

Bridging Strategic Planning Dan Transformation on Performance: A Case of Dynamic Policies for the Covid-19 Pandemic



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ABSTRACT: The Covid-19 pandemic affects all sectors of life. In order to face the pandemic, dynamic policies are crucial due to the acceleration of the pace of the covid-19. This study aims to analyse the effect of strategic planning and transformation on performance with dynamic policy as a moderating variable. The method is a moderated regression analysis with a stratified random sampling in the Indonesia Police Agency. The results show that strategic planning and transformation impacted the performance partially and simultaneously. The dynamic policies significantly strengthen the impact on performance. This research implies that goodwill and strategic proses are crucial to managing collaborative policies on the pandemic by integrating intelligently, quickly, dynamically, and collaboratively. Furthermore, leadership and collaboration are crucial contributions to performance, but communication with other parties shows salient weaknesses. In addition, horizontal and vertical perspectives need further comprehensive analysis.

KEYWORDS: strategic planning, strategic transformation, policy, and institution performance

INTRODUCTION

The COVID-19 pandemic is a phenomenon of strategic surprises and occurs all over the world, which poses new threats, challenges, obstacles, and disturbances. The emergence of the Covid-19 phenomenon, accompanied by new policies related to the organization and duties of the Indonesian Police Agency (POLRI), is expected to impact the implementation of strategic plans and transformation toward the expected organizational performance. Government policy requires the National Police to cooperate with other institutions in enforcing public health protocols. The concept of the transformation of the National Police during the Covid-19 pandemic is a transformation towards a Police Force that is predictive, accountable, and transparent with justice. The concept emphasizes four areas: organizational transformation, operational transformation, public service transformation, and supervisory transformation. Then the question is whether the Indonesian National Police organization's performance can control the pandemic?

(Johnsen, 2018) explained that strategic planning positively impacts government performance. Johnsen's research (2018) discusses the impact of strategic planning on management performance in the public sector. Researchers discuss the effect of strategic planning and transformation on organizational performance, with the COVID-19 pandemic policy as a moderator variable. Lee et al., (2018) concluded that collaborative strategic plans increased performance in the public sector and revealed that the existence of collaborative strategic plans and various components of the plan design improves performance. Fadol et al., (2015) found that the breadth of strategic planning plays a mediating role in the public sector. However, Falshaw et al., (2006) suggested that there is no relationship between the formal planning process and the subjective performance of the company.

Ji Xinguang & Chi, (2008) concluded that transformational leadership, organizational culture, and job satisfaction significantly affect organizational performance. Wischnevsky & Damanpour, (2006) elaborated that organizational transformation has neither a positive nor negative impact on the company's financial performance. Burke & Litwin, (1992) suggested that transformational change occurs in response to the external environment and directly affects the organization's mission, strategy, leadership, and culture. Structure, systems, management practices, and climate are affected by transactional factors. These transformational and transactional factors influence motivation, which affects performance. Alkalha et al. (2012) strongly support the model, showing that human resource policies positively affect organizational performance. Eniola and Entebang (2015) found a relationship between government policies and company performance.

The purpose of this research, in general, is to provide views and findings on the importance of aspects of organizational planning and transformation in improving the performance of the organization. The model concept suggested in this study has two novel

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aspects, namely the influence of the covid-19 policy as a moderator variable on the strategic planning relationship on the performance of the organization and the influence of the covid-19 policy as a moderator variable on the strategic transformation relationship on the organizational performance. Research that discusses the relationship between strategic planning and strategic transformation variables on organizational performance uses the moderator variable of the covid-19 policy.

1. LITERATURE REVIEW

Strategic planning is formulating organizational goals and objectives and determining within a certain period. Such planning involves a set of top management commitments in setting the organization's long-term vision. Strategic decisions and implementation will achieve sustainable strategic competitiveness (Oktafiga, 2015). Such planning helps ensure that everyone understands the aims and objectives of the organization and the methods for achieving its performance. Therefore, planning is essential in knowing the organization's mission, vision, and goals. Wilkinson & Monkhouse (1994) defined strategic planning as the method used to position the organization by prioritizing the use of resources according to the identified objectives to guide its direction and development over a certain period.

