



Synchronization of Universitas Jambi's Postgraduate Strategic Plans in the UNJA-SMART Platform: A Study of Problems and Solutions

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Abstract. The present study aimed to investigate the understanding, problems, and solutions among the study program administrators staff, secretary, and head of the Post-graduate study program in planning and managing UNJA-SMART as the performance program of the university. Qualitative descriptive design was used as a research method of the present study. There were 14 administration staff and 4 team members and postgraduate directors who participated in the FGD activities in this study. The findings revealed that the postgraduate study program management team had a good level of understanding of the University's vision. They also realize the importance of their role in assisting educators in creating university graduates who are in demand by the world of work. Additionally, several problems were found in this study, namely the lack of available data and information, 2) the lack of interest from managers to help provide data, and 3) limited team members. In this regard, there were several possible breakthroughs proposed by the researchers to solve the problems, namely: 1) carry out the FGD process with study program managers to collect the data needed to design the FGD Strategic Plan, and 2) form an additional team to complete the required data jointly.

Keywords: Postgraduate · Problem · Solution · Strategic Plans · Synchronization

1 Introduction

The mandate of Jambi University Statutes in *Permenristekdikti* No. 41 of 2018 articles 25, 26, and 27 related to the Vision, Mission, and Organization of the Universitas Jambi can be developed into *UNJA's* Vision is: Towards A World Class Entrepreneurship University Based on Agro-industry and Environment. Meanwhile, the *UNJA's* mission is to strive to expand access to Education and provide quality fr tertiary education in Jambi as well as strengthen digital services to spur accuracy and accelerate education quality that prioritizes exploring Jambi's local potential. It is also handled in a connected and integrated way to bring Universitas Jambi into a world-class university. Building agro-industry and environmental center of excellence is the main focus. Thus fostering a culture of innovation for *UNJA* staff supported by good governance. Additionally, the concrete steps to be taken in the next four years are to carry out the *Tri Dharma* of Higher Education towards excellence.

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The policy of the Ministry of Education and Culture, especially at the Directorate General of Higher Education, namely “*Merdeka Belajar- Kampus Merdeka*” provides direction that State Universities (*PTN*) must carry out the transformation of higher Education through harmonization of the Main Performance Indicators (*IKU*) of State Universities. The main Indicator is *PTN* performance. Which it will determine *PTN* classification and resource and budget support which the Directorate General of Higher Education will facilitate.

Universitas Jambi, as a State University within the Ministry of Education and Culture, is guided by the leading tertiary performance indicators contained in the Decree of the Minister of Education and Culture of the Republic of Indonesia Number 754 / P / 2020 in setting performance targets. The Main Performance Indicator issued by the Minister of Education and Culture through the Decree of the Minister of Education and Culture Number 754/P/2020 is a new performance measure for tertiary institutions to create adaptive tertiary institutions based on more concrete outcomes. This policy is also a measuring tool to accelerate the implementation of the *Merdeka Belajar- Kampus Merdeka*.

The Key Performance Indicators (*IKU*) as follows; *IKU* 1: Graduates Get Decent Jobs; *IKU* 2: Students get experience off campus; *IKU* 3: Lecturers engage in activities outside the campus; *IKU* 4: Practitioners teach on campus; *IKU* 5: Lecturer work results are used by the community or get international recognition; *IKU* 6: Study programs in collaboration with world-class partners; *IKU* 7: Collaborative and participatory classes; *IKU* 8: International standard study program.

In order to achieve the goals of the Main Performance Indicators of Higher Education at Jambi University, a Strategic Plan (*Renstra*) needs to be prepared. Which, it should contain the elaboration of the UNJA Chancellor's priority program in an effort to realize UNJA-SMART in 2024. In accordance with these strategic objectives, this document is called the UNJA- SMART 2020–2024. The UNJA-SMART Strategic Plan is guided by the Long-Term Development Plan (RPJP). Therefore, RPJP UNJA 2005–2029 aims to realize UNJA's Vision to become a World Class Entrepreneurship University in 2029. The UNJA-SMART 2020–2024 period is at a crucial stage in realizing this Vision.

