and implementers of social media managers is important so that they have knowledge, skills and expertise in managing information systems based on information technology and social media. independently, professionally, coupled with deepening and developing the substance of defending the country along with the elaboration of the core values of defending the country. Because the implementation of technological transformation is a necessity that must be taken as an effort to foster cheap and effective State Defence Awareness Management, supported by creative and innovative human resources (staff and implementers) in describing and pouring knowledge and values of state defense in messages, writings /narratives, photos/images, videos etc. which are widely published. This has a strong influence on the organizational performance of the Ministry of Defense in terms of Fostering State Defence Awareness Management. The results of this study support research that has been carried out in research [Koizumi \(2018\)](#), [Guiette and Vandembemt \(2018\)](#).

4.2.6. EFFECT OF SOCIAL STRATEGY ON ORGANIZATIONAL PERFORMANCE MEDIATED BY STRATEGIC CHANGE MANAGEMENT

Based on the results obtained, it is known that the Social Strategy indirect effect on Organizational Performance with a t-value of 2.894 (t-value > 1.96), which means the sixth hypothesis is accepted. As for the magnitude of the partial influence of Social Strategy to Organizational _ Performance mediated by Strategic Change Management is 0.004. This value is still acceptable because it is still below 0.050.

Influence of Social Strategy to Organizational Performance mediated by Strategic Change Management is positive and significant. It means that the higher/positive Social Strategy, the higher/positive Organizational Performance mediated by Strategic Change Management. The results of this study support research that has been carried out in performance research [Balci et al. \(2019\)](#), [Liao et al. \(2020\)](#) In the context of this research, that social strategy through the use of social media platforms in the era of advances in information/digital technology in disseminating and instilling awareness of defending the state to all Indonesian

citizens from an early age and nationally, even being able to reach Indonesian citizens who are abroad is a strategy of the Ministry of Defense that must be taken into account. taken so that state defense becomes a collective awareness, mental attitude and behavior as well as real actions of every citizen in real life according to their respective roles and professions, greatly influencing the improvement of the organizational performance of the Ministry of Defense, which is mediated by strategic change management in the Ministry of Defense organization itself. Some strengthening of organizational performance indicators in this context also occurs in the reality that the Ministry of Defense must become an adaptive organization and be open to changes in the strategic environment, including the use of digital technology transformation in fostering awareness of defending the country; Leaders must also be forward-looking in maximizing the use of social media and multi-platform media in the Implementation of State Defence Awareness Management; The Ministry of Defense must always be forward-looking and be able to respond to environmental challenges and changes, including the development of a State Defence Awareness Management system, because State Defence Awareness must be instilled from an early age in every citizen in the education, work and community environment; on the other hand, the reality is that social media is the most preferred mass media platform by the public in finding sources of information about state defense knowledge and the elaboration of the basic values of state defense. Likewise, the political will of policy makers in utilizing social media as a means of socializing and inculcating State Defence Awareness are some of the things that strengthen performance Ministry of Defense.

4.2.7. EFFECT OF PUBLIC POLICY ON ORGANIZATIONAL PERFORMANCE MEDIATED BY STRATEGIC CHANGE MANAGEMENT

Based on the results obtained, it is known that Public Policy indirect effect on Organizational Performance with a t-value of 2.632 (t-value > 1.96) which means that the sixth hypothesis is accepted. As for the partial influence of Public Policy on Organizational Performance mediated by Strategic Change Management is 0.009. This value is still acceptable because it is still below 0.050.