Not all companies need and want transformation. Most organizations must be able to change and develop in the context of public organizations. The transformation is a systematic, simultaneous, and deliberate attack in many fields that fundamentally changes the rhythm and fundamental character of the company (Dutta, 2018). In the organization's context, the transformation's purpose is to change the culture, structure, and management style from the former to the new. The implementation of change management usually aims to improve the effectiveness of organizational performance.

For an organization to survive and grow, it is necessary to adapt to the environment. Uncertain and unpredictable environmental changes leave many organizations with no choice but to transform. When incremental steps for improvement, innovation, and business reengineering fall, the fundamental and radical changes are crucial in the transformation, and organizations must be able to grow and provide value to stakeholders in the future.

Organizational transformation is a strategy and implementation that aims to bring the organization from the old form and system to the new form and system by adjusting all its derivative elements: system, structure, people, and culture. Organizational transformation must increase the organization's effectiveness to achieve the goals in line with the vision and mission of the organization.

The concept of performance defines the notion of results, achieved goals, quality, and less economic aspects of efficiency and effectiveness (Elena-Juliana & Maria, 2016). Performance is entities to get the best results. Performance cannot be attributed to any achieved results but only to outstanding ones. It is said to be unique if it is not superior to the previous period, is superior to the results obtained by other organizations, and has different clear objectives regarding good acceptance.

Didier and Etienne (2002) believed that performance consists of 'achieving the goals given to you in a convergence of corporate orientation. Performance is not just looking for output and outcomes. In contrast to other authors, Didier and Etienne (2002) considered this concept to be a comparison between results and goals. The author's definition is far from clear, as results and objectives vary, most often, from one field of activity to another.

Lebas (1995) mentioned that performance is future-oriented, designed to reflect the specifics of each organization/individual, and based on a causal model linking components and products. Whereas, Wholey (1996) stated that performance is not an objective reality, waiting somewhere to be measured and judged, but a socially constructed reality that exists in people's minds, if it exists somewhere.

Lebas (1995) and Wholey (1996) elaborated that performance is subjective and interpretive, at least concerning the cost line, emphasizing the ambiguous nature of the concept. Rolstadås (1998) believed that organizational system performance is a complex relationship involving seven performance criteria: effectiveness, efficiency, quality, productivity, work quality, innovation, and profitability. Performance is closely related to achieving the above criteria as performance goals. Rolstadås (1998) informed that there is no exact definition because it relies on seven performance criteria that cannot be clearly defined.

The definition of performance has led Folan et al. (2007) to highlight three priorities or objectives of performance governance: First, each entity should elaborate performance within the boundaries of the environment in which they decide to operate. Second, performance is always associated with one or more objectives set by the entity. Therefore, the company measures its performance based on the goals and targets set and accepted internally rather than those used by external bodies. Third, performance reduces to relevant and recognizable features.

The definition and measurement of performance are challenging for researchers because organizations often have conflicting goals (Chow et al., 1994). Organizational performance measures various perspectives such as organizational performance results, financial and non-financial performance, innovation performance, and performance quality. According to Uluskan et al. (2017),

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organizational performance generally refers to the results of operations or achieving organizational goals. Wang et al. (2015) discussed that performance is at the core of all organizational activities because survival reflects how the organization exploits tangible and intangible resources to achieve its goals.

To achieve high-performance organizations, satisfied customers, and high morale, organizations must focus on strategies to achieve sustainable growth and financial performance, adapt quickly to change, and spend a great deal of effort developing their workforce (De Waal, 2007). Improving organizational performance should be the main focus of every manager in every company, and it is necessary to establish a comprehensive measurement index that gives managers and staff clear direction and goals set by the organization (Tseng & Lee, 2014). In order to achieve these organizational goals, companies must have the "wisdom" to continuously create new knowledge transfers and interpret this knowledge in the context of existing knowledge in other parts of the organization (Rhodes et al., 2008).

