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by Asmaria Asmaria

ALLIGNMENT STRATEGIC MODEL AND CHANGE MANAJEMEN IN HIGHER EDUCATION BASED ON ELECTRONIC SYSTEM
(Studycase Private Colleges In Indonesia)

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Abstract

The change management in higher education governance is able to adapt into a global change of businesses and sustainable technologies. This study aims to assess the empowerment profile-based on the change management governance quality. This research uses quantitative method to collecting data and documentation by triangulation technique to determine the main factors of quality policy, mechanism of reference preparation theory to fit theoretical reference and quality guarantee. The results show that there are changes of quality based on the governance management because of the main factor or the quality target indicators.

Hopely this research can give theorytical and practice contribution,and to examine the previous theory about change management, strategic relevancy and empowerment model through higher education performance improvement to reach excellent competitive of higer education. On the other hand,practically this research can measure how far the model can increase alligment strategic in improving empowerment of higher education by utilizing of using information system resources.

Keywords : Empowerment, Management Change, Tecknology And Strategic Alignment

1. INTRODUCTION

The important role of private higer education are alignment strategic and empowerment in order to maintain a business by doing change management. Change management is business process which is held by higher education to optimalize and to execute the higher education by having highest competitive through optimalizing strategic by management promotion and imformation system strategy & bussiness strategy. Strategic Alignment (E-Strategic Alignment) means willingness of virtual stakeholder to access website intensly or to consider to buy everything from that website. , Nofie Iman VK dan Jogiyanto HM, (2006).The main scheme to be made from modele e-strategic alignment are (1) Information Systems Strategy, and (2) Bussiness Strategy, while Change Management through: (a) e-empowerment, (b) Shared vision in quality partner, (c) Quality improvement strategy through PDCA cycle of Privat higher education.The gap between the

concept should be made by doing empirically
and fenomenon good covernance education.

Based on the Higher Education Quality,there are three important variable to be resistor in implementing strategic alignment in private higher education: (1) Information Systems Strategy & Business Strategy, (2) Change Management (Shared vision in quality partner; Quality improvement strategy through PDCA Cycle; Technology, dan (3) empowerment The resistors in this case are:

Information Systems Strategy & Business Strategy.

The alligement of information tecnology and Strategy of business process in higher education are already become main problem since long time ago. A business Strategy is a mean how to make the difference in conducting their business using different strategy with others. The basic reason about alligement is caused by having different with other higher education supported by using different information technology (IT)too. The development strategy of information technology should have the alligement of business strategy which is done by higher education.In implementing the information technology allignment should have consider the aim of business strategy, communication,commitment and integration from each funtion in the company. Enterprise Architecture is used as a blue print from the design of infrastrukture system information agar to fulfil the requierment of business activity. The changing of environment business are needed to appraise between alligement of information technology and business strategy periodically. The role of information technology are needed in all parts even also in higher education nowdays in facing the big callenge in manifasting the goals and carrying out business strategy which has already formulated. Providing all information are the role to be successful and information technology is basic tools to implemented business strategy. An organisation that has already adopted information technology in carrying out his business and using information technology as enabler to create all new informations supported by information technology. Some of higher education have already used information technology or (IT) in carrying out their daily activities efectively. There are also some of higher education use IT as anabler to find and to create new opportunities which can not be done without using IT,futhermore an IT is used as new strategy to manage all functions in organitations. The role of IT in organisation is also can influenced the allignment happened in organisation. The role of information technology is also can be influenced in developing portofolio application done by higher education. The change management is an effort to manage as effect of changing; thats why higher education must do good manajement and knowing the strategy of

changing base on standard of the organisation. The effort to reach that standard in improving the quality of higher education is focused on improvement of alumny competence through three main factors such as process, content,and resources.So base on that above,to have good and qualified higher education are needed the appropriete change strategy due to the process of changes,content and resources. Those changes can be implemented by some approach such as Shared vision in quality partner dan Quality improvement strategy through PDCA Cycle. Through these approach can be done by making and implementing theoritical references of change manajemen. Other approach to find suitable theory by implementing qualified standard followed by reviewing toward finding and reference complete theory as a policy strategy approach which can be observed comprehensively.