For this reason, UNJA-SMART Strategic Plan 2020–2024 focuses on creating a number of world-class advantages in agro-industry and agro-industrial and environmental entrepreneurship) in 2024. Some achievements in 2024 are strategic stages (milestones) to realize UNJA's Vision in 2029. To stay focused, UNJASmart Strategic Plan 2020–2024 provides policy directions and decision-making in resource management for UNJA's development towards realizing UNJA as a World Class Agro-industrial and Environmental based Entrepreneurship University in 2024 with five achievement goals abbreviated by the acronym SMART.

The Postgraduate Strategic Plan stipulates the Postgraduate Vision as an institution that aims to achieve The Realization of a Superior Universitas Jambi's Postgraduate and Entrepreneurial Character at the National and International Levels. This vision is in line with the vision of the Universitas Jambi, which supports a focus on transformation towards institutions with entrepreneurial character and superior capacity both nationally and internationally. The formulation of this vision can be understood as part of a collective effort to emerge a joint commitment from the Postgraduate academic community to build

and contribute to the fulfilment and improvement of KPI at the Universitas Jambi. This will be an essential foundation for a recognized Postgraduate in the coming period.

In the process of preparing the Postgraduate Strategic Plan by the appointed Team, there were various problems, and challenges. One form of problem that occurred in the preparation was the difficulty of collecting master data both at the Postgraduate Secretariat level and the Study Program under the auspices of the Postgraduate. This was coupled with the findings of many invalid data. The team needs to find solutions to complete the Postgraduate Strategic Plan, which has elaborated on the UNJA-SMART Strategic Plan.

Based on the previous explanation that the researchers have stated above, it was found that the scope of the problem that will be tried to be solved in this study is related to inequality in synchronizing the Postgraduate Strategic Plan in elaborating the UNJA-SMART Platform. In this regard, this study aims to measure a number of things, including 1) understanding of study program managers on the UNJA-SMART platform in the hope of achieving excellent grades and can be used as evaluating and effectiveness as the fulfillment of the Main Performance Indicators (*IKU*) in line with the UNJA Strategic Plan 2020–2024, 2) describe and analyze problems or problems in collecting data for the preparation of postgraduate strategic plans, and 3) produce technical documents for the elaboration of measurements carried out in the form of Postgraduate Strategic Plans that are integrated with the UNJA-SMART Platform, especially related to fulfillment of improvements *IKU* assessment items..

2 Review Related Literature

2.1 Postgraduate Strategic Plan Synchronization

The updated Vision, Mission, and Organization of the Universitas Jambi have been developed into UNJA's Vision as an institution that strives Towards A World Class Entrepreneurship University Based on Agro-industry and the Environment. Meanwhile, UNJA's mission is to strive to increase the expansion of access to Education and the provision of quality higher Education in Jambi as well as strengthening digital services to spur the accuracy and acceleration of education quality that prioritizes exploring Jambi's local potential which is handled in a connected and integrated way to bring Jambi University to world-class (Fig. 1).

The synergy between the UNJA-SMART Strategic Plan and the Independent Campus Policy can be seen from the suitability of UNJA-SMART's strategic goals with the *PTN IKU* in the Merdeka Campus Policy. The strategic objectives of Student Achievement and Relevance in Work Graduates are in line with the aim of increasing the quality of higher education graduates. The strategic goal of Academic Reputation is to create a conducive academic atmosphere that leads to improving the quality of lecturers. The strategic objectives of Management Transformation with the support of Technology for Digital Transformation correspond to the target of increasing the quality of curriculum and learning through learning using information and communication technology. UNJA-SMART's synergy with the Independent Campus Program (*PK-KM*) is carried out in the form of Synchronization and Acceleration. Program synchronization will be carried out in 2021. The outcome of this synchronization stage is the creation of harmony (a



Fig. 1. Development Direction of Postgraduate Institutions

synchronized program) for the implementation of the UNJA-SMART Program with the *Merdeka* Campus Policy. The acceleration will be carried out in 2022 with the aim of accelerating the realization of UNJA as an Independent Campus with a Global Reputation through the *Merdeka* Learning collaboration with Universities at the QS-100 by Subject level, as well as World-Class DUDI.

