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THE EFFECT OF STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT ON BUSINESS AND PRODUCTION PROCESS

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Abstract: *A business process is a set of activities that designed to produce an output for a particular customer or market. It's emphasis on how the work within an organization, in contrast to a product's focus on what a process is. Thus the specific sequence of work activities in all times and places, with the beginning, end, and input, output, and structure of the action clearly defined. The purpose of this study to determine whether the strategic planning and performance management effect on business and production process on the three universities in SDA among Indonesia region. This research uses the questionnaire to collect data and using Pearson product-moment to find the relationship and effect of the variable. The result shows that the correlation among at variables was having a significant relationship between strategic planning, and business production process with the coefficient correlation of 0.720 that mean the correlation was strong. Performance management on a business production process coefficient correlation of 0.780 that mean the correlation was strongly positive and the relationship between variables strategic planning, and performance management on business production process was 0.823 strong positive. The contribution of these two variables strategic planning and performance management on business and production process was 67,7% and the rest 32,3% determined by other variables or factor's out of this research. Also, there is a relationship between strategic planning and performance management to business and production process with f Value of 169.813. The regression equation is BP = 0.583 + 0.361SP + 0.481PM.*

Keywords: *Strategic Planning, Performance Management, Business and Production Process*

Introduction

The 21st century, organizations face increasing changes and developments in the field of technology and society. Therefore, organizations need to improve performance so that the planned targets can be achieved through the business and production processes. The Organizational strategy requires planning and performance management in order to measure performance and motivate each employee so that the vision and mission of the organization can be achieved.

Marcus (2001) stated that about 57% of the organization in the United States of America and Canada are performing poorly because of poor strategic plans, misapplied resources, communication breakdown, and limited accountability. Business and production process efficiency measures how efficiently the organization actually transforms resources into products or services. There are areas of business and production performance: new service development, employee productivity, and error rates, service cost, process improvement, and supplier relations (Hilton, Maher & Selto, 2008).

Cornerstone (2018) today, many forms of performance management are applied in most organizations, but unfortunately, only about 21 percent of employees agree that their performance is managed in a way that increases their motivation to do extraordinary work. To improve performance management, companies must create a work environment that can empower employees to bring out their best abilities by providing opportunities for sustainable development, as well as continuous feedback and coaching.

Increasing competition from across the world has meant that all business must be much more careful about the choice of their strategies, and everyone in the organization must be doing what they are supposed to be doing to ensure strategies are implanted effectively. Word strategies are a way that most people use to make a plan. This tends to imply something that is intentionally put in training and progress monitored from the start to a predetermined finish. Some business strategies follow this model. ‘Planning’ tends to produce internal documents that detail what the company will do for a period of time in the future (i.e., 5years). It might include a schedule for new product launches, acquisition, financing (i.e., raising money), human resources change, etc. (Campbell, Stonehouse & Hoston, 2002).

Dupuis (2009) mentioned that performance management is a system that affects everyone in the organization. It helps the organization achieve the desired business result and maintain its desired culture. It helps employees understand how they are contributing to the organization's goal, what is expected of them, how they are doing, and how they can continue to grow, develop, and add value to the business.

Strategic Planning

According to the Shermeron as cited in Stone (2008), strategy defines in which an organization intends to move and establishes the framework for action through which it intends to get there. It involves a consistent approach over time and reflects the organization's approach to achieving an organization's strengths and minimizing its weakness. To do this, an organization must identify and analyze the threats and opportunities present in the external environment.

Certo (2003) mentioned that strategic planning is long-range planning that focuses on the organization as a whole. In the strategic planning phase, senior management determines the major programs the organization will undertake during the coming period and the approximate expenses that each will incur. These decisions are made within the context of the goals and strategies that emerged from the strategy formulation activity. If a new program represents a change in strategy, the decision to initiate it effectively is part of the strategy formulation activity, rather than the management control process. The strategy formulation and management control merge in the strategic planning.

