Influence Model of Organizational Culture on Business-Information Technology Strategic Alignment: Exploratory Study at Indonesia’s Computer Higher Education

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Abstract
Business and Information Technology Strategic Alignment (BITA) has been an important subject in the relationship between information technology and business. Various attempts were made by the organization to obtain the BITA maturity of their organization. While there have been many studies conducted to examine factors that influence BITA, alignment in the BITA is still a matter that is not easy to achieve. BITA not only influenced by the formal aspects, informal aspects also play an important role in influencing BITA. However, the number of studies involving informal / social aspects influence BITA not have the same portion of the study involving the formal aspects. Though the social aspect is also an important aspect that affects BITA. One informal aspect plays an important role in BITA is organizational culture. This study aims to determine the extent to which organizational culture affect BITA and how it shapes influence. Using exploratory study on Indonesia’s Computer Higher Education which data were taken through a questionnaire, this study tries to reveal the model of organizational culture influence BITA. This research found that organizational culture had a positive influence on BITA. Organizational culture can be strengthened by managing dimensions Strategic Direction, Communication, Awards & Incentives, Communication, Control, Learning and Cooperation. BITA can be matured by managing dimensions Governance, Communication, Partnership, Competence, Ability/Skill and Architecture.

Keywords: organizational culture; alignment of business strategy and information technology; exploratory study; structural equation model

INTRODUCTION
Business-information technology strategic alignment (BITA) has become an important subject in the relationship between information technology and business [2] [3] [4]. Strategy plays an important role in the management of business today and in the future [5]. Similarly, information technology, its use in business has been a driver of business growth and become an important factor in differentiating between companies in the business. [6].

Good business strategy will provide greater impact if it is driven by the appropriate business processes and appropriate information technology as well [2], so that information technology is not just a tool or a business support but also has become a driving to the advancement of the business [6]. Therefore BITA become an important subject when talking about business and information technology as more disjoined business strategy with
information technology will be a positive impact on the business and its performance [3] [7] [8] [9] and can be used as a tool to achieve competitive advantage [10] [11] [4] and therefore BITA increasingly required by companies that want to progress in the business [12]. Research on the factors affecting BITA still more dominated by formal factors such as the organizational structure, processes, infrastructure, vision, leadership and others, it is mentioned in the research conducted by Henderson and Venkatraman [2], Luftman [3], Kearns and Lederer [4], Hadi and Prihadi [16] and Van Hout [13]. While there have been many studies conducted to investigate the influence of these factors on BITA, harmony in BITA is still a matter that is not easy to achieve [6] [17].

BITA not only influenced by the formal aspects only. Informal aspects also play an important role in influencing BITA [6] [12] [17]. However, the number of studies involving aspects of informal/social influence BITA not have the same portion of the study involving formal aspects [6]. One of the informal aspect plays an important role in BITA is organizational culture [19] [20] [21] [15]. Although it is an important aspect, but often the discussion of organizational culture has not as intensive as discussions on the formal aspects such as strategy, organizational structure, etc., whereas the organizational culture has had the same strata and function with the formal aspects [22]. Organizational culture becomes important in BITA as organizational culture plays an important role in the pre-conditions for the planning of information technology [23] and in the implementation of the strategy of both business and information technology [21].

Computer higher education which is assumed as a college or institution that has a cutting edge knowledge in the field of information systems and technology, should be at the forefront in the alignment of business strategy (in this case education) with information technology, both in terms of knowledge, understanding and application. However, it is still better to be in than the idealistic level is the level of reality. But on the other hand the purchase of information technology devices is always in the shopping list of universities in Indonesia. This certainly raises questions about how the business strategy developed by computer higher education and whether the strategy has been aligned with existing information technology strategy?

**Problem Statement**

Is Organizational Culture influence on Strategy Alignment of Business-Information Technology at the Computer Higher Education in Indonesia and how these influence shape the models.