The alligement and changes management using empowerment of human resourses are solution toward quality assurance in adjusting the prosedure given by manager in arranging financial resourses and also human resources
A College that conducts the adjustment adaptation, and responds to the civilization challenge by designing, planning, and ensuring the quality, is a college that commits to win the global competition. Transformation of College role because of globalization effect, resource scarcity, rapid and fast development of science and technology,

and entrepreneurial culture [1]. Quality design in Indonesia is regulated through government regulations no. 19 of 2005 about National Standard of Education in purpose to ensure national education quality to educate the nations and to build national dignified character.

Higher education quality together with other colleges might construct a quality guarantee foundation of colleges in order to take responsible of achievement of quality. Privat higher education quality indonesia is one of the biggest colleges in Indonesia that is chosen to be an object in this research. According to the visions, privat higher education quality has commitment of leadership and all of the faculty member (civitas academica) to give quality education service based on tha customer standard requirements, stakeholder, college regulation, supervise, measure, and continuously increase toward the quality management system. Aspects of concern in order to enhance the quality are policy of education, research and community service. The expected quality performance is related to quality indicators that have not optimal yet, and this is noticeable by quality handling in privat higher education quality, it can be seen through privat higher education quality visions and missions, to reach academic excellence nationally and internationally and to become a world famous university in 2023. The relation of quality performance is linked to 7 quality targets in quality policy, but there is no integration among the relation. It is not included the citation

indexes yet, the quality performance is not reach yet, and the weaknesses in quality policies. Pemberdayaan (empowerment) SDM.

LITERATURE REVIEW

Strategic alignment itself (*alignment*) from the word "strategi" (*strategy*). *Alignment means "co-ordination"* can be reach by using *content linkage*, refers to consistency between business plan and planning system and information technology improving after,together or before making business plan, *personnel linkage*, refers to different participant in charge presentage in planning in the area of information system and business. *Strategy* means *objectives*, "*plan*" atau "*planning*".

According to Premkumar dan King, in Nofie Iman VK dan Jogiyanto HM, (2006) Alligement strategic is *linkage* between *information systems planning-business planning alignment*. Ideally, business planing and information systems planning-product function or cooperete planning function as well as inter- coopererate through one or more business strategy by direct mapping strategy system information toward one or more business strategy in context to maximile the benefit of organisation

(Calhoun & Lederer, 1990). By allignment between information systems planning – business planning, resources information will be supported the aim of business and get benefit and also get opportunities to utilize information strategy (Premkumar & King, 1991). Therefore improving empowerment and competetive can be reached and impact to the development and sustainability of the bank. Empowerment offers an empowerment model that can be developed in an organization to ensure the successful process of empowerment in an organization.[2] The empowerment Models are 1) Desire, 2) Trust, 3) Confident, 4) Credibility, 5) Accountability, and 6) Communication.

Organization change management is linked to phase series. He said that model design of change management is 'Kotter's Model of Change' arranged by the steps to lead organization change, these steps are: emphasize the need for change, create steering coalition, develop vision and strategy, communicate vision change, strengthen the wider action, collect the short term changes, combine the achievement and the result for the next change, and embed new approach in organization culture.[4]

Quality is the main factor in college change. Quality is not only reaching the client expectation, but also the effort to reach the client expectation is not approaching by the same way, but in varies and controllable. Edward Sallis

said that quality can be used as absolute and also relative concept toward the quality to make high level goods or service and cannot be rivaled by the others because of the perfection, attribute for the users, and give different value according to the state of the users. [5]
College Quality. College quality is purposed to make different benefit constituents to interpret quality as the expertise of the graduate that will make the graduates got a good job and high income. [6]
Five quality approaches about the college are: 1) exceptional; 2) perfection; 3) fitness for purpose; 4) value for money; and 5) transformative. Garvin, in Siklos Balazs (2007), grouped the quality concept into 5 classification, those are: Transcendet; 2) product-based definition; 3) user-based definition; 4) manufacturing-based definition, and; 5) value-based definition. [7]

Kult Lewin, (2008),The first expert in organisation,introduce three steps in change management,they are : (1) unfreezing; (2) changing; and (3) refreezing. All those changes predicted will be suitable with the conditions of private higher education nowdays.

RESEARCH METHODOLOGY
Research Methods
Research Method of the Triangular research. Data: Private Higher Education in South of Sumatra-Indonesia; Samples: 5 private institutions from 15 Research and Develpment Institutions.This research is descriptive research and development that is qualitative and quantitative.
Data collecting methods are:
Literature Review: Literature review is done to study about the empowerment model of management change of governance in Indonesia. This study is wide because of the distinguished colleges in province of Lampung is spread throughout the region.
Interview: Data collecting about the problems of profile and superiority of each college and spread the questionnaires and also focus group discussion (FGD) to the education expert. While indicator design of quality performance of this research is include in five groups, there are: (1) education, (2) expert service, (3) human resources, (4) student, (5) quality of management service.

