

Improving Institutional Performance of Study Program Based on Knowledge Management Roles and Academic Information System Mediated by Strategic Planning

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Abstract - The purpose of this study is to figure out the influences of knowledge management roles and academic information system on institutional performance of Study Program mediated by strategic planning. The population of this study is of all department/Study Program heads of Universitas Negeri Semarang. The conclusions of this study prove that the better the roles of knowledge management and academic information system, the better the supports of strategic plan designing and the better the supports of strategic plan designing, the better the institutional performance. Suggestions upon the results of this study related to the strategic plan designing are Study Program heads should organize knowledge management, in the form of information by using literatures / guidelines as information resources and due to managerial system innovation activities, Study Program heads should direct subordinates to optimize the use of information technology (computerization) as the working media.

Keywords - Knowledge Management, Institutional Performance, Strategic Planning, Academic Information System

I. INTRODUCTION

Strategic planning is activities performed by a leader or organizational party to design a strategic planning (renstra) as a systematic reference to be effectively and efficiently implemented, especially in the era of which is full of public/community demands and increasingly tight competitions [1]. In a research conducted by Kasim, it is proven that the appropriate strategic planning may become superior activities to create opportunities in improving organizational performance. Knowledge empowerment or known as knowledge management is actually about how people from different places start talking each other and learning to improve the organizational performance that results in competitive advantages to face global competitions [2]. Meanwhile, according to [3] knowledge management is a series of processes transforming data and information into useful knowledge for various organizational interests. Similarly, [4] explains that knowledge management is a process which may help organizations to select, find, organize, and estimate the critical information and specialties to run the activities. The processes include creation, acquisition, storage, sharing and knowledge use related to opportunities and challenges of external

environment faced by the organization. Studies examining knowledge management provide contributions to support the strategic plan designing to produce the expected performance as conducted by [5] resulting that knowledge management has positive and significant influence upon strategic planning and company performance. In the contrary, a research conducted by [6] proves that knowledge management has no significant influence upon the supports of strategic planning and company performance.

II. LITERATURE REVIEWS

In general, academic information system may help organizational operations at each level based on non-price factors competition such as quality, responsiveness, and reliability which become one key success factor of the organizational/company performance [7]. Strategy is an important process in handling various company critical activities and facing the future conditions which tend to be uncertain and unpredictable. With a strategy, it means a company is trying to go deeper into its potential to maximize the end-results which are expected to achieve and simultaneously improve its abilities to adapt with the rapid environmental changes [8]. Academic information system is explained as a long-term activity plan which may provide values or advantages made by a company to achieve the goals [9]. Academic information system as a strong foundation to the strategic plan designing may be performed as supported by various methods or approaches, such as product/service innovations that the resulted products or services may effectively and efficiently help the company operations to meet the market/public needs. Innovation process in which innovation performed emphasizes more on new methods in company operations by making new technologies or developing the existing technologies, as well as managerial system innovation in which innovation is systematically and clearly designed by managers as leaders to achieve the company performance.

The implications of leadership roles in utilizing and managing knowledge as well as implementing academic information system may provide positive contributions to organizational performance through the appropriate and accurate strategic planning as a benchmark to determine target achievement to be realized that recently become obstacles including Human Resource competences as the decision maker. Competence problems include understanding and limited leadership abilities in managing knowledge as information sources and decision making support devices.

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By looking at the relationship between research variables and the supporting underlying theories, the research hypotheses may be formulated as follows:

H1: Knowledge management has positive and significant influence on strategic planning.

H2: Academic information system has positive and significant influence on strategic planning.

H3: Knowledge management has positive and significant influence on Study Program institutional performance.

H4: Academic information system has positive and significant influence on Study Program institutional performance.

H5: Knowledge management influences Study Program institutional performance

through strategic planning.

H6: Study Program academic information system influences institutional performance through strategic planning.

The relationship between research variables may be illustrated in a research model as in Fig. 1 below:

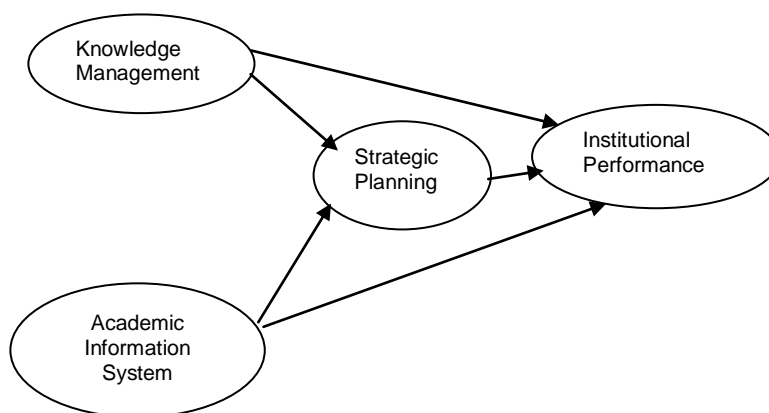


Fig. 1 Research Model

III. RESEARCH METHODOLOGY

The population used in this study is all leaders of the existing departments or Study Programs of Semarang State University with a total of 53 people. The saturated sampling technique is conducted as the total population is less than 100 people that all of those is considered as the samples of this study.

The variables used in this study include knowledge management variable (X1) with 4 developed indicators, such as acquiring, storing, sharing, and using knowledge. Academic information system variable (X2) uses three indicators, such as innovation in services, processes and managerial system. Similarly, the mediating variable of strategic planning (Z) uses three indicators, such as determining formula, implementation, as well as evaluation and control of strategy. Meanwhile, institutional performance variable (Y) is established through four indicators, such as quality, autonomy, accountability, and operational processes.

IV. CONCLUSION

From the research results and discussions, it can be concluded that Knowledge management has positive and significant influence upon strategic planning. It means

that the better the roles of knowledge management, the better the strategic planning or otherwise. Similarly, academic information system also has positive and significant influence upon strategic planning. It means that the better the academic information system is performed, the better the strategic planning is designed.

Knowledge management has positive and significant influence upon institutional performance. It means that the better the knowledge management, the better the roles of institutional performance. Similarly, strategic innovation also has positive and significant influence upon institutional performance. It means that the better academic information system are performed the better the institutional performance or otherwise, if academic information system is not quite good then the institutional performance is also not quite good.

It is proven that strategic planning may mediate the influence of knowledge management and academic information system upon institutional performance. It means that strategic planning may be considered as a mediating variable to strengthen the influence of knowledge management and academic information system upon institutional performance.

The managerial implications related to institutional performance are that institutional (Department/Study Program) heads should maintain factors which have supporting contribution to the improvement of institutional performance, such as factors of knowledge management, and academic information system as foundation to design an effective strategic planning. Knowledge management may be performed by considering the use of other literature sources, such as central performance and faculty performance reports as well as rules on designing procedures of strategic planning.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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