**Research’s Objectives**

Knowing the extent to which organizational culture influences the alignment of business strategy and information technology in computer higher education in Indonesia and formulized a model of the influence of organizational culture on the alignment of business strategy and information technology.

**Framework and Hypothesis**

In this study, the proposed construct of organizational culture developed by Genivicius and Vaitkunaite [33], while BITA will be examined using the construct developed by Luftman [3] [40]. The hypothesis in this study is the organization culture has positive influence on the alignment of business strategy and information technology (BITA).

**METHOD**

**Research’s Object**

Primary data in this study is the answer to a questionnaire about the dimensions of organizational culture and BITA. Respondents were selected are lecturers or teachers at the computer higher education member of Indonesian Computer Higher Education Association (APTIKOM).
Identification and Definition of Research Operational Variable

Indicators of Organizational Culture constructs will be measured with 23 pieces of questions developed from the construct and Cultural Organization developed by Ginevacius and Vaitkunaite [33].

**Table 1. Organizational Culture’s Construct [33]**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational</td>
<td>Involvement</td>
</tr>
<tr>
<td></td>
<td>Partnership</td>
</tr>
<tr>
<td>Culture</td>
<td>Information Flow</td>
</tr>
<tr>
<td></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Careness</td>
</tr>
<tr>
<td></td>
<td>Adaptation</td>
</tr>
<tr>
<td></td>
<td>Strategic Direction</td>
</tr>
<tr>
<td></td>
<td>Award &amp; Incentives</td>
</tr>
<tr>
<td></td>
<td>Control</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td>Togetherness</td>
</tr>
<tr>
<td></td>
<td>Coordination</td>
</tr>
</tbody>
</table>

**Table 2. BITA’s Construct [40]**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business-Information Technology Strategic Alignment (BITA)</td>
<td>Competency</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>Ability/Skill</td>
</tr>
<tr>
<td></td>
<td>Architecture</td>
</tr>
</tbody>
</table>

The indicators of the BITA’s construct measured with 16 pieces of questions developed from BITA’s construct developed by Luftman [40].

Research’s Model

**Fig. 1. Early Research’s Model**
Research’s Tools

Research’s Sample

More than 850 contacts were made to get the sample in this research. Contacts were made in various ways. There were 197 sample that can be analyzed with Structural Equation Model (SEM). Sampling technique that used is non-probability sampling with convenience sampling.

Measurement’s Tools (Questionnaire)

In this study, the measurement scale used is a Likert scale of 1 to 5. Likert Scale chosen because it is easily and quickly prepared and more reliable and provide data volume than other scales [42].

The questionnaire in this study consisted of 39 pieces of questions which are generally divided into two. The first questionnaire to know the culture of the organization and secondly to determine the level of BITA’s maturity. Construct of organizational culture consists of 23 as shown in Table 1. As for the maturity level of BITA construct consists of 16 questions that reflect the six dimensions as shown in Table 2.

Analysis Tools

This research is an exploratory which means that this study aims to find patterns in the data in cases where there is no or still limited theory which states how the relationship between variables and is not intended to test the hypothesis that was developed based on the theory or concept that already exist [41]. Tools of analysis in this study using Structural Equation Modeling (SEM) and SmartPLS software as a tool in statistical calculations. PLS-SEM analysis usually consists of two sub-models, namely (1) the measurement model or often called the outer models and (2) structural model or commonly called inner model [45] [46]. Outer models serves to show how variable the observed variable represents the manifest or latent variables. While the inner function models to demonstrate the power estimation between latent variables or constructs [45].

Research Method

Research on Organizational Culture and BITA will be examined by the study as follows:

![Fig. 2. Research’s Stages](image-url)
DATA PROCESSING RESULT

Model Specification
There were two latent variables in this research, Organizational Culture and BITA.