Mintzberg, Ahlstrand, and Lampel (2005) indicated that the traditional perspective process view is focused on "formulation, implementation, and control". Formal planning processes underlying the approach to strategy include document strategy plan which covers time periods of three years or more, identifies goals and objectives and resources needed to achieve them a study conducted by Behzadfar (2011) among 214 respondents in Mazandaran found that using specified strategic plan increases employees' participation which leads to increase their productivity towards performance. Another study conducted by Arasa and K'Obonyo (2012) on the organization, from both the private and public sector focusing on the relationship between strategic planning and organizational performance, indicated the existence of a strong relationship between strategic planning and firms organization.

Balance Scorecard Institute (2017) stated Strategic planning is an organizational management activity that is used to determine priorities, prioritize energy and resources, strengthen operations, ensure employees and other management work towards shared goals, determine decisions about desired results /outcomes, and assess and adjust organizational direction and responsiveness the possibility of a changing environment. This is a disciplinary solution that produces fundamental decisions and steps that will shape and guide what the organization is, who it will serve, what it does, and why it must be done, by concentrating on the future. Effective strategic planning does not only mean where the organization is going and the actions and decisions needed to make progress but also how it will know if it achieves success.

McNamara (2018). In layman, strategic planning ensures how an organization will run for the next year or more, and how the achievements will get there and know in advance whether to get there or not. The focus of the strategic plan is usually throughout the organization, while the center of attention of the business plan is generally on certain products, services or programs. There are various perspectives, forms, and approaches taken in a strategic plan. The path of a strategic plan is developed very much depending on the nature of an organization's leadership, organizational culture, diversity of the organization's environment, organizational size, planner's expertise, etc.

Web Finance Inc (2018) states a planned process for imagining the future that is to be achieved and translating this vision into goals or targets that are widely articulated and the various stages to achieve it. In the other direction, long-term planning (which begins with the current status and determines the path to meet the expected future needs), strategic planning starts with the final goal set and works backward to the current situation. At each long-term planning step, the planner asks, "What must be done now to reach the next (higher) stage?" At each stage of strategic planning, the planner asks, "What should be done in the previous step (lower) to achieve the current situation?" Also, it is inversely proportional to tactical planning (which focuses on achieving narrow interim goals defined in a decided way), strategic planning looks at objects that are broader and more dynamic in choosing the ingredients.

The balance careers (2018) stated Seven Elements of a Strategic Plan:

Vision Statement, A vision statement is a statement that comes out naturally about where you want the things you want to be in the future. The future is usually interpreted as a state of the next three to five years, often more. Vision must determine the overall direction for individuals and groups and must be assertive and inspiring. Vision clearly states about "what" and "why" of everything you plan and do.

Mission Statement, when the vision describes where you want to be in the future, a mission describes what you are doing now. This often describes what you do, for whom, and how. Focus on your mission at any time that requires and allows you to achieve your vision. The mission statement can expand all kinds of your decisions, and / or minimize them.

Core Values, Core values define your beliefs and behavior. They are a variety of things that you believe in, which will ensure you are heading towards or achieving your vision and mission.

SWOT Analysis, SWOT stands for strengths, weaknesses, opportunities, and threats. The SWOT analysis provides a summary of where you are now and prepares ideas about what you need to focus on and do.

Long-Term Goals, Long-term goals are three to five statements that explain the stages under the vision and explain how you plan steps to achieve your vision.

Yearly Objectives, Every long-term goal must have several (three to five) annual goals that together advance your goals. Each goal must be SMART: Specific, Measurable, Achievable, Realistic, and Time-Based

Action Plans, Each goal must have a plan that gives details of how the goal will be achieved. The amount of detail depends on the type of destination.

Don't forget, that the strategic plan starts at the highest level (vision) and continues to be more specific, short term, and specific. Both are important and much related to each other.