In the public sector, Matei (2006) stated that the notion of performance lies in the intersection of three concepts: the implementation, focus on the target group, and the effective use of institutional resources to achieve the desired results.

Based on the theoretical description, previous research, and the research framework, the study explains that strategic planning has a significant effect on organizational performance (Alosani et al., 2019; Elbanna et al., 2016; George et al., 2019; Johnsen, 2018; Lee et al., 2018; Wun, 2019) for both the public and non-public sectors. According to the researcher, this research formulates the hypothesis as follows.

H₁: Strategic planning has a positive effect on organizational performance

H₂: Strategic transformation has a positive effect on organizational performance.

H₃: Strategic planning effect organizational performance with policy as a moderating variable.

H₄: Strategic transformation effect organizational performance with policy as a moderating variable

2. METHODOLOGY

This causality research aims to elaborate two or more phenomena' relationships and influence through hypothesis testing. This research object is the Indonesian National Police as the main operational institution in controlling the pandemic. The population is 845 members of the National Police who are within the scope of the traffic corps. For the samples taken to represent the population truly, the researchers used a standard in determining the sample using the Slovin equation. The sampling method uses stratified random sampling, and there are 59 respondents with eight cluster. The method of analysis is an algorithm with a choice of path analysis schemes. The resampling is the bootstrapping method by using all the original samples in the process. The path diagram shows the latent variable drawn in the form of a circle or ellipse. While the indicators are drawn in the form of a box and asymmetrical relationships are drawn in the direction of a single arrow.

Strategic planning has four indicators: strategic orientation, functional integration, strategic control, and management participation. Strategic transformation consists of four indicators, namely situation awareness, visioning, communication, and institutionalization. Organizational performance is broken down into four indicators: sustainability of the organization, the worth of the personnel, process efficiency, and legitimacy of the organization. The pandemic policy is broken down into six indicators: effectiveness), efficiency), adequacy), equity), responsiveness), and appropriateness. The evaluation of the PLS-SEM model is conducted with the outer or measurement, and inner or structural model. Hypothesis testing between variables uses the bootstrap resampling method.

3. RESEARCH RESULTS

The strategic planning variable is in the average score in the range of 4,627 to 4,780 and is in the category of strongly agree. This shows that the perception of strategic planning is in the very good category. The loading factor has an average score of 4.780 which indicates the comprehensiveness of strategic planning. The strongest factor loading value is 0.977, which means that the organization has a vision and mission, which is communicated effectively and is supported.

Situation Awareness has an average score in the range of 4,712 to 4,814, the category strongly agrees, and the perception is very good. The average value of the strongest loading factor is 4,814 in the current situation, namely the transformation considering national conditions. Meanwhile, the strongest factor loading value is 0.952 in the future situation, namely the transformation is part of the organization's long-term plan.

For Visioning, the average score is in the range of 4,780 to 4,831, in the category of strongly agree, and in the very good category. The average value of the loading factor is 4,831 on outcomes, that is, that the transformation can achieve. Meanwhile, the strongest factor loading value is 0.933 on goals, in the sense that transformation can reach the target.

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For communication, the average value is in the range of 4,461 to 4,678 in the category of strongly agree and in very good perception. The average loading factor of the strongest is 4.678, namely written communication, in the sense that the transformation can be communicated in writing. Meanwhile, the strongest factor loading is 0.933 in nonverbal communication.

The average value of Institutionalization is 4,712 to 4,678, the category is strongly agreed, and the perception is very good. The strongest loading factor and average value is 4,814 on political, in the sense that the transformation considers the developing political aspects. The strongest loading factor value is 0.869 on the political aspect which is adjusted to the situation.

The average value of the policy on the formation of the task force is in the range of 4.31 to 4.69, the category is strongly agreed very well. The average loading factor is 4.69 in the satisfactory category, and the strongest value for factor loading is 0.929 in the sense that the formation of a task force is very useful.