![Diagram](image)

Fig. 3. Early Path Model Diagram with SmartPLS

The main analytical methods in the study conducted by Structural Equation Model (SEM). Testing is done with the help of the program SmartPLS. Data processing techniques using the SEM-based Partial Least Square (PLS) requires two stages to assess the suitability of the model (model fit) of a research model. The stages are:

1) Evaluation of the outer model or measurement model that specifies the relationship between latent variables with indicator
2) Evaluation inner structural model or a model that specifies the relationship between latent variables in the research model.

Measurement Model Evaluation (Outer Model)
Outer model or measurement model specify the latent variables relationship with its indicators [45]. Evaluation of this model consists of:

1) Validity test,
   a. Convergent validity test
   b. Discriminate validity test
2) Reliability test
3) Significance test

Outer Model Validity Test
Validity outer models intended to determine and prove the accuracy of the instrument in measuring the construct. In the outer validity test models are two factors that will be observed, namely:

1) Convergent Validity and
2) Discriminant Validity

Outer Model Convergent Validity Test
Convergent validity relates to the principle that the manifest variables of a construct should have a high correlation. To be said to have convergent validity, the relationship between the constructs with the indicator must meet several requirements, namely:
a) The size of the individual reflective said to be correlated with its construct if it has a minimum value of loading factor of 0.7, but for exploratory research the minimum value of the loading factor of 0.6 can be considered adequate.

b) The value AVE (Average Variable Exacted) or the average value of the variance should be greater than 0.5. AVE value greater than 0.5 means that the latent variable can explain more than 50% of the variance of the indicators in the average.

c) Communality value must be greater than 0.5. If all of the above indicators in-standarized then the size will be equal to the average communalities [45].

At the beginning calculation, it has not achieved value eligible convergent validity. After recalculation all three gained value Loading Factor, AVE and qualified Communality

**Table 3. AVE Value and Communality After Re-estimation**

<table>
<thead>
<tr>
<th>Construct</th>
<th>AVE</th>
<th>Communality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org. Culture</td>
<td>0.5125</td>
<td>0.5125</td>
</tr>
<tr>
<td>BITA</td>
<td>0.5358</td>
<td>0.5358</td>
</tr>
</tbody>
</table>

**Fig. 4. Model and Loading Factor after Re-estimation**

**Table 4. Org. Culture’s Loading Factor After Re-estimation**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Code</th>
<th>Loading Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture</td>
<td>BO02</td>
<td>0.6515</td>
</tr>
<tr>
<td></td>
<td>BO06</td>
<td>0.6536</td>
</tr>
<tr>
<td></td>
<td>BO11</td>
<td>0.7616</td>
</tr>
<tr>
<td></td>
<td>BO12</td>
<td>0.7462</td>
</tr>
<tr>
<td></td>
<td>BO13</td>
<td>0.7679</td>
</tr>
<tr>
<td></td>
<td>BO14</td>
<td>0.7232</td>
</tr>
<tr>
<td></td>
<td>BO15</td>
<td>0.7236</td>
</tr>
<tr>
<td></td>
<td>BO16</td>
<td>0.6856</td>
</tr>
<tr>
<td></td>
<td>BO18</td>
<td>0.7002</td>
</tr>
<tr>
<td></td>
<td>BO19</td>
<td>0.7345</td>
</tr>
</tbody>
</table>

**Table 5. BITA’s Loading Factor After Re-estimation**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Code</th>
<th>Loading Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>BITA</td>
<td>KS01</td>
<td>0.7713</td>
</tr>
<tr>
<td></td>
<td>KS02</td>
<td>0.7286</td>
</tr>
</tbody>
</table>
All the indicators of each construct has a value above 0.65 and the value of AVE and Communality has a value above 0.5. So that the model results recalculated to-there has met all the criteria of convergent validity and all indicators represent and formed the basis for the latent variable with the following criteria:

1) All indicators reflective in this exploratory research value is greater than 0.6, which means all indicators correlated with high scores on each of the constructs / latent variable,

2) AVE value greater than 0.5, which means the latent variables are able to explain more than 50% of the variance in the average

3) If all the above variables in-standardized, Communality score of greater than 0.5.