In recent years, the World of Education in Indonesia has been facing problems such as rapid technological changes, strategic competencies, and emerging trends with educators, education staff, and their customers. To overcome this problem, organizational management must focus on change and how it can be managed within the organization. The employee involvement is the main requirement for adopting changes which will be attitudes, beliefs, and intentions towards changes that will be implemented in the organization [1]. Beliefs, values, attitudes, perceptions, and preferences about change are essential elements for successfully implementing change in organizations. Organizational readiness for change is the initial stage of implementation. Which, it will help identify and measure employee-level readiness. Then it was stated that readiness for change is An organizational capacity to make changes and the extent to which individuals perceive these changes as needed [2].

Individual readiness to change is about a person's ability (self-efficacy) to change while organizational readiness to change is about how the belief that the organization manages and implements change using organizational capabilities [3]. The successful change implementation process is influenced by organizational support factors such as management, resource utilization, adequate planning, and tracking progress reports on changes [4]. Successful implementation of change depends on employee acceptance and willingness to change.

Education is a service product generated by non-profit educational institutions. Therefore, the educational process results are visible. Higher Education has great capacity and potential to improve quality and educate the Indonesian nation's life. Based on a marketing point of view, the higher education services in Indonesia can generally be grouped into two market segments, namely the emotional market segment and the rational market segment. The meaning of emotional market segment is a collection of

customers or customers, who come to register or join a higher education institution. This market gives little attention to price, quality, and availability of adequate networking.

Meanwhile, the rational market segment is customers of educational institutions, who are truly sensitive to the development and quality of Education. A good quality education is it which can adapts to the times. It also has international standards in terms of lesson content. Thus, it used English as a global language and is supported by adequate facilities and networks (networking). In other words, this market believes educational institutions may take any form as long as they are of high quality and even of global standard.

The Main Performance Indicator issued by the Minister of Education and Culture through the Decree of the Minister of Education and Culture Number 754/P/2020 is a new performance measure for tertiary institutions to create adaptive tertiary institutions based on more concrete outcomes. This policy is also a measuring tool to accelerate the implementation of *Merdeka belajar- Kampus Merdeka*.

The Key Performance Indicators (*IKU*) consist of 8 KPIs as follows; *IKU* 1: Graduates Get Decent Jobs; *IKU* 2: Students get experience off campus; *IKU* 3: Lecturers engage in activities outside the campus; *IKU* 4: Practitioners teach on campus; *IKU* 5: Lecturer work results are used by the community or get international recognition; *IKU* 6: Study programs in collaboration with world-class partners; *IKU* 7: Collaborative and participatory classes; *IKU* 8: International standard study program.

In order to achieve the goals of the Main Performance Indicators of Higher Education at Jambi University, a Strategic Plan (Renstra) was prepared which was the elaboration of the UNJA Chancellor's priority program in an effort to realize UNJA-SMART in 2024. In line with these strategic objectives, this document is called the UNJA- SMART 2020–2024. The UNJA-SMART Strategic Plan is guided by the Long-Term Development Plan (RPJP). RPJP UNJA 2005–2029 aims to realize UNJA's Vision to become a World Class Entrepreneurship University in 2029. The UNJA-SMART 2020–2024 period is crucial to realizing this Vision. In response to this matter, UNJA-SMART Strategic Plan 2020–2024 focuses on creating a number of world-class advantages in agro-industry and agro-industrial and-environmental entrepreneurship) in 2024. Achievements in 2024 are strategic stages (milestones) to realize UNJA's Vision in 2029. In order to stay focused, UNJASMART Strategic Plan 2020–2024 provides policy directions and decision-making in resource management for UNJA's development towards realizing UNJA as a World Class Agro-industrial and Environmental based Entrepreneurship University in 2024 with five achievement goals abbreviated by the acronym SMART.