Strategic planning is the implementation of looking forward, beyond the future of your organization, to achieve a certain set of goals. This also involves laying - step by step - how you will get there. Without this basis, you might get caught up in various kinds of urgent activity problems that might not really benefit your organization in the long run ... and there is no way to run the company. (ClearPointStrategy, 2018)

Performance Management

Aguinis (2009) mentioned that performance management requires that managers ensure that employees' activities and outputs are congruent with the organization goals, and consequently help the organization gain a competitive advantage. Performance management, therefore, creates a direct link between employee performance and organizational goals and make the employees' contribution to organization explicit.

Performance management is the process of creating a work environment in which people can perform to the best of their abilities in order to meet a company goal. Steps in the performance management process are: (1) Goal set to align with higher level goals, (2) Behavioral expectations and standards set and then aligned with employee and organizational goals, (3) On-going performance feedback provided during cycle, (4) Performance appraised by manager, (5) Formal review session conducted, and (6) HR decision making (e.g., pay, promotion, etc.).

Performance evaluation gives managers important information on which to base human resources decisions. Decisions about pay raises, bonuses, promotions, and job move all hinge on the accurate appraisal of performance. Performance evaluation can also help managers determine which workers are candidates for training and development and in what areas. High employee motivation and performance levels can be encouraged through Performance Feedback. This allows every good individual to know that their efforts are valued. This also allows bad individuals to know that their lack of enthusiasm needs to be improved. Performance feedback can provide both good and poor performances with insight on their strengths and weaknesses and ways in which they can improve their performance in the future (Jones & George, 2011).

Lopez (2008) described an evaluation that asks and answers the right questions and can be used not only to determine results but also to understand those results and to modify the evaluation so that it can better meet the intended objectives within the required criteria. This is useful not only to identify what went wrong or what could be better but also to identify what should be done to maintain. Through appreciative inquiry, evaluation can help an organization identify what is going right.

According to Daft (2006), generally, HRM professionals concentrate on two things to make performance evaluation a positive force in their organizations: First, the accurate assessment of performance through the development and application of assessment system such as rating scales; and second, training managers to effectively use the performance appraisal interview, so managers can provide feedback that will reinforce good performance and motivate employee development (Bohlander, & Snell, 2013)

Gunaratne and Plessis (2007) conducted a study on the performance management system. The study revealed that implementing a performance management system that people understand and believe in will provide a powerful foundation for employees to achieve their ambitions and organizations to achieve their key financial goals.

Research conducted by Homayounizad and Bager (2012) found that majority of the respondents (38%) agree the performance management system determines productivity level of their organization and majority of the respondents (40%) believe that performance management system determines efficiency level of the organization.

The Balance Careers (2018) stated Performance management is the process of presenting an atmosphere of a work environment or setting where people are encouraged to do their best. Performance management is a whole work system that starts when work is interpreted as needed. It will finish when an employee leaves your organization. Performance management means your interaction with employees at every step in this major life-cycle event. Performance management forms every opportunity for interaction with an employee is a learning opportunity. Performance management is not an annual assessment meeting. It does not present an assessment meeting and this is not a self-evaluation. This is not a form or measurement tool, although many organizations today use tools and forms to achieve organizational goals and improvements, they are not a performance management process.

Performance management is the process of ongoing relationships between leaders and employees that occur throughout the year, in line with the achievement of the organization's strategic goals. Process relationships include clarifying expectations, setting goals, identifying goals, providing feedback, and evaluating results (Berkeley University of California, 2018).

SAPSuccessFactors (2018) explain Strong Performance Management - the process that you place to assess and appreciate the ability of your workforce to meet and exceed goals. Increasing morale, giving birth to loyalty, and increasing your overall employee productivity through performance management is the key for your company to outperform competitors. Effective and appropriate performance management systems are the best when setting the right pay-for-performance culture, which in turn increases employee engagement. The process of linking a company's compensation plan with individual or team performance includes setting, measuring, and rewarding expectations of performance that can be achieved.