In the convergent validity of the test, several indicators should be removed from the model. The elimination of some of these indicators should result in the loss of too few dimensions to the construct of organizational culture. The constructs of Organizational Culture at the beginning of the study consisted of 12 dimensions and 23 indicators, after test convergent validity, organizational culture’s construct consists of 6 dimensions and 10 indicators. While on the constructs BITA although there are indicators which eliminated, but the number of dimensions remain unchanged consisting of 6 dimensions, but the number of indicators was reduced from the original 16 indicators on early models was reduced to 11 indicators after the test convergent validity.

**Discriminant Validity Test Model**

To determine the discriminant validity can be seen in the cross loadings resulting value SmartPLS program. Rated cross loadings can be seen in Table 6.

**Table 6. Research Model’s Cross Loadings Value**

<table>
<thead>
<tr>
<th>Org. Culture</th>
<th>BITA</th>
</tr>
</thead>
<tbody>
<tr>
<td>BO02</td>
<td>0.6515</td>
</tr>
<tr>
<td>BO06</td>
<td>0.6536</td>
</tr>
<tr>
<td>BO11</td>
<td>0.7616</td>
</tr>
<tr>
<td>BO12</td>
<td>0.7462</td>
</tr>
<tr>
<td>BO13</td>
<td>0.7679</td>
</tr>
<tr>
<td>BO14</td>
<td>0.7236</td>
</tr>
<tr>
<td>BO15</td>
<td>0.7232</td>
</tr>
<tr>
<td>BO16</td>
<td>0.6856</td>
</tr>
<tr>
<td>BO18</td>
<td>0.7002</td>
</tr>
<tr>
<td>BO19</td>
<td>0.7345</td>
</tr>
<tr>
<td>KS03</td>
<td>0.6041</td>
</tr>
<tr>
<td>KS04</td>
<td>0.6394</td>
</tr>
<tr>
<td>KS06</td>
<td>0.6268</td>
</tr>
<tr>
<td>KS07</td>
<td>0.5808</td>
</tr>
<tr>
<td>KS08</td>
<td>0.5533</td>
</tr>
<tr>
<td>KS09</td>
<td>0.4643</td>
</tr>
<tr>
<td>KS13</td>
<td>0.5788</td>
</tr>
<tr>
<td>KS15</td>
<td>0.4918</td>
</tr>
<tr>
<td>KS16</td>
<td>0.4546</td>
</tr>
</tbody>
</table>
Construct indicators on Organizational Culture has a loading factor of greater value when linked to the construct of organizational culture than when associated with BITA’S constructs, as well as indicators to construct BITA have a factor loading greater value when linked with BITA construct than when connected to construct Organizational Culture.

**Outer Model Reliability Test**
After the test to the validity of the outer model, the next step is to test the outer models consistency of measurements (reliability). To measure the reliability of a construct in the outer models done in two ways, namely by:

1) Cronbach's Alpha and
2) Internal Consistency (Composite Reliability)

Requirement for consistent and precise expressed in measuring each construct is the construct must have a minimum value of Cronbach's Alpha of 0.6 (for exploratory research) and Composite Reliability minimum value of 0.7 [45]. Reliability test results on the outer model can be seen in Table 7

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach's Alpha</th>
<th>Composite Reliability</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org. Cult.</td>
<td>0.8939</td>
<td>0.9129</td>
<td>Good</td>
</tr>
<tr>
<td>BITA</td>
<td>0.9130</td>
<td>0.9268</td>
<td>Good</td>
</tr>
</tbody>
</table>

From the data presented in the table above shows that each indicator is reliable in preparing its constructs. Based on the test both convergent and discriminant validity and reliability testing of the outer model can be concluded that all the indicators are valid in measuring the latent variables and all indicators are also reliable or consistent in preparing its constructs.

