

RINGKASAN

Analisis Intensitas Informasi, Keterlibatan Manajer Sistem Teknologi Informasi dan Manajer Bisnis Serta Pengaruhnya Terhadap Keselarasan Strategik dan Kinerja Bisnis Perusahaan (Studi Pada Perusahaan Manufaktur Besar yang Bersertifikasi ISO di Jawa Timur)

Pemanfaatan sistem teknologi informasi (STI) oleh perusahaan untuk memperoleh daya saing guna mencapai kinerja bisnis perusahaan sudah dilakukan perusahaan manufaktur di Indonesia. Hal ini terlihat dari belanja TI perusahaan manufaktur Indonesia terus meningkat dari tahun ke tahun. Banyak penelitian yang telah membuktikan adanya pengaruh positif STI terhadap kinerja bisnis perusahaan. Namun terdapat beberapa studi yang menemukan kegagalan penggunaan STI dalam meningkatkan kinerja bisnis perusahaan.

Untuk menjamin keberhasilan penerapan STI dalam meningkatkan kinerja bisnis, maka strategi STI tidak boleh berjalan sendiri, tapi harus diselaraskan dengan strategi bisnis yang disebut dengan keselarasan strategik. Sayangnya terdapat berbagai hambatan dalam upaya mewujudkan keselarasan strategik. Ketidaksielarasan strategik mengakibatkan STI tidak dapat mendukung penerapan strategi bisnis perusahaan sehingga hanya dianggap beban bukan sebagai *enabler* terciptanya strategi bisnis baru perusahaan.

Beberapa studi menunjukkan bahwa keselarasan strategik dapat dicapai melalui peningkatan komunikasi, koordinasi dan diskusi antara manajer STI dan manajer bisnis. Frekuensi komunikasi keduanya dapat meningkatkan pemahaman manajer STI akan strategi bisnis dan pemahaman manajer bisnis akan strategi STI. Dan untuk meningkatkan komunikasi manajer STI dan manajer bisnis, dibutuhkan keterlibatan mereka dalam perencanaan strategik perusahaan.

Manajer bisnis sering dihadapkan pada pengambilan keputusan strategik yang cepat dan tepat. Untuk itu manajer bisnis secara intensif atau terus menerus harus di-*update* dengan informasi rantai nilai yang terbaru dan akurat sesuai perkembangan yang terjadi pada lingkungan bisnis. Intensitas informasi rantai nilai berdampak pada peningkatan pemahaman manajer bisnis akan peran potensial sistem teknologi informasi dalam memproses data untuk menghasilkan informasi yang akurat, relevan dan tepat waktu. Sedangkan bagi manajer STI, intensitas informasi berguna untuk mengevaluasi sejauh mana STI telah berhasil mendukung pengambilan keputusan strategik para manajer bisnis. Oleh karena itu intensitas informasi dapat meningkatkan kesadaran manajer STI dan manajer bisnis untuk terlibat dalam perencanaan strategik.

Isu utama penelitian ini mempertanyakan apakah intensitas informasi memengaruhi keterlibatan manajer STI dan manajer bisnis serta pengaruhnya terhadap keselarasan strategik perusahaan, dan untuk mengetahui apakah tingkat keselarasan strategik tersebut memengaruhi kinerja bisnis perusahaan manufaktur besar yang bersertifikasi ISO 9001:2000 di Jawa Timur.

Penelitian dalam studi ini termasuk jenis penelitian non eksperimental dengan rancangan penelitian eksplanatori atau pengujian hipotesis kausalitas. Metode pengumpulan data yang digunakan adalah metode angket tertutup yang disebar ke perusahaan melalui surat. Penelitian dilakukan terhadap 57 perusahaan

manufaktur besar yang bersertifikasi ISO 9001:2000 di Jawa Timur sampai dengan tahun 2010. Data dianalisis menggunakan Partial Least Square (PLS).

Hasil penelitian ini menunjukkan bahwa (1) Intensitas Informasi berpengaruh signifikan terhadap tingkat Keterlibatan Manajer STI dengan nilai koefisien jalur 0,855; (2) Intensitas Informasi berpengaruh signifikan terhadap tingkat Keterlibatan Manajer Bisnis dengan nilai koefisien jalur 0,715; (3) Tingkat Keterlibatan Manajer STI berpengaruh signifikan terhadap tingkat Keselarasan Strategik dengan nilai koefisien jalur 0,321; (4) Tingkat Keterlibatan Manajer Bisnis berpengaruh signifikan terhadap tingkat Keselarasan Strategik dengan nilai koefisien jalur 0,627; (4) Tingkat Keselarasan Strategik berpengaruh signifikan terhadap Kinerja Bisnis Perusahaan dengan nilai koefisien jalur 0,882.

Temuan dalam studi ini menunjukkan bahwa keterlibatan manajer bisnis berpengaruh lebih besar dibandingkan dengan keterlibatan manajer STI terhadap keselarasan strategik. Keterlibatan manajer bisnis meningkatkan pemahaman akan fungsi STI dalam memproses data untuk menghasilkan informasi yang dibutuhkan dalam pengambilan keputusan strategik. Intensitas informasi telah meningkatkan motivasi manajer bisnis untuk lebih terlibat dalam perencanaan strategi STI. Intensitas informasi juga memengaruhi manajer STI untuk terlibat dalam perencanaan strategik perusahaan. Kesemuanya itu berpengaruh terhadap tercapainya keselarasan strategik yang berpengaruh signifikan dan positif terhadap kinerja bisnis perusahaan.