The average score for the large-scale community restriction policy for this pandemic is in the range of 4.42 to 4.63, the category strongly agrees with the perception of being very good. The average value of the loading factor is 4.63, which is the achievement of the implementation of the community restrictions. The strongest loading factor value is 0.95 in the sense that organizational goals are achieved.

For the application of health protocols, the average value is in the range of 4.47 to 4.75, in the category of strongly agree with perception very well. The average loading factor of the strongest is 4.75 in the satisfactory category. The strongest factor loading value is 0.936, which means that the implementation of the Health Protocol Application policy is applied equally to each unit.

Policies in serving the international community, the average score is in the range of 4.49 to 4.69, category strongly agrees, with very good perception. The average value of the strongest loading factor loading factor is 4.69, namely international community services are treated the same for each unit. The strongest value for factor loading of 0.94 is that the service is useful.

The New Normal policy has an average value in the range of 4.41 to 4.71, the category strongly agrees with very good perception. The average loading factor is 4.71 which means the policy is satisfactory. The strongest loading factor value is 0.957, i.e., the costs in New Normal are the same for each unit.

Organizational performance variables, especially sustainability of organization, have an average value in the range of 4.73 to 4.81, in the category of strongly agree and in very good perception. The average loading factor value is 4.8 for creative and innovative, and the strongest loading factor is 0.943 for achieving creativity and innovation in conducting tasks.

For worth of the personnel, the score is in the range of 4.86 to 4.8, the category strongly agrees with the perception very well. The strongest average is 4.86 on personnel is teamwork. The strongest value for factor loading is 0.969, which is strong cooperation between personnel.

For process efficiency, the average value is 4,863, in the category of strongly agree, and. very good perception. The average score of the strongest is 4.83, namely Resource Efficiency, which is efficient in budget and time. The strongest value for factor loading is 0.944, which is the achievement of efficiency.

The average legitimacy of organization is 4.8, in the category of strongly agree, and respondents give very good perceptions. The average score of the strongest is 4.8, namely social value in the sense that the organization has value in conducting its main tasks. The strongest value for factor loading is 0.904 for that value.

For the validity test, all the reflective indicators that make up each latent variable in this study have met the validity, both for convergent validity and discriminant validity (appendix 1). The reliability test results for all reflective indicators also meet the criteria (appendix 2).

The feasibility of the SEM model is stated in table 1.

	R Square	R Square Adjusted	Keterangan
Communication	0.675	0.669	Kuat
Institusionalisation	0.835	0.832	Kuat
Legitimacy of Organization	0.896	0.894	Kuat
Melayani SIM Internasional	0.900	0.898	Kuat
New Normal	0.892	0.890	Kuat
ORGANIZATION PERFORMANCE	0.902	0.892	Kuat
Pembentukan Satgas	0.657	0.651	Moderat
Penerapan PSBB	0.850	0.847	Kuat
Process Efficiency	0.965	0.964	Kuat
Protokol Kesehatan	0.961	0.960	Kuat
Situation Awareness	0.958	0.958	Kuat
Sustainability of Organization	0.967	0.967	Kuat
The Worth of the Personnel	0.891	0.889	Kuat
Visioning	0.909	0.907	Kuat

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Table 1 shows that the values of r square and r squared adjusted are in the strong category, except for the formation of the task force. Thus, the research model is in the feasible category.

The estimated value of the path coefficient between the variables has a significant value obtained by the Bootstrapping procedure. The resulting value is a t -count value which is then compared with a t -table. If the t -count $>$ t -table (1.96) at the significance level (Alpha 5%) then the estimated path coefficient value is significant, as shown in table 2

The resulting effect size is large (Table 3). Strategic planning is able to explain 72.3% of organizational performance, and strategic transformation is able to describe 73.3% of organizational performance. The rest explain other variables that are not in this study.