There are many ways to execute things in creating a performance management process, and most are organized like this: Individual targets and company strategies are interpreted and delivered throughout the company, Positive movements of objectives are monitored, and management provides performance training opportunities, Employee Performance is assessed by feedback and formal documentation, compensation in the form of reward and punishment is given based on performance. If the performance meets or exceeds the desired standard or target achievement, an award is given. If the performance does not meet the desired standard or target achievement, there are ways to improve it, a performance development plan is made to overcome the gap, and the new performance date is scheduled.

Defining Goals

At the initial stage in performance management is determining the stage correctly - interpreting individual goals and adjusting to the company's strategy. The process of setting goals should be a collaborative process between managers and employees. After a company-wide strategy is determined, individual goals must be made that support the "big picture". The functions and responsibilities of the Main Tasks, both shared and individual, must be handled within the SMART target framework

Specific: Clearly defined to tell employees exactly what is meant, when, and how much. Measured: Give targets to track progress and encourage employees to achieve. Achieved: Success must be achieved by an average employee, with a little pressure. Relevant: Goals must center on the biggest impact on the overall corporate strategy. Timely: Goals must be based on time frames to create a sense of emergency or very important for resolution.

Monitoring Progress on Goals

Managers need to be aware of the achievements of their employees at the goal of advancing with the help of coaching or resources when it appears that the target may be exceeded or, even better, to recognize these achievements with appropriate monetary or non-monetary rewards. In addition to the manager's need to review employee productivity, it is also important for employees to know their own progress on the target is given. Having this information is useful to help during the important process during the assessment to inform management of the right steps in achieving the goal or to highlight success from the beginning of the year. High-performance secrets: pay attention and supervise individual and team targets at least once a week or a month to clarify your focus and use this information as a basis for performance discussions. You can use the opportunity to review progress and adjust the timeline of each phase or stage, request additional resources if needed, or even expand or enlarge the scope of goals after more information is collected.

Appraisal Process

To get the most out of their employees, the assessment process must include listening, observing, providing constructive feedback, and giving recognition. Most performance management solutions include writing assistants and training tools to help managers find only "the right words" to provide constructive analysis of employee performance. The most important part of the assessment is to provide feedback about what the employee has successfully learned and still need to be studied and make plans to provide opportunities for employees to develop the necessary skills. This can be an important factor not only in the growth of employees but also in the health of the entire organization because employees have a greater sense of loyalty to companies that develop talent from within and thus become more involved in their work. This development plan also allows companies to create a pool of talents for strategic succession planning.

Pay-for-Performance Compensation

A successful pay-for-performance compensation strategy can be the key to maintaining your main talent and encouraging organizational performance that exceeds all expectations. In essence, pay for performance functions to align your people with company goals and objectives and motivate and respect your best players, while continuing to develop companies that are less able to become a greater asset for your organization.

It is important for employees to know that if their work performance meets or exceeds expectations that they will be rewarded for their hard work properly through salary increases, bonuses or other rewards (flexible schedule or time, prizes, recognition through awards, etc.) Pay for compensation structures performance not only accounts for individuals but also for the work environment and team performance as well, encouraging employees to unite to achieve common goals.

Cornerstone (2018) said four steps HR professionals can follow to effectively implement the performance management process.

Plan Goals and Set Expectations

To start the performance management process effectively, the HR manager must start by writing a clear job description and making a recruitment plan that attracts candidates who are in line with the company's culture and meets the position requirements. After the ideal candidate is found and hired, managers must prioritize discussing expectations with them, and set goals for achievement.

It is important for employees and managers to be on the same page in terms of expectations and goals so that employees know what to expect and what to do, while managers develop an understanding of what type of ongoing training they need to provide. One of the best practices of performance management is to make sure employees are involved in this planning process from the start, so that they can imagine how their personal goals will fit the company's larger goals, how they will be responsible for their work assignments and how certain tasks must be completed.