**Outer Model Significance Test**
The outer model Significance can be known after bootstrapping. Significance indicator constituent constructs can be seen from the value of the T-Statistics. If the value of T-Statistics is greater than the value of the T-Table, then all indicators are significant in measuring the construct. Value T-table for the number of samples 197 and Alpha 0.05 by one-way test was 1.972.

From the data on the outer model significance test of the model that all indicators have a significant relationship with each latent variable. This means that each indicator on the construct
of organizational culture significantly influence the construct of organizational culture as well as any indicator on the construct BITA significant effect on BITA constructs.

**Structural Model (Inner Model) Evaluation**

Inner models evaluated by looking at the magnitude of the percentage of variance explained, namely to:
1) Looking at the R-square ($R^2$) for the endogenous latent constructs to test the estimated relationship,
2) Looking at Q-Square ($Q^2$) to test the predictive relevance (relevance estimates) and
3) Test the inner significance of the model with bootstrapping to test the stability of the estimates [45].

**Evaluation of Relationship Estimation**

Estimates in the inner relationship model is used to examine the relationship between latent variables or constructs in the research model. By observing the value of R-Square ($R^2$) generated by data processing. $R^2$ value reflects the extent to which a construct (exogenous) can explain the other constructs (endogenous).

**Table 8. Estimation of Construct Relationship**

<table>
<thead>
<tr>
<th>Relationship</th>
<th>$R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org. Culture $\rightarrow$ BITA</td>
<td>0.5841</td>
</tr>
</tbody>
</table>

From the data in the table above is known that the value of $R^2$ is equal to 0.5841. This means that the construct of organizational culture can explain Strategy Alignment of Business and Information Technology construct at 58.41% while the remaining 41.59% indicates that BITA influenced by variables / other constructs that do not exist in this study. According to Chin in Ghozali value of 0.5841 indicates that the model is at moderate levels tend to be strong [45]. This means that the construct of organizational culture moderates tend powerful in explaining the construct of BITA.

**Evaluation of Estimation Relevance**

Approximate estimation value is expressed with numbers Q-Square or ($Q^2$). According Santosa [46], $Q^2$ value obtained from the formula:

$$Q^2 = 1 - (1 - R^2)$$

From the above formula $Q^2$ value obtained is 0.5851. $Q^2$ value greater than 0 ($>0$) indicates that the model has predictive relevance or relevance in predicting the relationship [45]. $Q^2$ is worth 0.5851 categorized as strong predictive relevance [45].

**Inner Model Significance Test**

Furthermore, the inner significance test model aims to determine the level of significance in the inner models. Relationships between constructs can be said to be significant if the value of T-Statistic is greater than the value of the T-Table (T-Statistics $> T$-Table) [45]. By using the value of df 195 and Alpha 5% then we got the the value of T-Table is 1.972. After calculation of the T-Calculate the value obtained by 22.8759. From the data on the inner significance test shows that the construct models of Organizational Culture has a significant relationship with the constructs of BITA because the value of the T-Statistic is greater than the value of the T-Table.

**Organizational Culture Construct’s Analysis**

Having done three times recalculation then found to be only 10 pieces indicators have convergent validity in explaining construct Organizational Culture, this means that there are 13 indicators on the construct of organizational culture that should be eliminated from the model.
study. Indicators in other dimensions (Cooperation, Learning, Strategic Direction, Awards & Incentives, Control and Communications) can explain the valid construct the Organizational Culture.

The results of the calculation show loading factor values on the remaining 10 indicators show adequate values (> 0.65) as well as the value of AVE is already above 0.5 (0.5125) as well as the value Communality which also has a greater than 0.5 (0.5125). Therefore, all the indicators have had to explain the convergent construct validity Organizational Culture. For discriminant validity entire remaining indicators can meet the criteria of discriminant validity because the value of Cross Loading indicator on the construct of organizational culture in explaining the construct higher than organizational culture in explaining other constructs. To test reliability, the indicator on the construct of organizational culture has a good reliability value marked Composite reliability and Cronbach's Alpha greater than 0.7 (Composite Reliability = 0.9129, Cronbach's alpha = 0.8939). This means that the indicators on the construct of organizational culture consistent and precise in measuring the construct of organizational culture.