In order to realize UNJA's vision and mission in 2029, and support physical facilities or infrastructure, it is necessary to have an organizational culture that supports all elements in both the UNJA Strategic Plan and the achievement of UNJA's institutional reputation in 2029. Although the program has already been planned, sophisticated facilities and the availability of great human resources, and a supportive organizational culture have been provided, it still seems to achieve all of UNJA's future achievements and vision, and mission.

3 Methodology

This study used a qualitative research method with a Focus Group Discussion (FGD) approach. The FGD will be carried out by Managers of 7 (seven) Study Programs under the auspices of the Jambi University Postgraduate Program. In this study, the subject of the study was the Study Program Manager, which consisted of the Head and Secretary of the Study Program. There are 7 (seven) Study Programs namely: 1) Masters in Masters in Natural Science Education (MPIPA), 2) Masters in Educational Technology (MTP), 3) Masters in Environmental Sciences (MIL), 4) S-2 Masters in Population and Employment Sciences (MIKK), 5) S-3 Doctor of Education (DKP), 6) S-3 Doctor of Mathematics and Natural Sciences (DMIPA), and 7) S-3 Doctor of Agricultural Sciences (DIP).

The data of the present study were collected in the Hall of the Postgraduate Building, Universitas Jambi. The researchers intensively used the Focus Group Discussion (FGD) method with the participants involved in this study. In the FGD process, the researcher divided the participants into 3 discussion groups. Each of them was 14 program managers under postgraduate who participated in FGD 1 and 2. Then in FGD 3 in this study, there were 4 core managers who participated, namely the team and the postgraduate director. Therefore, the total number of research participants was 18 people.

The next process was analyse data. The data in this study will be processed using thematic analysis methods. According to Cresswell (2009) there are several stages in analyzing research data in qualitative methods. The stages consist of raw data, 2) organizing and preparing data, 3) read through all data, 4) coding the data, 5) interrelating themes to the discussion, and 6) interpreting the meaning of themes..

4 Finding and Discussion

4.1 Level of Understanding of Study Program Managers on the UNJA-SMART Platform

Universitas Jambi (UNJA), which is currently known as UNJA SMART, has a strategic plan (Renstra) that is guided by the university's long-term development plan (*RPJP*). This development process began in 2005–2029 and aims to realize the university's VISION to become a World Class Entrepreneurship University in 2029. This vision is something that focuses on and involves many parties.

In this regard, Unja's 2020–2024 Strategic Plan contains directions and policies as an effort to make decisions in the management and realization of Unja's vision as a World Class Agro-industrial and Environmental-based Entrepreneurship University in 2024. The vision also focuses on five target elements, which called SMART namely; 1) Student Achievement, 2) Management Transformation, 3) Academic Reputation, 4) Relevance in Work Graduated, and 5) Technology for Digital Transformation.

In this case one of these elements is the focus of research. The importance of management transformation is needed to achieve the best vision of UNJA in 2020–2024. Therefore, it is essential to have resources and quality development from educational staff to improve the sustainable management transformation of Jambi University.

Unja's Strategic Plan (2020–2024) explains that human resources for education staff are an indispensable element to support the improvement of management transformation. It is because the functions and transfers significantly impact and support the performance of various parties in carrying out the Tridharma mission of higher Education. Therefore qualified competence must be considered by every level of educational staff position.