RESULT AND DISCUSSION
Finding Research Model
Effective model of alligement are Model E-Strategic Alignment": (1) Information Systems Strategy, and (2) Business Strategy. Allignment information technology and business strategy is already wellknown activity, but it is hard to implement cause of basic business strategy always change. IT is used to improve the advantage of organisation.

Business strategy is doing different activities to give better position strategies

from competitors; its needed planning of IT to be enabler toward business strategy. The role of IT can be devided into three functions such as operasional resources, strategy resources, and weapon strategy . Different role of IT in organisation tends to give different allignment . The role of IT as strategy resources will be suitable with business strategy wich is carrying out.

In alligning IT and businiss strategy needs to be aware and focus on the goal that has been decided clearly, commitment, communication, and integration from all functions in organisation. Enterprise Architecture is also needed as blue print to be infrastructure system of IT as well as business strategy is carrying out.The process of allignment need to be done priodically to ensure that using IT always appropriate with the strategy cause the strategy itself always change and not static.

Al-Moosa, Nada Husain, en Nancy Sharts-Hopko (2017), Results: Four main themes emerged:, the effect of change, management of change, the effect of transition, and management of transition. Findings indicated that change towards upgrading the current health education institutions to a college had a positive impact on participants, however, the absence of a clear vision and change management strategy resulted in adverse psychological impact on participants in the journey towards implementing this change. Feelings of mistrust due to lack of systematic communication regarding the proposed change was also expressed by all participants. Conclusion: change management plays a vital role in ensuring the quality of the end product and moving the organization towards the desired goal; specifically, the people side of change is a main driver for successful change management planning.

Karen V. Pincus a, David E. Stout b, James E. Sorensen c , Kevin D. Stocks d , Raef A. Lawson. (2017), technology advances have transformed academic research and publishing, and have been incorporated into familiar ways of teaching. However, as yet, they have not significantly changed either what we teach (curriculum) or how we teach (pedagogy); changes in these areas may accompany future financial models. We provide examples of institutional responses to date and discuss the importance of strategic planning. Part II of this paper considers the implications for accounting academia. We report the results of a survey of accounting program leaders, including examples of recent curricular and faculty (staffing) changes.

The results are contained of 2 main parts; there are research discovery, and discussion of the result. Discovery of this research is the achievement of quality guarantee change that showed by quality target achievement from implementation of quality policy (table 1). Discussion is about the method. Quality concept in College describe as follows:

Design of quality policy as an effort to reach the purpose, vision and missions. The effort to reach the college purposes, vision, and missions is refers to a concept of change management research (Kult Lewin, 2008). The change is planned in three phase, 1) unfreezing; 2) changing; and 3) re-freezing.

Howard Fleishon, MDa , Lawrence R. Muroff, MDb , Sumir S. Patel, MDa (2017), Change management refers to the research, science, and tools that prepare, equip, and enable individuals to adopt transformation successfully. Implementation of this discipline involves familiarity with an organization's culture, people, and structure. Several frameworks exist within which radiologists can successfully apply these concepts. With changes occurring within health care and within the field of radiology itself, it will be increasingly important for radiologists to familiarize themselves with and adopt the principles of change management in their practices. Change management refers to the research, science, and tools that prepare, equip, and enable individuals to adopt transformation successfully. Implementation of this discipline involves familiarity with an organization's culture, people, and structure. Several frameworks exist within which radiologists can successfully apply these concepts. With changes occurring within health care and within the field of radiology itself, it will be increasingly important for radiologists to familiarize themselves with and adopt the principles of change management in their practices.

Phases of Quality Policy Implementation. There are several phases in quality policy implementation (Kult Lewin, 2008), unfreezing, changing, and re-freezing. Each phase is include of several stage as follow : unfreezing, changing, and Re-freezing. The main factor in this quality-based change management is the partner who would share about vision in quality. After the implementation of quality policy, there are several significant change, (a) direct to shared vision in quality through targeted quality indicators; and (b) direct to cohesiveness and synergy in team work of expert group; (c) continuous quality improvement through PDCA cycle. Quality management focuses on structure, PDCA, and Shared Vision to increase strategy partially, and priority in education (teaching) and focus on quality achievement before (based on evaluation).

