

THE IMPACT OF STRATEGIC MANAGEMENT IN IMPROVING EMPLOYEE PERFORMANCE AT UNIVERSIDADE DA PAZ-UNPAZ DILI-TIMOR LESTE

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Received: August, 2023; Accepted: September, 2023; Published: September, 2023

ABSTRACT

This research discusses Strategic Management in Improving Employee Performance. This research is intended to answer the problem: How can strategic management improve employee performance carried out by human resource management at Universidade da Paz?

This research uses a descriptive qualitative approach. This qualitative approach aims to produce descriptive data in the form of answers or actions from the subjects observed, both written and unwritten. The data collection technique used is field research.

This shows that the performance of Universidade da Paz - UNPAZ employees in 2022 has a very good attitude towards Human Resources Management. Good strategic management will have a better impact on employee performance, employees will be more responsible in carrying out their duties and responsibilities. Strategic Management is an important contributor in achieving success or failure within the Universidade da Paz environment. A good strategy will influence good behavior as well. The strategies for improving employee performance on the Universidade da Paz-UNPAZ campus are improving the quality of employee work, increasing the quantity of employee work, increasing employee accuracy and sense of responsibility, increasing employee effectiveness, growing employee independence.

Keywords: Strategic Management, Employee Performance

JEL Classification: O32, A11, I22

INTRODUCTION

The Education Development Process in Timor Leste is an integral part of the national development process and in certain prospective, is a leading aspect of the development process itself because the development of a nation is based on the mastery of science and technology. The enthusiasm to advance education in Timor Leste began to be felt in the last few decades of the last millennium and entered the era of Timor Leste's independence. Da Paz University is one of the universities in Timor Leste, an effort to improve the quality of human resources (HR). Therefore, educational activities cannot be ignored, especially in entering an era of increasingly tight, sharp and severe competition in this millennium (Veithzal and Murni, 2010).

Improving the quality of human resources is an absolute prerequisite in order to achieve the desired development goals, one way to improve it is through education (Shulha and Soim, 2013). Management of higher education in Timor Leste by creating students who are conducive to sustainability is a commitment to fulfilling promises as a leader formulates various forms of policies related to the vision, orientation of strategies for implementing effective and efficient higher education. This phenomenon requires a proactive response by trying to understand the new paradigm in education management which requires contextual studies in which educational institutions/organizations operate (Akdon, 2011), showing quite encouraging improvements in quality, but others are still worrying. From various observations and analyses, the quality of education has not increased evenly. To anticipate problems in long-term development, the Timor

Leste government through educational development policies seeks to expand and equalize opportunities to obtain high quality education for all the people of Timor Leste towards creating high quality human beings with a significant increase in the education budget.

High performance can be formed by the awareness of each company leader to provide support to employees in the form of the leader's participation in providing direction regarding the work carried out by each employee. In this way, employees can better understand the responsibilities of the work they do. Apart from that, a comfortable working atmosphere, providing motivation and appropriate compensation to each employee can increase employee enthusiasm at work. For this reason, Universidade da Paz (UNPAZ) higher education leaders need to monitor every behavior and action carried out by all employees while working. Employee performance can be improved through increasing compensation and work motivation. With the compensation provided by Universidade da Paz (UNPAZ) to employees, employee enthusiasm, will and thoroughness when working will be maximized, focused and disciplined. Employee motivation and hope to receive appropriate compensation makes employees work optimally in order to achieve high performance for employees.

High or low employee motivation at Universidade da Paz (UNPAZ), one of the universities, also depends on the role of the leader in the university. Good leadership is the key to management which has an important role in strategies for the survival of a university. A good leader is a leader who is able to plan, allocate, mobilize and be fair to all his employees so that employees feel satisfied with their work which in the end they can improve the quality of their work.

Then, in implementing work discipline, there are still Universidade da Paz (UNPAZ) employees who lack discipline at work, which can be seen from several things, including the fact that there are still employees who are absent from work, there are still employees who arrive late, and there are still employees wandering around during working hours, as well as delays after break times also become problems with employee discipline. Therefore, based on the problems that researchers found in the Universidade da Paz environment, the researchers were interested in discussing this problem in the form of a Mini Research with the title "Strategic Management in Improving Employee Performance at Universidade da Paz-UNPAZ"

The word "Strategy" comes from the Greek word "Strategas" which means "Generalship" or something done by war generals in making plans to win the war. This concept was relevant in ancient times which were often characterized by war where generals were needed to lead an army. According to Fredy Rangkuti in his book entitled SWOT analysis business case dissection techniques, strategy is a tool for achieving company goals in relation to long-term goals, follow-up programs, and resource allocation priorities. According to David (2006: 18) strategy is a shared means with which long-term goals are to be achieved. In this way, the strategy can maximize competitive advantages and minimize competitive limitations. Meanwhile, according to Hamel and Prahalad (2009:4) strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the perspective of what customers expect in the future. Apart from that, according to Pearce and Robinson (2008:2), strategy is a large-scale plan with a future orientation, to interact with competitive conditions to achieve company goals.