Dalam studi ini, rekomendasi yang dapat diberikan untuk penelitian selanjutnya adalah perlu membuktikan pentingnya keselarasan strategik pada perusahaan manufaktur lainnya dan dapat menggunakan dimensi waktu longitudinal agar dinamika perubahan kondisi dalam periode waktu yang berbeda dapat diketahui. Selain itu, juga dapat menambahkan faktor-faktor lain atau melengkapi indikator yang digunakan dalam penelitian ini sehingga penelitian ini lebih sempurna dan memiliki nilai manfaat yang tinggi bagi perkembangan sektor industri manufaktur di Indonesia.

SUMMARY

Analysis on Information Intensity, the involvement of Information Technology Manager and Business Manager, and Its Impact on Strategic Alignment and Company Business Performance. (A Study on ISO-certified Manufacture Companies in East Java)

The use of information technology system by company to gain competitive advantage in order to enhance company business performance has been applied by manufacture company in Indonesia. It is depicted by the growth of company expenditure on information technology which increases every year. There have been numerous researches proving that there were positive correlation between information technology system and company business performance. However, the failure of the use of information technology system to enhance company business performance was also found in several studies.

To maintain the achievement of information technology system implementation in increasing business performance, information technology system may not work solely. It must be aligned with business strategic which is known as strategic alignment. Unfortunately, there are numerous obstacles to implement the strategic alignment. The failure to apply the strategic alignment results in the incapacity of information technology system to support the implementation of company business strategy. Therefore, such implementation is considered as liability instead of as being enabler to create company new business strategy.

Recent studies indicated that strategic alignment could be achieved by improving communication, coordination and discussion among information technology system manager and business manager. The frequent communication between them could help the information technology system manager to enhance his understanding on business strategy as well as help the business manager to understand information technology strategy. In addition, to help enhance communication between the two managers, the involvement of them in company strategic planning was needed.

Frequently, business manager has to make strategic decisions promptly and accurately. Therefore, the manager has to be updated with the current and accurate value-chain information occurring in business environment. The intensity of value-chain information influences the improvement of business manager's understanding on potential role of information technology system in processing data to produce accurate, relevant, and prompt information. Whereas for information technology system manager, the intensity of information is useful to evaluate the accomplishment of information technology system in supporting business manager strategic decision making. Hence, the intensity of information can improve the awareness of both managers to involve in strategic planning.

The main issue in this study was questioning whether the intensity of information influenced the involvement of information technology system manager and business manager, and questioning its effect on company strategic alignment. Moreover, it sought the answer of whether the level of strategic alignment influenced the business performance of large manufacture company with ISO 9001:2000 in East Java.

The research in this study was non-experimental with explanatory research plan or causality hypothesis test. Data collection method used was closed questionnaire method distributed to companies through mail. The research was conducted to 57 large manufacturing companies with ISO 9001:2000 in East Java until 2010. Data analysis was done with Partial Least Square (PLS).

Furthermore, this study described that (1) the intensity of information significantly influenced the level of involvement of information technology system manager with value of path coefficient 0,855; (2) the intensity of information significantly influenced the level of involvement of business manager with value of path coefficient 0,715; (3) the level of involvement of information technology system manager had significant influence to the level of strategic alignment with value of coefficient 0,321; (4) the level of involvement of business manager had significant influence on company business performance with value of path coefficient 0,882.

The study showed that the involvement of business manager had higher influence on the strategic alignment compared with the involvement of information technology system manager. Business manager involvement enhanced the understanding of the function of information technology system in processing data to generate information needed in strategic decision making. The intensity of information has increased business manager's motivation to be more involved in information technology system strategic planning. They influenced the achievement of strategic alignment which had significant and positive effect on company business performance.

Based on this study, recommendations for further research can be conducted to prove the importance of strategic alignment to other manufacturing companies. Such study can use longitudinal time dimension in order to identify the dynamics of condition changes in different periods. Moreover, other factors can be added to make more complete research and get a high value of benefits for the development of industry manufacturing in Indonesia.



ABSTRACT

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Analysis on Information Intensity, the involvement of Information Technology Manager and Business Manager, and Its Impact on Strategic Alignment and Company Business Performance. (A Study on ISO-certified Manufacture Companies in East Java)

The use of information technology system to gain competitive advantage in order to achieve company business performance has been done by manufacture company for decades. There have been numerous researches proving that there was positive effect of information of information technology system on company business performance. However, there have been studies finding the failure of the use of information technology system to enhance company business performance.

To maintain the achievement of information technology system implementation in increasing business performance, information technology system must be aligned with business strategic which is known as strategic alignment. Unfortunately, there are numerous obstacles to implement the strategic alignment which results in the failure of information technology system to support the implementation of company business strategy. This can be avoided by improving communication, coordination, and discussion between information technology system manager and business manager. In order to do that, the managers need to involve themselves in company strategic planning. They need qualified and intensive information in making strategic decision promptly and accurately. The intensity of information can increase the awareness of the managers to involve in strategic planning.

This study was conducted to identify the effect of information intensity on information technology system manager and business manager, as well as the effect on company strategic alignment. Besides, this study sought whether strategic alignment affected on company business performance. The research was conducted to 57 large manufacture companies with ISO 9001:2000 in East Java until 2010. Data collection method used was closed questionnaire method distributed to companies through mail. Data analysis was done with Partial Least Square (PLS) software.

The study showed that strategic alignment had significant and positive effect on company business performance. Strategic alignment was achieved through the involvement of information technology system manager and business manager which were influenced significantly and positively by information intensity of company value chain.

Keywords: information intensity, involvement of information system manager, involvement of bussiness manager, information system and bussiness alignment, bussiness performance, Manufacture



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