Based on the result of the research indicated that main factors in change management in managing private higher education are developed through strategy steps such as Empowerment model, 2. Shared Vision, dan 3. Improving strategy,Sustainable improvement strategy by having cycle Plan, Do, Check And Act (PDCA), and 4. Technology.

- Empowerment Model

Before quality policy implementation: Teaching method is not centered at the student, empowerment effort help the lecturers to improve their capability in education; there is no supporting system yet to encourage lecturers in research,

knowledge improvement, experience, research publication and scientific journal, participation in seminars of scientific meetings, research collaboration with various parties, communication to researchers, and the outstanding lecturers awards; yet awakening of community which is reflected by explanation about the community service by college and why the community service should be conduct. Training for the lecturers about community service, describe about the policy, rule/regulation about community service and the available chance and how to propose the community service, and reward for the outstanding lecturer/student in community service. After quality policy implementation: Problem-solving based leaning model and centered in student; research atmosphere is built and e-governance in community service and model of reward system to outstanding researcher and punishment for passive lecturers.

- Shared vision in quality partner

Orang-orang yang bersediaberbagi vision atau nilai tentang mutu perubahan (Shared vision in change quality partner). **Before quality policy implementation:** The lack of shared vision in quality; tend to make sense of something by individual interpretation and undirected; Tend to accentuate individual interest. **After quality policy implementation:** Leads to shared vision in quality through the quality field and directed quality indicators; Leads to cohesiveness and synergy in expert group team work.

- Quality Improvement Strategy Through PDCA Cycle

Before quality policy implementation: Partial strategy improvement, accentuate the education field, and focus on prior quality achievement (based on evaluation and experience). After quality policy implementation: Continuous quality improvement oriented and integrated, and can be measured (based on planning and purpose).

- Technology

Before quality policy implementation: (1) Technology based information system implemented to academic affair, human resource, tuition fee, and asset information; and (2) and Yet updating the website. After quality policy implementation: (1) Information resource unit have a role to encourage and to assist the development of higher privat education as center of knowledge and community based on information technology; and (2) Service quality management based on ICT about student grade, tuition fee access, research and community service, new student registration, and library and also society service.

Analisis and discussion of new model
Model E-strategic alignment are: (1) information systems strategy, and (2) business strategy. allignment strategy which is the integration of all and has ideal relationship due to maximile the benefit of organisation include

education. In other words,improving manpower and excelent competetive can be reached, so education will be able to developed and also exsist in this highest competetive. Analisys from previous research is main factors deal with effective of change manajemen in private higher education. The steps of changing built based on policy such as (1) empowerment; (2) shared vision, dan (3) improving sustainability of strategy through PDCA cycle

Empowerment model of human resource

Quality structure: New structure involvement support the strategy of quality policy implementation of higher education privat will produce two changes (1) spreading of authority, (2) formulation level in position addition. Empowerment supports the employees to participate and involve in organization activity.

Empowerment model of human resource in college in case to improve lecturers' ability in education and teaching, research and community service through empowerment; desire, trust, confident, credibility, accountability, communication, and participate by ability, will, and chance. Implementation model in college based on delegation of management and involving the worker; conduct the empowerment by build trust cross-management; important job delegation to employee, big idea and recommendation from employee, expand job and build network inter-department, and provide job instruction schedule to encourage a good completion; seeing

employee as a strategic partner, target improvement in all job, introduction of individual initiative to do change through participation, solving different problem to define target and priority; using training path to evaluate employee's performance, giving clear task and criteria, involving employee in determine standard and criteria, suggest for help to the employees to finish their job, taking the time to get information and open discuss about various problem, and making chance for cross-training; increasing proud or disappoint on success college over all, and not only proud or disappoint to job itself. Human resource empowerment expects compatible human resource through participation of ability, will and chance.

Shared Vision.

Dimensi shared vision is componen which is belongs to tigh of human resourses component refers to behaviour changes and have collaboration culture in doing activities.All of the human resources change are involved in all sides by giving motivation,giving arrangement,and toaccomodate all interest etc.Deals with this research,shared vision means as the steps of change that showed by indicator as a piece of the goals which have decided in changing of quality.

Shared vision in quality partner. People: the main factor of quality based management change before implementation of quality policy (a) the lack of shared vision in quality, tend to define quality through individual

interpretation, undirected, (b) tending to accentuate individual interests.