Strategic management is what managers do to develop organizational strategy. To find out more details about the meaning of strategy, the following are some of the definitions of strategy according to experts: According to Nawawi, the definition of strategic management is a large-scale planning that is oriented towards achieving the distant future, and is defined as a fundamental and main decision of the highest leader. This planning allows organizations to interact effectively, in an effort to produce something (operational planning to produce goods and/or services and services) quality, optimization directed at achieving strategic goals and organizational targets.

According to Mulyadi (2007) Human Resource Management, Management Planning and Control System (company work multiplication system). The definition of strategic management is a process carried out by managers and employees to formulate and implement strategies to provide the best customer value to realize the organization's vision. According to Haryadi (2003). The definition

of strategic management is a process systematically prepared by management to formulate strategies, implement strategies, and evaluate the strategies being implemented. All series of activities aim to realize the vision and mission of an organization. Meanwhile, according to Miller (2003), strategic management is a combination process between three activities, namely strategy analysis, strategy formulation and strategy implementation.

Strategic management is a series of managerial decisions and actions that determine company performance in the long term. Strategic management includes environmental observation, strategic formulation, strategy implementation, as well as evaluation and procurement. Strategic management emphasizes observation and opportunities, environmental threats are viewed from the perspective of strengths and weaknesses. The internal and external variables that are most important for the company in the future are called strategic factors and are identified through SWOT analysis. Strategic management is developed in four stages, starting from basic financial planning to forecasting-based planning which can be called strategic planning to fully developed strategic management, including implementation, evaluation and control (Mulyasa, 2007: 217-218). Geoff (2009:19), describes government strategy into five (5) indicators, namely: Purposes, Environment, Direction, Action, and Learning.

The function of strategic management is to develop, implement and evaluate decisions and actions that can be used to formulate and implement strategies that have high competitiveness that are appropriate to the company and the environment to achieve goals. Strategic management also has several functions as follows:

1. Produce the best decisions.
2. Increasing the company's ability to face various existing problems.
3. Making it easier for companies to adapt to changes that occur.
4. Make company management more sensitive to external threats.
5. Making the company more profitable.
6. Prevent the emergence of problems originating from within and outside the company.
7. Enables the company to carry out all operational activities more efficiently and effectively.
8. Improve employee understanding of productivity rewards in every strategic planning.

Beside from having a function, strategic management also has several objectives as follows:

1. To carry out and evaluate the chosen strategy effectively and efficiently.
2. Aims to evaluate performance, review, review, make corrections if there are errors, adjustments if deviations are found in strategy implementation.
3. To create new strategies to be formulated to suit developments in the external environment.
4. Aims to review existing business strengths, weaknesses, opportunities and threats.
5. Lastly, to be able to innovate products or goods so that they suit consumer tastes.

Strategic management can be carried out in three stages, namely: diagnosis, planning, and preparation of plan documents (UGM SP4 Team, 1995: 9-14). The diagnosis stage begins with collecting various planning information as study material. The internal environmental study aims to understand the strengths and weaknesses in education management, while the external environmental study aims to uncover opportunities and challenges. (Mulyasa, 2013: 165).

Performance comes from the words Job Performance or actual performance, which means work performance or actual achievements achieved by someone. The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his functions in accordance with the responsibilities given to him.

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The specific objectives implemented by performance management are as follows:

1. Achieve achievable improvements in organizational performance
2. Act as a driver of change in developing a performance-oriented culture
3. Increase employee motivation and commitment
4. Enables individuals to develop their abilities. Increase their job satisfaction and reach their full potential for the benefit of themselves and the organization as a whole
5. Develop constructive and open relationships between individuals and managers in a dialogue process linked to the work being carried out throughout the year.

