

ORGANIZATIONAL CHANGE MANAGEMENT: A CASE STUDY OF ACADEMIC INFORMATION SYSTEM IMPLEMENTATION IN UNIVERSITAS SURABAYA, INDONESIA

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Abstrak

Perubahan organisasi (Organizational Change) adalah munculnya perubahan berdasarkan persepsi penggunaannya (Cao dkk, 2000). Menggunakan sebuah studi kasus pada pengembangan sistem informasi akademik di Universitas Surabaya, Indonesia, artikel ini bermaksud untuk menjelaskan bagaimana sebuah perubahan organisasi dapat diimplementasikan dengan baik menggunakan 8 (delapan) faktor sukses yang dikemukakan oleh Kotter (1996) sebagai dasar analisa. Tanpa bermaksud untuk mengabaikan pentingnya faktor sukses tertentu, studi kasus pada artikel ini menemukan empat faktor sukses memiliki level kepentingan yang lebih dibandingkan faktor sukses lainnya. Studi lebih lanjut dibutuhkan untuk mengkonfirmasi temuan ini dan apabila memungkinkan, mengklasifikasi bobot kepentingan tiap sukses faktor sukses dalam mengimplementasikan perubahan dalam sebuah organisasi.

Keywords/Kata kunci: Organizational, Change, Success, Factor.

1. Introduction

Universitas Surabaya (often abbreviated as UBAYA) is a leading private university located in Surabaya, East Java, Indonesia. With more than 8.000 students, including international students from various countries, UBAYA has become a home to a diversity of cultures and gained a distinctive recognition from various organizations such as the best private university in East Java Province and listed within the top ten private universities in Indonesia (Priyambodo, et al., 2010).

In 2009, the university mandated its management of information system department (which is later reformed to a directorate of information system management) to develop an information system which could smoothly integrate the whole academic processes. Academic processes includes diverse and wide range of processes starting from admission of the new student, tuition fee payment, recording academic results up to administering the student graduation ceremony and many other minor yet important processes. Therefore, the system implementation is expected to change and improve the work of various units involved in the academic processes namely: Directorate of Finance, Directorate of Information System Management, Bureau of Academic Administration, and Bureau of Student Activities Administration. After a year of implementation, the system is going live and has successfully improved how the four involved units' works. Its successful is worth to be examined as, though IT implementation offers both strategic and tremendous advantages when successfully done (Parr & Shanks 2000), IT implementation also always seen as a high risk process (i.e. Legris et al. (2003) argued that only 23% of large information system implementation were completed on time, on budget, and on scope).

The aim of this paper is to carefully examine change management processes during the information system implementation at Universitas Surabaya in 2009. Based on the examination result, this paper will then critically identify compare key success factors as promoted by literatures and as occurs in the case.

This paper will begin with a thorough analysis of current literatures on organizational change, success definition and success factors to achieve the success. Following the literature review is a brief description over the case of academic information system implementation at Universitas Surabaya and discussion to identify major key success factors as occurred in the case compared to key success factors as found in the literatures. Lastly, limitation and summary of findings will conclude this paper.

2. Literature Review

Organizational Change is the occurrence of change subject to people's perceptions (Cao et al. 2000). Using such definition, stating an event of change as an organizational change or just a minor change would heavily depend on the person in view. Despite its ambiguity, such changes are considered as mandatory to survive the business competition which, on the other hand, also promotes hazardous condition (Barnett and Pontikes 2006). Further, Cao et al. (2000) suggest putting more focus on the diversity of change than the type of change. The diversity of