On the significance test was also obtained good results, ie the value of the T-statistics for each indicator is greater than the value of the T-Table (1.972). This means that the indicators on the construct of organizational culture significantly affects constructs of Organizational Culture. From the calculation results showed that the three constructs of Organizational Culture influenced by ten indicators that are grouped into six dimensions, namely Strategic Direction through indicators BO13 (0.7679), BO11 (0.7616) and BO12 (0.7462) the next is BO19 Communications (0.7345), the dimension Awards & Incentives BO15 (0.7236), BO15 (0.7232) followed by Communications back BO18 (0.7002), next is BO16 Control (0.6856) and the last two are learning BO06 (0.6536) and Cooperation BO02 (0.6515).

Based on these data, if an organization especially Computer higher education wants to shape the culture of the organization must consider the six dimensions, namely Strategic Direction, Communications, Awards & Incentives, Control, Learning and Cooperation, but most three dimensions must be considered is the Strategic Direction, Communications Awards & Incentives.

BITA’s Construct Analysis

Having done three times recalculation then found to be only 11 pieces indicators have convergent validity in explaining the construct BITA, this means that there are 5 indicators on BITA’s construct that must be removed from the model study. This means that these indicators do not have to explain the convergent construct validity BITA while other indicators can explain BITA with the valid construct. The results of the calculation show loading factor values on the remaining 10 indicators show adequate values (> 0.65) as well as the value of AVE is already above 0.5 (0.5358) as well as the value Communality which also has a greater than 0.5 (0.5358). Therefore, all the indicators have to have convergent validity in explaining the construct BITA.

For discriminant validity entire remaining indicators can meet the criteria of discriminant validity because the value of Cross Loading indicator on the higher BITA construct in explaining BITA constructs other than in explaining construct. To test reliability, the indicators on the construct of BITA have good reliability value marked Composite Reliability and Cronbach's Alpha greater than 0.7 (Composite Reliability = 0.9268, Cronbach's alpha = 0.9130). This means that the indicators on BITA’s construct consistent and precise in measuring the construct of BITA.

On the significance test was also obtained good results, the value of the T-Statistics (T-Count) on each indicator is greater than the value of the T-Table (1.972). This means that the indicators on KSBTI construct significant in affecting BITA’s constructs.

From the calculation results showed that the three constructs of BITA influenced by eleven indicators grouped into six dimensions, namely Governance, Communication, Partnership, Competence, Ability / skill and Architecture.

The rank of a three-dimensional construct of the most influential on KSBTI is Governance, Communications and Partnerships. This means that if an organization wants to gain maturity in
the alignment of business strategy and information technology, that organizations must manage six dimensions BITA mentioned above.

**Proximity Relationship Analysis Model (R^2)**

Relationships between constructs in the research model can be represented by the value of R^2. Based on the obtained data processing R^2 value of 0.5841. This means that the degree of closeness between constructs is a moderate level tends to be strong [45]. Value of 0.5841 indicates that 58.41% KSBTI constructs can be explained by the construct of organizational culture. It showed me already more than half (> 50%) can be explained by the construct of BITA Cultural Organization while the remaining 41.59% is explained by other models that are not included in this study.

**Hypothesis Test**

The value of loading factor on Organizational Culture and Business-Information Technology Strategic Alignment amounted to 0.764 so that the study found that organizational culture’s constructs give positive influence to the constructs of BITA. Then the T-Statistics (T-Count) provide very useful information about the relationship between the study variables. Limit to reject or accept the hypothesis was 1.972 at 5% Significance Level [45]. If the value of T-statistics are above 1.972 (T-count > 1.972), the hypothesis will be accepted. The hypothesis in this study is "Organizational Culture has positive influence on Business-Information Technology Strategic Alignment ". Calculate of the T value in this study amounted to 22.8759. Thus the value of T-Calculate is greater than the value of the T-Table (22.8759> 1.972).