	R ² Included	R ² Excluded	1-R ² included	f ²	Keterangan
Strategic Planning - Organizational Performance	0.902	0.723	0.098	1.817	Besar
Strategic Transformation - Organizational Performance	0.902	0.733	0.098	1.715	Besar

The relevance of the predictions can be seen in table 4. The value of Q^2 is useful for validating the predictive ability of the model. This model is suitable for endogenous constructs that have reflective indicators.

	Q ²
KEBIJAKAN PANDEMI COVID	0.549
ORGANIZATION PERFORMANCE	0.676
STRATEGIC PLANNING	0.662
STRATEGIC TRANSFORMATION	0.462

The predictive relevance value if $<$ 0 indicates the exogenous latent construct is good as an explanatory variable that is able to predict its exogenous construct. This test is known as the Stone Geisser test (table 5).

The results of the Stone Geisser relevance test show that the Q^2 value for the four variables is less than 0. Thus, the constructs of strategic planning and transformation, and policies are in the fit category in explaining organizational performance.

Based on the results of Goodness of fit, this study concludes that the Strategic Planning, Strategic Transformation, and Covid-19 policy moderating variables can explain 72.85% of the Organizational Performance variable and the remaining 27.15% of other variables.

4. DISCUSSION

This study reveals that strategic planning has a positive effect on organizational performance. This study's results align with Johnsen's (2018) research, although the disclosure methods and research subjects are different. The study discusses the effect of strategic planning and strategic transformation on organizational performance, with the COVID-19 pandemic policy variable being the moderator variable. The study showed that strategic planning positively impacts government performance, and the impact on management performance was limited to the public sector.

Furthermore, George et al. (2019) mentioned that a meta-analysis using 31 empirical studies concluded that strategic planning had a positive, moderate, and significant impact on organizational performance. This meta-analysis study implies that strategic planning is sufficient to describe its impact on organizational performance. The study's conclusion is in line with the research results by researchers that strategic planning positively impacts organizational performance. The difference is that the impact is enormous, positive, and significant.

Concerning the public sector and individual-level unit of analysis, Lee et al. (2018) examined collaborative strategic plans to improve performance in the public sector with service objects for homeless individuals. The study revealed that the existence of a collaborative strategic plan and multiple plan design components increased the number of beds available to homeless individuals in the US. Thus, collaborative strategic planning can improve organizational performance regarding homeless occupancy rates in the United States. In this study, there are two variables, namely collaborative strategic planning, and organizational performance, without examining the existence of moderator variables that strengthen or strengthen organizational performance.

Regarding the public sector research, but also in the private sector, Fadol et al. (2015) concluded that the breadth of strategic planning can strengthen the influence of slack resources on organizational performance. Thus, the breadth of strategic planning is a moderator variable to bridge the influence of slack resources on organizational performance. Researchers place strategic planning as an independent variable on organizational performance in the public sector without discussing the private sector. In

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this study, strategic planning strengthens the influence of public and private sector slack resources on organizational performance. Meanwhile, the researcher concludes that planning in the public sector positively impacts the organizational performance of the Indonesian National Police.

The results of this study indicate a gap in research that discusses strategic planning on organizational performance. In contrast to the research by Johnsen (2018), Lee et al. (2018), Fadol et al. (2015), and the results of this study, Falshaw et al. (2006) suggested that there was no relationship between the formal planning process and the company's subjective performance observed. However, this study examines the relationship, not research, on the impact of formal planning, which means strategic planning on organizational performance is observed. When strategic planning has no relationship with organizational performance, it also means that it has no impact on organizational performance. The study used an organizational analysis unit, while Johnsen (2018), Lee et al. (2018), and Fadol et al. (2015) used an industry analysis unit. Researchers and Falshaw et al. (2006) used the company's unit of analysis, but the results obtained showed significant differences.

Amir & Muathe (2018) analyzed the unit of analysis of the company and concluded that there is a positive relationship between the use of strategic planning and organizational performance in the corporate environment at Unilever Nigeria Plc and May and Baker Nigeria Plc. These results align with the research of researchers who also used organizational analysis units. Thus, both with the organizational unit of analysis and the industry, the results remain consistent that strategic planning and transformation impact organizational performance.