This interest seems to be something that researchers must follow up on to measure the level of knowledge of study program managers regarding the vision, service, and understanding of the platform provided by UNJA SMART in order to achieve the university's vision from various levels of educational staff positions. To follow up on this, this study conducted focus group discussion activities with study program managers, teams and directors, especially in the Jambi University Postgraduate study program.

In this regard, the finding of this study revealed various understandings that emerge from the management of the Postgraduate study program. Based on the results of discussions in FGD 1, 2 and 3, the participants explained that they understood the vision and mission of the Chancellor of Jambi University to improve the university's quality at the national and international levels. This was explained by participants 1, 4 and 10 in the following excerpts:

Participant 1 (FGD 1): *In my opinion, we, as educational staff, have very much understood the vision and mission of the Chancellor of Jambi University. Because we often hear about it in various events and in written decisions*

Participant 4 (FGD 2): *We understand the unja smart platform because the Chancellor has often explained it on several occasions*

Participant 10 (FGD 2): *Yes, of course we understand the platform and Unja SMART's vision and mission well, because you often hear and explain it to the Chancellor when there is an event like that*

In principle, according to the UNJA SMART Strategic Plan (2020–2024), the strategic objectives of UNJA SMART refer to the strategic plan of the Ministry of Education and Culture of the Republic of Indonesia Number 22 of 2020 and the decree of the Ministry of Education and Culture of the Republic of Indonesia Number 754/P/2020 regarding the main performance indicators of higher education institutions and service institutions. The regulation of Education in 2020 includes and prepares quality graduates for the world of work, as well as creating quality lecturers who are able to compete on a national and international scale. As a manifestation of the formation of this principle, managers need to know what things are contained in this principle.

The results of the study revealed that the management of the postgraduate program had understood the basic concepts and principles of UNJA SMART itself. This is evidenced by the statement of participant 3 below:

Participant 3 (FGD 2): *Yes, that's right, one of the UNJA SMART concepts, yes, we as the management, of course, help the teaching staff to be able to produce quality graduates like that*

Participant 6 (FGD 2): *The concept is simple but classy in my opinion. Why is that, because performance based on Unja's vision now requires us managers to assist*

lecturers in realizing the tridarma of Higher Education such as helping facilitate teaching needs, research, and so on.

Participant 8 (FGD 1): *Yes, that's the goal, we are asked to be able to help lecturers create graduates who are of interest in the world of work, then yes, also help lecturers if there is research, yes, of course, so that they can help them realize the tridarma of the university on a national and international scale, God willing...*

In order to develop and realize the Vision and principles of UNJA SMART as a World Class Entrepreneurship University, a study program manager is expected to be able to translate this vision into a more practical meaning through qualified strategies. Based on the finding, there are several strategies that are expected to be implemented by study program managers toward realizing the vision and principles of UNJA SMART. This consists of 1) performance quality assurance, and 2) creating quality activities.

Based on the research results, the Postgraduate team explained that quality assurance of good performance from study program managers could help the Postgraduate team improve quality and realize the university's vision. This is explained in the following quote:

Participant 15 (FGD 3): *Of course, I myself hope that there will be an improvement and performance quality assurance from study program managers, yes, to realize the university's vision together*

Thus, the creation of quality activities is also one of the factors in realizing the vision and principles of UNJA SMART. As explained by participant 17 below:

Participant 17 (FGD 3): *We as a postgraduate team expect quality performance and activities from the study program managers*

In response to the previous explanation, the researchers can conclude that the participants who are part of the management and team of the postgraduate program already have good knowledge of the vision concept of Jambi University as a World Class Entrepreneurship University. Apart from that, the results of this study revealed that the participants already had good knowledge of their assignments. As for this, they have realized that their main duties as study program managers are to assist in the development of the study program's performance and the realization of the vision and principles of UNJA SMART. Besides that, in order to realize the university's vision, management parties are expected to be able to own and provide loyalty to two things, namely 1) quality assurance of performance and 2) creation of quality activities.