With a loading factor that is positive and T-Calculate the value is greater than the T-Table, the hypothesis of this study is acceptable. Thus it can be concluded that organizational culture has a positive influence on Business-Information Technology Strategic Alignment.

**Final Model**

Based on the data processing has been done to the questionnaire that was distributed and completed by 197 respondents who are the lecturers of Computer Higher Education member of APTIKOM, obtained late model study as shown in Figure 6

![Final Model](image)

**Fig. 6. Final Model**

Based on the research end models, it is known that the organizational culture in a positive and significant effect on Business-Information Technology Strategic Alignment at APTIKOM’s members. Organizational culture is measured through indicators Strategic Direction, Communications, Awards and Incentives, Control, Learning and Cooperation. While the Business-Information Technology Strategic Alignment measured by Governance, Communications, Partnerships, Competence, Ability / Skill and Architecture.

The end result of this research model that was originally developed from a combination of models of Organizational Culture and Vaitkunaite Ginevicius [33] with the model and the Business-Information Technology Strategic Alignment by Luftman [40] can be used as an
alternative and amplifier models of the relationship between Organizational Culture and Business Strategy Alignment and information technology that has been there before. With this model, the results of this research if a particular organization Universities Computer APTIKOM members want to finalize the Business-Information Technology Strategic Alignment in their organization then the organization must first strengthen its Organization Culture. Organizational Culture strengthened through dimensions Strategic Direction, Communications, Awards and Incentives, Control, Cooperation and Learning, while the Business-Information Technology Strategic Alignment can be matured by managing the dimensions of Governance, Communication, Partnership, Competence, Capabilities and Architecture.

CONCLUSION

Conclusion

1. Research on Organizational Culture and Strategy Alignment of Business and Information Technology at the College of Computer in Indonesia, particularly members of APTIKOM found that organizational culture provides a positive and significant effect on the Business-Information Technology Strategic Alignment.

2. The study also found that 58.41% of Business-Information Technology Strategic Alignment’s construct can be explained by the construct of organizational culture. It showed that already more than half (> 50%) Business-Information Technology Strategic Alignment’s construct can be explained by organizational culture while the remaining 41.59% is explained by other models that are not included in this study.

3. The model in this study have strong relevance in estimating the relationship between the constructs of Organizational Culture and Business-Information Technology Strategic Alignment’s constructs.

4. Influence model of organizational culture on Business-Information Technology Strategic Alignment showed that organizational culture can be strengthened by managing the dimension Strategic Direction, Communications, Awards & Incentives, Control, Learning and Cooperation. While the Business-Information Technology Strategic Alignment can be matured by managing the dimensions of Governance, Communication, Partnership, competence, ability / skill and Architecture.

5. This research is useful for the development of theory in the management of organizational culture and in preparing Alignment of Business and Information Technology Strategy by providing alternative models and or amplifier on a model relationship Organizational Culture and Business Strategy Alignment and Information Technology that has been there before.

6. The findings of this study may also contribute to the organization, especially computer higher education to manage organization culture was to provide positive implications for Strategy Alignment of Business and Information Technology organization.

Suggestion

1. For further research if the object has a relatively focused research, is expected to be able to determine more precisely the amount of the population so that the sample can be calculated and grouped with more certainty, for example the number of samples that can be taken to represent a college or represent a region.

2. It should be done similar research but with the object of respondents from different organizations both in the core business as well as the organization of cultural diversity.

3. It should be the development of research instruments, the instruments which are better suited to the environmental conditions and the object of research. In addition, a pilot study should be done to ensure that the items in the questionnaire questions can be well understood by the respondent.

4. In order to further scientific development, subsequent studies suggested to further sharpen the discussion on the shape of the influence of organizational culture on the alignment of business strategy and information technology.
REFERENCES