Judging from the strategic transformation variable, Ji Xinguang and Chi (2008) suggested that transformational leadership, organizational culture, and job satisfaction significantly affect organizational performance. This study uses an individual unit of analysis, namely administrative employees who work in social welfare foundations and non-profit organizations in Taiwan. Researchers examined one unit of analysis, while Ji Xinguang and Chi (2008) utilized two units of analysis, namely the individual analysis unit and the non-profit industry analysis unit in Taiwan. In conclusion, the researchers in this study are in line with the research of Ji Xinguang dan Chi (2008), but the researchers analyzed different indicators of the strategic transformation variables, namely situation awareness, vision, communication, and implementation of strategic transformation.

There is a difference between the results of the researcher and the results of the research by Wischnevsky & Damanpour (2006), which showed that organizational transformation has neither a positive nor a negative impact on the company's financial performance. Research results Researchers conclude that strategic transformation positively impacts organizational performance. However, Wischnevsky & Damanpour (2006) presented that organizational performance is limited to financial performance, which means functional financial performance, not overall organizational performance. In other words, functional performance does not always describe corporate performance. On the other hand, corporate performance does not always reflect financial performance. Organizational performance in the public sector, such as the Indonesian National Police, does not focus on financial performance but focuses more on the performance of public services following the vision and mission of the Indonesian Police.

Strategic transformation depends on the environmental situation and execution in the public sphere, which technically is not always the same from time to time. However, the spirit of service remains following the corridors of applicable laws and regulations. Burke & Litwin (1992) suggested that transformational dynamics occur in response to the external environment and directly affect the organization's mission, strategy, leadership, and culture. Structure, systems, management practices, and climate are affected by transactional factors. These transformational and transactional factors influence motivation, which affects organizational performance. In line with the researcher's conclusion in this study that strategic transformation positively impacts organizational performance. However, the indicators analysed, namely situation awareness, vision, communication, and execution of strategic transformation, are different from indicators that reflect strategic transformation (Burke & Litwin, 1992). The results of the research are similar, although the reflection of the measurements is not always the same.

Judging from the moderator variable, namely organizational policies regarding the pandemic, the researcher concludes that the organizational policy in dealing with the pandemic is the policy of the Indonesian Police organization to strengthen the impact of strategic planning and transformation on the performance of the Indonesian Police. The study of Alkalha et al. (2012) concluded that human resource policies are positively and strongly related to organizational performance. In this study, the variable is human resource policy. At the same time, the researcher analyses organizational policies, including policies on forming a Task Force to execute strategic planning and transformation, health protocol policies, and new standard policies in society. The policy is to strengthen organizational performance following strategic planning. In general, strategic policies encourage the achievement of organizational performance, including strategic policies relating to particular policies for human resources.

Elbanna et al. (2016) stated that strategic planning, formal planning, has a strong positive relationship with implementation. When strategic planning and implementation are mediated by managerial involvement, it is revealed that engagement becomes more prominent in the face of stakeholder uncertainty. The research does not go to the extent of discussing organizational performance.

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Nevertheless, at least implementation is a step before the occurrence of organizational performance. The researcher informs that strategy implementation is part of strategic transformation. It indicates that strategic planning and strategic transformation are related, and it is suspected that organizational performance is influenced by the interaction of strategic planning and strategic transformation. However, the researcher analysed that the interaction between the independent variables, namely strategic planning, and strategic transformation, was in the low and insignificant category. Therefore, the research results confirm that the placement of these two variables as independent variables on organizational performance is significant from the perspective of the model built by the researcher.

Alosani et al. (2019) concluded that there is an influence of strategic planning and innovation on the organizational performance of the Dubai Police. Innovation in the context of this research includes the strategic transformation variable in dealing with the COVID-19 pandemic. Thus, the research is in line with this research. However, policy communication to the general public is still in the weak category. It contributes to the dominant weakness in communicating policies to the public in achieving organizational performance.