4.2 The Problems Faced by the Postgraduate Strategic Plan Outline Team in the UNJA-SMART Platform

To realize the vision of a university, the management team known as the synchronization team needs to make a strategic plan that can be used as a guideline. RENSTRA is a planning document that is oriented to a result that a party wants to achieve by considering the next 1–5 years. Through a Strategic Plan, a leader can evaluate the organization's activities.

In this regard, the Universitas Jambi as an organization engaged in the field of Education certainly requires a Strategic Plan that is in accordance with the vision and mission of the University itself. In compiling the Universitas Jambi Strategic Plan as a World Class Agro-industrial and environmental-based entrepreneurship university, the management is guided by five things which are abbreviated as SMART. The term is an abbreviation; 1) Student Achievement, 2) Management Transformation, 3) Academic Reputation, 4) Relevance in Work Graduated, and 5) Technology for Digital Transformation.

Preparing a Strategic Plan for the UNJA-SMART platform certainly requires a lot of information from various parties. The more information obtained, the more complete the scope of policies and plans that the Strategic Plan synchronization team will design. Therefore, the role of study program managers as well as sufficient data is needed in compiling a Strategic Plan as the basis for realizing UNJA SMART's vision and mission.

In this regard, the researchers felt it was essential to examine the problems experienced by the drafting team as well as develop a strategic plan as a platform from UNJA-SMART. The results of the study revealed that there were three problems encountered by the drafting team while designing and compiling the UNJA-SMART Strategic Plan. These problems consist of 1) the lack of available data and information, 2) the lack of interest from managers to help provide data, and 3) limited team members.

The source of information is significantly needed in designing a strategic plan (RENSTRA). This is because the strategic plan must include several things, namely programs, measures, performance targets, and program vision achievements that have been and have not been implemented. So that this information is really needed by the drafting team to review and evaluate things that need to be improved. Instead of remembering the importance of data and information sources in preparing the Strategic Plan, the researchers found that the lack of data and information from various parties managing the study program under the postgraduate program was still the primary source of problems. According to the participants, this problem is still the primary source for the design team, because they really need this data to design the Vision and Mission in the UNJA-SMART Strategic Plan that are right on target. This was explained by participants 15 and 16 below:

Participant 15 (FGD 3): *One of the most serious problems I felt was collecting sufficient data and information at UNJA Postgraduate... because basically, the information available was not too much. So we have a problem there.*

Participant 16 (FGD 3): *the difficulty at the time of design we have difficulty in collecting data. Well, it takes time because there is not too much information to get. There are also many factors, maybe yes because the information program manager has not inputted much of it.*

Furthermore, the second problem seems to have something to do with the first problem. After further studies, the researchers found that managers' lack of interest or reluctance to contribute in filling out and completing the data provided by the Strategic Plan drafting team was the second problem that made the team difficult. This makes it difficult for the design team to access complete information. This information is explained by participant 15 in the following excerpt:

Participant 15 (FGD 3) : really hard... Because many managers have not completed the data and some of them don't want to fill in the data that has been provided. So we are also confused about what to do because the data required is also incomplete. Of course this is an problem for us to complete the strategic plan that has been designed immediately.

Besides two problems previously, the third problem is the limited number of teams tasked with forming the UNJA-SMART Strategic Plan. According to the participants, these constraints were felt by them when designing the Strategic Plan. They found it difficult because of the lack of a drafting team. So the workload they get is too much. This is explained in the following quote:

Participant 18 (FGD 3): the difficulty was when collecting data because our team is limited.

Participant 15 (FGD 3): our team should be more so that the tasks can be divided ...

Based on the findings above, the researcher concluded that there were three problems that were perceived by the UNJA-SMART strategic planning team. The first problem relates to the lack of data and information available at the Graduate School. The second problem is the reluctance of managers to fill in and complete the data provided by the strategic planning team. In this case, the researcher hopes that the study program management team can improve their performance better, by participating in completing the required data.