Assess Progress Holistically

While it is important to take the time to discuss the goals and responsibilities when the employee first starts, an equally important part of the performance management process is to constantly check with workers. Rather than limiting this check-in to annual performance reviews, managers must combine more informal and ongoing feedback conversations to monitor progress and overcome challenges.

This feedback can consist of comments from coworkers or clients, managers 'observations or employees' own evaluations of their performance. Ongoing feedback can help create a work culture where employees feel comfortable looking for help and guidance, rather than trying to hide or solve their own problems. More formal reviews can be a valuable part of improving performance management too; use this review to discuss overall highs and lows, assess skills and set bigger goals for the coming year.

Don't Overlook the Power of Recognition

Taking the time to recognize employee achievements is a complementary part of performance management. Bonuses or promotions, written thank-you notes, verbal conversations or a formal reward system are examples of things an organization can give to recognition of performance without overriding budgetary resources.

Whatever form of recognition is made, it is very important for employees to hear that they are valued and why. Most Americans employed - 82 percent - do not feel that their supervisors recognize them enough for their contributions and 40 percent say they will provide more energy in their work if they are more often known. The recognition must be an ongoing part of the performance management process - make sure it is public, personal and timely.

Provide Ongoing Career Development Opportunities

The final phase of the performance management process is to help employees set and achieve long-term personal and career development goals. This goal must reflect business needs, but also build special talent for employees.

Sustainable career development opportunities can include on-site or off-site training, assignments that challenge or take on new and greater responsibilities. Communication managers and employees are an important part of this process; employees must feel free to experiment and make mistakes, be honest about what they want to pursue in their careers, and know that their managers will advocate for them and help provide the training they need to achieve their goals.

Good performance management must be part of everyday work life. By routinely meeting employees, combining ongoing feedback and providing learning and development opportunities, managers can create a performance management process that empowers employees to set goals that are meaningfully related to business strategies.

Business and Production Process

The business process is a collection of businesses that are formed so as to produce specific products for certain customers or markets. This implies a strong emphasis on how work is done in an organization, in contrast to the product focus on what a process is. Thus a specific ordering of work activities across time and place, with a beginning, an end, and clearly defined inputs, outputs and a structure for action (Sparx System, 2018)

According to Wilson (2006), production process performances are all the activities with the business combined to produce the output from the input. Production process performance defines the effectiveness of business in converting the input to output. Performance measure in this area will, therefore, be in the form of rates of production in order to improve the production process and it is possible to change the way the business works.

Harmon (2003) stated that business process represents a core of the functioning of an organization because the company primarily consists of the process. A Business process is measured at an aggregate level and by following individual dimensions: process view, process job, process management, and measurement. Process view involves a focus on the workflow and process across an organization. Functional roles and title reflecting the traditional hierarchical structure are replaced by owner leaders who are responsible and accountable for the operation and improvement of the business.

Appian (2018) stated a business process is a collection of linked tasks which find their end in the delivery of a service or product to a client. Business processes have also been defined as a series of activities and tasks which, after completion, will achieve organizational goals. The process must involve clear input and a single output. This input consists of all factors that contribute (either directly or indirectly) to the added value of the service or product. It is categorized into management processes or operational processes and supports business processes. The management process regulates the operation of certain organizational operating systems. The operational process is the core business. Supporting processes such as human resources and accounting are implemented to support core business processes. The definition of term business processes and the development of this definition since conception by Adam Smith in 1776 have led to fields of study such as Operations Development, Operations Management and the development of various Business Management Systems.

Methodology

The researcher used the descriptive research method. The design of this research is descriptive-correlational. It examined and considered the relationship of strategic planning and performance management to business and production process. A descriptive-correlational study attempts to determine the relationship of two variables whether the relationship is perfect, very high, high, marked or moderate, slight or legible (Palmer-Calmorin & Calmorin, 2007).

The correlational design was utilized to determine if there was a significant relationship of strategic planning and performance management to business and production process. Therefore, the correlation procedures allow the researcher to make inferences about the relationship between two or more variables (Cresswell, 2003).