Influence of Public Policy on Organizational Performance mediated by Strategic Change Management is positive and significant. It means that the higher/positive Public Policy, the higher/positive Organizational Performance mediated by Strategic Change Management. The results of this study support the research that has been done in research [Gulette and Vandenbempt \(2018\)](#). In the context of the results of this study, it shows that public policy in the form of the use of social media platforms in disseminating and inculcating State Defence Awareness in the industrial 4.0 era and the VUCA era, supported by stakeholders and the community, has a strong influence on the organizational performance of the Ministry of Defense. The policy can only be realized if it is supported by Strategic Change Management in the Ministry of Defense itself. The biggest challenge lies in the policy and support of stakeholders and the community towards the policy of using social media and other multi-platform media in the State Defence Awareness Management, the use of public figures and other inspirational figures who are able to inspire the community and the younger generation in defending the country through their respective professions. Readiness to change emerged as one of the core attitudes that influence the success and failure of change interventions [Shamadiyah et al. \(2019\)](#). According to [Salaudeen et al. \(2018\)](#), this involves employees' belief in their potential and efficacy for change efforts. Structurally, organizational readiness refers to

organizational capacity in the form of organizational structural assets that support the success of the organizational change implementation process.

5. CONCLUSION

The results of this study provide a conclusion that in general there is a direct influence on Social Strategy and Public Policy to Organizational Performance, as well as there is a direct influence of Strategic Change Management on Organizational Performance and there is an indirect influence on Social Strategy and Public Policy to Organizational Performance mediated by Strategic Change Management.

Of the seven hypotheses proposed, all of them are accepted or proven to have a direct or indirect influence on the Organizational Organization Performance. Strategic Change Management as a mediating variable function effectively in increasing the influence of Social Strategy and Public Policy to Organizational Performance. The research conclusions based on the objectives in this study are as follows:

- 1) There is an influence of Social Strategy on Organizational Performance.
- 2) There is an influence of Public Policy on Organizational Performance.
- 3) There is an influence of Social Strategy on Strategic Change Management,
- 4) There is an influence of Public Policy on Strategic Change Management
- 5) There is an influence of Strategic Change Management on Organizational Performance,
- 6) There is an influence of Social Strategy on Organizational Performance mediated by Strategic Change Management
- 7) There is the influence of Public Policy on Organizational Performance mediated by Strategic Change Management.

Implications of this research are Social Strategy and Public Policy. The results of this study strengthen the influence of Strategic Change Management on Organizational Performance; Strategic Change Management as a mediating for Social Strategy and Public Policy has a very strong influence in improving organizational performance, especially in the Ministry of Defense institutions related to the Implementation of State Defence Awareness Management; improving Strategic Change Management through increasing its dimensions will be able to improve performance Ministry of Defense regarding the Implementation of State Defence Awareness Management , and providing updates on the development of the influence of Strategic Change Management, Social Strategy and Public Policy , as well as Organizational Performance in State Defence Awareness Management quality and massive in the face of change.

Meanwhile, the managerial implication of this research is that in order to improve the organizational performance of the Ministry of Defense in State Defence Awareness Management, the policy makers in State Defence Awareness Management must pay attention to Social Strategy, Public Policy and Strategic Change Management factors. human (policy formulating officer) in the process of implementing Social Strategy, Public Policy and Strategic Change Management in State Defence Awareness Management, and the use of social media as the mass media platform most favored by the public today in finding sources of information about various things including knowledge about defending the state. Therefore, the Ministry of Defense as an adaptive organization must be able to read / be oriented

to the behavioral tendencies of the community as the target audience in the industrial 4.0 era and the current and future VUCA era.

The limitation of this study is that research on strategic change management, public policy and social strategy in State Defence Awareness Management has not been widely developed, this is an obstacle in this research. Books that write about organizational change also still few and linkages with various elements are still lacking. This research is only focused on the institutional sector of the Ministry of Defense so that the results of this study can only be referenced to the Ministry of Defense as the policy maker in the State Defence Awareness Management, and several related institutions involved in the formulation of the policy. The implementation of State Defence Awareness Management is assessed and evaluated internally and externally by the Ministry of Defense, but the evaluation results have never been published in the national media, because the use of the results of the Evaluation of the Implementation of State Defence Awareness Management carried out by the Ministry of Defense can actually be used by internal and external Ministry of Defense.

The suggestion in this study is that further research can be carried out in collaboration with a wider variety of parties, and in order to discuss more deeply about social strategy which is associated with character development and its relationship with strategic change management or with strategic leadership style and strategic agility.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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