The lack of team members in collecting the necessary information and data also becomes a problem. To further improve performance, the researchers hope that the management team and the Postgraduate director for further performance improvement can consider this.

Solutions Offered by Study Program Managers in Overcoming Postgraduate Strategic Plan Synchronization Constraints

To address a problem, the right solution is needed as a form of solving the problem. A solution is defined as an activity associated with an appropriate action to solve a problem. In concept, a solution can be defined as a filter that can be used to determine a good way to solve problems that occur.

In this case, to overcome the problems that occurred in the process of drafting the Postgraduate Strategic Plan synchronization, the researchers found several solutions put forward by the participants as the UNJA-SMART Strategic Planning design team. Based on the results of the study, the researchers revealed that the strategic planning team used two solutions to overcome these problems. The solution consists of 1) carrying out the FGD process with study program managers to collect the data needed to design the FGD Strategic Plan, and 2) forming an additional team to complete the required data jointly.

The first solution is aimed to overcome the problems first and second problems in collecting data and information needed during the UNJA-SMART Strategic Plan design process. The solution used is to organize Focus Group Discussion (FDG) activities with the management team of study programs under the postgraduate level. This was explained by participant 16 in the following excerpt:

Participant 16 (FGD 3) : *The solution that my team and I used to overcome problems regarding the difficulty of collecting the required data was to design FGD activities. Through this activity, we can find out what happened. So, from that information, we use it as the data and basis for designing the Strategic Plan itself*

FGD activities are the most appropriate solution to overcome problems related to research data collection. Through FGD a researcher or policy makers can collect useful information as data for policy development. The results of this study reveal that the FGD technique is one of the most effective ways to overcome problems related to the lack of information and research data.

Apart from conducting FGDs, the UNJA-SMART Strategic Plan drafting team used another solution to form an additional team. This solution is used to solve problems related to the lack of a team in completing the required data. The participants carried out this step independently, involving study program managers in collecting the data required while designing the Jambi University Strategic Plan. This is explained in the following quote:

Participant 18 (FGD 3): *the solution to overcome this is yes, we ask for help from the study program management team to also help complete the missing data. We do this solution based on our own initiative.*

In this regard, the participants also explained that the solution to forming an additional team helped them collect data. They also explained that this helped them improve their performance in the strategic plan design process. In other words, the more parties that contribute, the easier the task of collecting data can be and the more quickly the Postgraduate Strategic Plan synchronization design can be completed. This information is explained by participant 15 in the following excerpt:

Participant 15 (FGD 3): *additional team building solutions make our work even faster and easier. This solution also made us faster in responding to delays in designing the synchronization of the Postgraduate Strategic Plan in the UNJA-SMART platform itself..*

5 Conclusion

The present study found three important findings. First is the identification of the management team's understanding of the UNJA-SMART platform. The findings revealed that the postgraduate study program management team had a good understanding of Jambi University's vision and their duties as administrators to realize UNJA's vision as a World Class Entrepreneurship University. Besides that, they also realize the importance of their role in assisting educators in creating university graduates who are in demand by the world of work.

Then the second finding relates to the problems experienced by the team and post-graduate directors as the ranks that make up the UNJA-SMART Strategic Plan. The first problem is the lack of available data and information. Another problem is the lack

of interest from managers to help provide data. Additionally, the third problem is the limited number of team members.

Furthermore, several possible breakthroughs are needed to solve the problems. In this case, the researchers also succeeded in revealing the solutions used by the UNJA SMART strategic planning team in overcoming the problems that arose. The results of the study revealed that there were two main solutions they used to overcome these problems. This study reveals that there are two main solutions they use to overcome these problems. Meanwhile, the first solution is to carry out the FGD process with study program managers to collect the data needed to design the FGD Strategic Plan. Then the second solution is to form an additional team to complete the required data jointly..

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