The population of this research was the regular employees of Adventist higher education institutions in Indonesia. The higher educational institutions are as follows: Universitas Advent Indonesia, Universitas Klabat Manado Sulawesi Utara, Sekolah Tinggi Surya Nusantara Pematang Siantar Sumatera Utara. Data were gathered from all of them using the questionnaire designed for the study. The questionnaire was designed based on the researcher's review of related literature and previous studies, the conceptual framework, as well as key informants from respondent organizations. The total number of regular employees of each institution was taken from the president and HRM director of each institution.

The sample size was computed using the Slovin's Formula to establish the minimum number requirement of respondent which is n $= N/(1 + Ne^2)$, where N = population size and e = error tolerance. It was computed as follows: n = 264/ (1 + (264*(0.05*0.05))) = 159. This ensured that enough respondents were considered in this study. From the total of 171 retrieved questionnaires, only 165 respondent answered well. The number of employees of institutions, the number of questionnaires distributed and retrieved are shown in Table 1.

Table 1
Respondents' population and Questionnaires Distribution and Retrieved

Institution	Population	Distributed Questionnaires	Retrieved Questionnaires
Universitas Advent Indonesia	116	95	76
Universitas Klabat	112	80	61
Sekolah Tinggi Surya Nusantara	36	36	34
Total	264	211	171

Source: field data

The convenience sampling technique was used in this study. This is a sampling design which selected the most accessible sample what to immediately get their reaction to certain issues (Calderon & Gonzales, 2004). The researcher used a self-constructed questionnaire for the data gathering. The questionnaire was conducted, based on related literature and studies. The instrument used a five-scale of measurement in which respondents indicated their answers. The respondents were asked to rate each statement using a five-point Likert Scale. To be able to analyze, interpret and determine the implications of data gathered, the statistical techniques Employed using the Statistical Package for Social Science (SPSS)

In this study can be described in terms of the framework

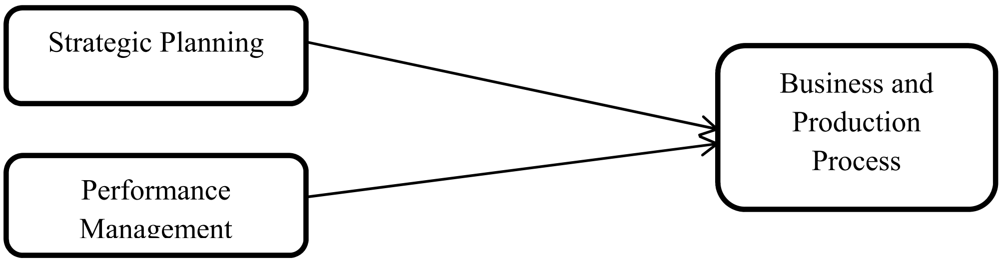

Figure 1. Framework

Source: Author

Based on the framework above, the author hypothesized that:

1. There is no significant effect of strategic planning on the business and production process.
2. There is no significant effect of performance management on business and production process.

The Result of Study

The instrument used a five-scale of measurement in which respondents indicated their answer. The respondents were asked to rate each statement using a five-point Likert Scale with the descriptive interpretation as presented in Table 2.

Table 2
Descriptive Statistics

Likert Scale		Verbal Interpretation			Weight Mean Interval
Response Scale	Degree of Intensity	Strategic Planning	Performance Management	Business and Production Process	
5	Always		Very Good		4.50 — 5.00
4	Oftentimes		Good		3.50 — 4.49
3	Sometimes		Fair		2.50 — 3.49
2	Rarely		Poor		1.50 — 2.49
1	Never		Very Poor		1.00 — 1.49

Table 3 stated that from the questionnaires collected we have Mean for Business 3.742, that Mean it has an oftentimes Degree of Intensity, for Strategic 4.016 that Mean it has an oftentimes Degree of Intensity also and the last for Performance Management 3.550 that Mean it has an oftentimes Degree of Intensity.