Based on the above explanation, shared vision is done by private higher education means as a basic of agreement to use the quality and the indicator that has been built to all study program in their faculty. This develpoment as a focus toward shared vision as the substitution main factor in human resourses change in private higher education.

Sustainability strategy through PDCA cycle

Effort of continuous quality improvement, development path and quality development implementation in privat higher education follow the chart cycle also known as PDCA cycle. The research show that the main factor of quality policy implementation include: quality structure, empowerment, partner of quality shared value, and quality improvement strategy through PDCA cycle and technology. There is a significant change of before and after quality policy implementation such as in the previous quality structure, quality accomplishment is hold under the authority of vice rector of academic, after implementation, quality accomplishment is hold by the authority of rector; empowerment change on problem solving based learning, and student-centered method; built an atmosphere of research and community service based on e-governance and also reward system model to the outstanding lecturers and punishment to the passive lecturers;

direction reference according to shared vision about quality through field and indicators of quality; direct to cohesiveness and synergy in expert group teamwork; quality improvement through PDCA cycle oriented by continuous quality improvement, integrated and measurable (based on planning and purpose); and information source unit strengthen and help in development of knowledge center and community based on information technology; ICT-based quality management service in grade service, tuition fee, research and community service access, student registration, library, and society service. The strategy to be continuous improvement of PDCA formulate to give quality change dimension in higher education sustainability by PDCA cycle. The dimension as bring down of changing cause of implementing PDCA factors deals with degree of changes through PDCA cycle. There are five changes after having policy in quality assesment as effective finding by using PDCA cycle such as ,1. shared vision, 2) strategy vision, 3) structure on improvement internal policy standard of quality assurance (SPMI) ,gugus mutu (GKM) 4) Main factor of Shared Vision use dimension system information base on technology efective indicator, and the 5) to distribute the result of affective assesment implemention become real quality as an effort to built the trust, supporting optimalization value base on information technology.

The reason of change manajemen in higher education such as; (1) strategy of PDCA has already established in operational procedure policy which has been done to improve the sustainablity. (2) PDCA cycle basicly has already have or done through study program,eventhough has not well organised. Based on the explanation above,the management of higher education pressure on the priority of change management base on empowerment,PDCA and shared vision together with change manajemen Based on that explanation, manajement in private higher education emphasise on change manajemen priority base on empowerment,PDCA,and shared vission together with manajemen base on electronic system systimatically as a main factors.

The effort of relevancy change due to PDCA cycle that has mentioned above is the qualified policy to increase the quality base on level of change which have decided in each qualified indicator related to section that have correlated with the user of private higher education,that is why PDCA always attend especially in the process of changing.Due to sustainability improvement through PDCA,the ideal strategy to be imfroved in higher education level is change manajemen base on information system (online) that human resources share the vission,strategy to increase the quality base on electronic system through siklus PDCA and excecutive summary(dashboard) academic information technology.

Technology
According to after implementation of quality policy direction changes into a) information source unit is take more role to strengthen to help private higher education development as center of knowledge and community based on information technology, and b) management of quality service based on ICT in service of grade, tuition fee, research and community service, new student registration and library and society.

Generally all higher education classify the information needed into similar sub-system information with the different name.Sub-system information such as1. Academic administration,2. E-Learning, 3. Library Manajemen,4.Research and Publication,5.Budgeting, Finance and Accounting, 6.Human Resource Manajemen,Fixed Aset, and Room Manajemen and 8.Office Administration Manajemen.And also the use of multimedia as a tool to communicate and learning as a part of system (Pasharibu et al.2015).

There are four things that should be consider to apply the allignment ,1.clear direction,2 commitment, 3. communication,4. Integrated from all functions.Direction to develop from all strategy use for short and long term in organisation. Developing business

strategy should be done together. Commitment deals with supporting all manajer in organisation. In developing organisation strategy done by business manajer together with all manajer to make sure all priority of organisation are already clear. Communication among section are really important to allign business strategy and information technology. Clear communication started from the expectation and the goals deals with the allignment.To communicate about strategy,hopes to all staffs should be done systimatically. To do business integration and information technology,the separation of each section should be minimise. Technology use to give added value to reach the business strategy which already decided. Finally there are managemen structure higher education allignment in organisation. Due to information system in higher education,so the technology should be developed is design application prototype.academic model which format given by government. Basicly system information model is developed model base on the higher education needs and develop in software refers to each internal caracter of higher education itself. Exploration in understanding and deep comfirmation about the needs with business process in higher education started from E-learning,Digital library, and Portopolio E-resources and Publication have main priority to be built.,and it is hope have added value of higher education itself and can spread global networking.