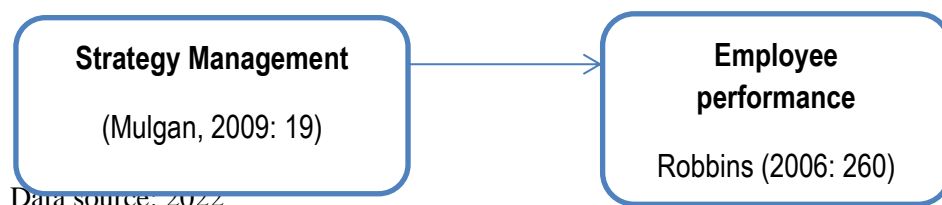
The characteristics of people who have high performance are as follows "Mangkunegara, 2002: 68"

1. Have high personal responsibility.
2. Dare to take and bear the risks faced.
3. Have realistic goals.
4. Have a comprehensive work plan and strive to realize its goals.
5. Utilize concrete feedback in all work activities carried out.
6. Looking for opportunities to realize plans that have been programmed.

There are six indicators for measuring individual employee performance according to Robbins (2006:260), among others:

- a. Quality, work quality is measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities.
- b. Quantity is the amount produced expressed in terms such as number of units, number of activity cycles completed.
- c. Timeliness, is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.
- d. Effectiveness is the level of use of organizational resources "energy, money, technology, raw materials" which is maximized with the aim of increasing the results of each unit in the use of resources.
- e. Independence, is the level of an employee who will later be able to carry out his work functions. Work commitment. This is a level where employees have a work commitment to the agency and employee responsibilities towards the office.

The conceptual framework is built from a thought process framework, which is useful for making it easier to understand the course of research and for formulating hypotheses. To understand the flow of this research, the conceptual framework presented can be created.



Data source: 2022

Figure 1 The conceptual framework

Hypothesis:

- H₁ The higher the strategic management, the more employee performance can be improved by human resource management at Universidade da Paz.

METHOD

This research is descriptive research, a type of research that aims to measure and evaluate data accompanied by a complete description of the object using tables and graphs. The population in this research is employees at the Universidade da Paz in 2022, totaling 137 employees. The sample was 87 employees based on the Slovin formula. The sampling technique uses Incidental Sampling. Data collection method using questionnaires. The data analysis technique using research multiple regression analysis is as follows: (1) Strategy Management variables are proxied from (Geoff Mulgan, 2009:19) Purposes, Environment, Direction, Action, and Learning (Learning). (2) Employee Performance Variables proxied from (Robbins, 2006:260) consisting of Quality, Quantity, Timeliness, Effectiveness, Independence

RESULTS AND DISCUSSION

The results of statistical analysis, Simple Regression analysis have been carried out to produce regression coefficients as follows: Based on the results of Simple Regression analysis from the SPSS output regression coefficients in the table

1. Regression Equation:

$$Y = 6.909 \text{ kk} + 0,727 \text{ ms}$$

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.909	1.866		3.703	.000
Manajemen Strategis x	.727	.085	.679	8.538	.000

Strategic Management in improving employee performance.

The results obtained show that Strategic Management has a positive and significant effect on employee performance in the Universidade da Paz-UNPAZ environment. Based on the results of the analysis, it was positive and the significance was $0.00 < 0.05$. The magnitude of the influence of Strategic Management in improving employee performance is 0.679. This explains that every increase in employee performance in the Strategic Management Variable will cause an increase in employee performance. This shows that the performance of Universidade da Paz - UNPAZ employees in 2022 will have a very good attitude towards Human Resources Management. Excellent strategic management will have a better impact on employee performance, employees will be more responsible in carrying out their duties and responsibilities. Strategic Management is an important contributor in achieving success or failure within the Universidade da Paz environment. Good strategies will influence good behavior as well.

The results of this research are in accordance with the theory according to Bambang Haryadi (2003). The definition of strategic management is a process systematically prepared by management to formulate strategies, implement strategies, and evaluate the strategies being implemented. All series of activities aim to realize the vision and mission of an organization. Meanwhile, according to Alex Miller (2003), strategic management is a combination process between three activities, namely strategy analysis, strategy formulation and strategy implementation. And the results of this research are supported by the research of Rahmawati Halim (2014) "Analysis of Strategies for Improving the Performance of the Secretariat Section at the Banggai Regency Education, Youth and Sports Service." have better performance.

CONCLUSION

Based on the results and discussion, it can be concluded that: Strategic Management has a positive and significant influence on employee performance within the Universidade da Paz-UNPAZ in 2022. Good Strategic Management will also have a better impact on employee performance, employees will be more responsible in carrying out their duties and responsibilities. . Strategic Management is an important contributor in achieving success or failure within the Universidade da Paz environment. A good strategy will influence good behavior as well. The strategies for improving employee performance on the Universidade da Paz-UNPAZ campus are improving the quality of employee work, increasing the quantity of employee work, increasing employee punctuality and sense of responsibility, increasing employee effectiveness, growing employee independence.

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