On a micro basis, regarding government policies concerning the business life of MSMEs, Eniola & Entebang (2015) found a relationship between government policies and the performance of MSME companies. However, this policy has nothing to do with the COVID-19 pandemic. Conceptually, government policies are for achieving organizational performance. Researchers in this study conclude that government policies strengthen the influence of strategic planning and its transformation on the performance of the Indonesian National Police in dealing with the Covid-19 pandemic. Likewise, Wun (2019) stated that strategic planning impacts organizational performance in microfinance organizations with a focus on marketing orientation, customer satisfaction, employee performance, and organizational growth.

Nunes et al. (2021) highlight the transformational leadership of top managers and facilitate the emergence of contextual ambidexterity, which then raises its influence on organizational performance. When put into the context of this research, leadership is in the realm of strategic transformation by highlighting the role of humans in achieving organizational performance. Thus, the highlight of Nunes et al. (2021) is in the context of the role of humans in transforming strategies for organizational performance.

However, Adan & Muathe (2018), if leadership is not qualified in organizational settings, it will harm performance. Furthermore, this unqualified leadership causes stagnation in organizational operations, leading to organizational goals that increase organizational performance. Thus, strategic transformation by involving leadership qualities will have an impact on organizational performance. It is different with the results of research by Kiprono et al. (2017) which concludes that changes in technology and leadership allow companies to improve their performance. Thus, in transforming strategic planning, there is an element of the human role, namely leadership, and an element of a tool, namely technology.

The model concept suggested in this study has two novel aspects, namely the influence of the covid-19 policy as a moderator variable on the strategic planning relationship on the performance of the organization, and the influence of the covid-19 policy as a moderator variable on the strategic transformation relationship on the organizational performance. The occurrence of a research gap in the results of research that has been done, researchers are motivated to evaluate the hypothesis again. The general purpose of this research is to provide views and findings about the importance of planning and organizational transformation aspects in improving the organizational performance of the National Police.

Based on the phenomena mentioned above, the researcher views that the organizational performance factor of the Police is still not in line with expectations, so organizational performance becomes the dependent variable. In addition, the researcher sees that the strategic planning and organizational transformation factors are the determining factors that lead to the achievement of organizational performance. However, the study's results confirm that government policies in dealing with the pandemic can strengthen the influence of strategic planning and transformation on the performance of the Indonesian National Police. The study's results also show that the two independent variables are the determining factors for achieving organizational performance. After the Covid-19 policy was dynamic, it strengthened the influence of strategic planning and transformation on the performance of the Indonesian Police. The weakest factor in achieving organizational performance is the Government's communication about its implementation in the community.

CONCLUSIONS

The Covid-19 pandemic came suddenly and proceeded very quickly. However, strategic planning that is prepared dynamically can positively impact organizational performance. Furthermore, the strategic transformation has a positive impact on organizational performance. In transforming the strategy, it is necessary to have internal and external communication on an intense and

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continuous basis. The result is that communication can realize good organizational performance. However, this communication is a weak point in transforming strategy into organizational performance because the scope of communication is broad and diverse. This study also concludes that dynamic policies can strengthen the influence of strategic planning on organizational performance. This policy focuses on efficiency, adequacy, equity, responsiveness, and policy accuracy. Concerning strategic transformation, the study's results show the same conclusion: policies can dynamically strengthen strategy execution on organizational performance. This impact is inseparable from collaborative, creative, and innovative leadership. This study does not look at the vertical perspective, namely the Presidential Institution as the superior of the bureaucracy, the community directly affected by the pandemic, the global environmental perspective, and the interrelated social, economic, and environmental impacts. This study confirms that organizational performance is about the goodwill, vision, and mission of the organization in dealing with the pandemic instantly. The accuracy of dynamic strategies and policies is the key to organizational success. Conceptually and empirically, strategic transformation is an essential, challenging, and inspiring process in realizing the organization's vision and mission. More detailed research implies that communication, the role of humans, and collaboration are crucial in managing extraordinary events.

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