Evaluation The Result Of Quality Policy Implementation

The result of exploration in developing application of academic portopolio,resourses, and integration institusion with central datas can be accomadate all unit in private higher education.The appication which has been built can be applied in private higher education cause has characteristics and complexity with the same cases. The use of application from digital information system can increase academic quality deals with the stakeholders needs and it become excellent competetive and has added value to acsess.

Based on the assesment by Quality Assurance unit of private higher education in Indonesia, can be concluded that the achieved results are suit the purpose of quality improvement program by comparing with specific benchmark. Benchmarking in higher education is used to reach target tobe world Class University. Refers to Lavin, et al (2012), about 4 criterias to be world class privat higher education in Indonesia, with several improvement based on quality policy implementation, will get acknowledgement as world class university in through proper strategy and action.

Formerly status student just as protégé or disciple and then changed to be learners, so in new paradigm of higher education management, role and status of student now change to be client of the college. It means, in new paradigm, as client, student

together the society and other users are party that has to be satisfied by college. Based on finding above,so this application is built to show for 5 important aspect Such as Here is described paradigm link and discovery according to quality target, i.e: (1) Education aspect. This aspect encourages and facilitate department to set and evaluate curriculum, learning and academic atmosphere according to education model on external standard. (2) Research aspect. Research aspect is refer to regulations' components standardization; work program of research center, research (planning, action, control, report, and evaluation); (3) Group of expert service and community service. Standardization of regulations' components in a work community program service center; and program execution; publication of research and community service result; tools; and administration of information system. (4) Group of human resource. The requirements are 1) regulation 2) leadership 3) lecturer 4) Academic support staff (5) Group of student affair, include (a) average satisfaction level on service of student center in scale 1-4, (b) ratio of bright team of student in national or international competition, and (c) ratio amount of outstanding student and scholarship in bachelor degree each year. Generally all target which have already planning has not provided yet it become the next target.Searching through yearly report or communication between sections in higher education that have not sosialized effectively as the next project

to arrange work planning and also budgeting.While qualified indicator refers to second return has not defined clearly and can not measure and evaluate will be recommended in the next period.

Conclusion

Change management plays a vital role in ensuring the quality of the end product and moving the organization towards the desired goal; specifically, the people side of change is a main driver for successful change management planning.

Step of implementation of qualified policy base on information system(online) is A change that has been plan started from searching of new value and allow to take away unappropriate policy in order to built teamwork and intensive socialisation to minimize the opponent toward new value,making the step of change refers to sustainability quality improvemnt by using PDCA together with shared vission base online system and strengthen internal quality and unit of quality assurance and empower the role of the expert.

Basic changes in private higher education to reach quality standard such as shared vision; strategy of continous sustainability through PDCA; empower human resources,; information technology through ecxecutive dasboard academic summary .

Evaluation approach showed that from some finding and analysis in private higher education does not implement new policy, they can not compete;otherwise increasing the quality by change manajemen using information technology can develop that private higher education to be world class establishment.

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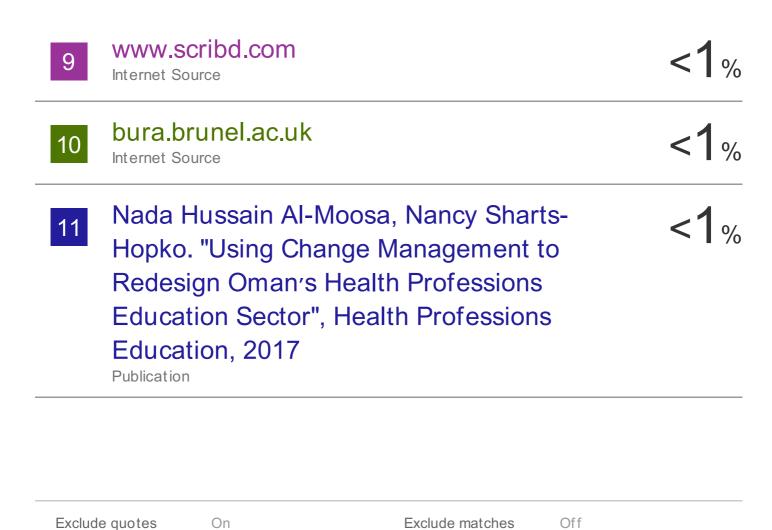
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