Table 3
Descriptive Statistics

	Mean	Std.Deviation	N
Business	3.742	.7016	165
Strategy	4.016	.6898	165
Performance	3.550	.7874	165

Table 4 Below showed that the correlation among at variables was having a significant relationship between strategic planning, process, and business production process with the coefficient correlation of 0.720 that mean the correlation was strong. Performance management on a business production process coefficient correlation of 0.780 that mean the correlation was a strong positive.

Table 4
Correlations

		Business	Strategy	Performance
Pearson Correlation	Business	1.000	.720	.780
	Strategy	.720	1.000	.675
	Performance	.780	.675	1.000
Sig. (1-tailed)	Business	.	.000	.000
	Strategy	.000	.	.000
	Performance	.000	.000	.
N	Business	165	165	165
	Strategy	165	165	165
	Performance	165	165	165

Table 5 showed that the relationship between variables strategic planning, and performance management on business production process was 0.823 strong positive. The contribution of these two variables strategic planning and performance management on business and production process was 67,7% and the rest 32,3% determined by other variables or factor’s out of this research.

Table 5
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistic			
					R Square Change	F Change	df1	df2
1	.823[a]	.677	.673	.4012	.677	169.813	2	16

a. Predictors : (Constant), Performance, Strategy
b. Dependent Variable: Business

The significance of the ANOVA can be found in the table above which shows there is a significant relationship between strategic planning and performance management on business and production process with F-Value.

Table 6
Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	56.654	2	27.327	169.813	.ooo[b]
1	Residual	26.069	162	.161		
	Total	80.723	164			

a. Dependent Variable : Business
b. Predictors : (Constant), Performance, Strategy

Based on the result on Table 7, it can be explained equation, where Business and Production Process = 0.583 + 0.361 Strategy Planning + 0.481 Performance Management. The Equation above it explained that if variables of Strategic Planning and Performance Management is zero, the value of Business and Production Process was 0.583

Table 7
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.583	.187		3.124	.002
1	Strategy	.361	.062	.355	5.865	.000
	Performance	.481	.054	.540	8.923	.000

a. Dependent Variable : Business

Based on the result on Table 7, it can be explained that regarding residuals statistics, predicted value has a mean of 3.742 with minimum value of 0.583 and a maximum value of 4.747.

Table 8
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.583	4.747	3.742	.5773	165
Std.Predicted Value	-5.473	1.741	.000	1.000	165
Standard Error of Predicted Value	.031	.187	.050	.020	165
Adjusted Predicted Value	.744	4.741	3.744	.5726	165
Residual	-1.2922	1.0237	.0000	.3987	165
Std.Residual	-3.221	2.552	.000	.994	165
Stud.Residual	-3.319	2.611	-.001	1.006	165
Deleted Residual	-1.3721	1.0716	-.0011	.4089	165
Stud.Deleted Residual	-3.428	2.659	-.002	1.014	165
Mahal.Distance	.012	34.509	1.988	3.453	165
Cook's Distance	.000	.248	.009	.029	165
Centered Leverage Value	.000	.210	.012	.021	165

a. Dependent Variable : Business

Conclusion and Recommendation

The Result showed that the correlation among at variables was having a significant relationship between strategic planning, and business production process with a coefficient correlation of 0.720 that mean the correlation was strong. Performance management on a business production process coefficient correlation of 0.780 that mean the correlation was strongly positive and the relationship between variables strategic planning, and performance management on business production process was 0.823 strong positive. The contribution of these two variables strategic planning and performance management on business and production process was 67,7% and the rest 32,3% determined by other variables or factor's out of this research. Also, there is a relationship between strategic planning and performance management to business and production process with f Value of 169.813. The regression equation is BP = 0.583 + 0.361SP + 0.481PM.

We recommend for the researcher who is interested in researching Seventh Day Adventist University in Indonesia to complete this study by adding other variety of variable that was impacting the business and production process that are still have more possibility to increase the quality of our institution, especially in Indonesia.

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