Research Paper

Strategic Design for Improving the Performance of the State Civil Apparatus at BKPSDM Tangerang District

Mohammad Arifianto[1], M. Syamsul Maarif[2], Budi Yulianto[3]

[1,2,3]School of Business, IPB University, Bogor, Indonesia

Corresponding Author: Mohammad Arifianto

ABSTRACT

This research aims to design a strategy to improve the performance of the state civil apparatus at BKPSDM Tangerang Regency. The main factors that can be used as references in this research are competence, leadership style, and knowledge management. These factors can impact the performance of the state civil apparatus of BKPSDM Tangerang Regency. Structural equation modeling (SEM) with partial least squares (PLS) is used to analyze primary data. Strategy formulation was processed and interpreted using the analytical hierarchy process (AHP) method. The data processing results explain that the first factor, namely competence, influences the performance of the state civil apparatus. The application of the competence of the state civil apparatus causes this influence. The second factor is the leadership style that influences the performance of the state civil apparatus. The effect occurs because the state civil apparatus already accepts the leadership style. The third factor, knowledge management, does not influence the performance of the state civil apparatus. The lack of influence of this knowledge management factor occurs because the state civil apparatus has not fully implemented the knowledge management process. Therefore, this application requires further socialization and self-awareness of each state's civil apparatus's importance in implementing knowledge management. Strategies for improving the performance of the state civil apparatus can be formed into a hierarchical structure using the analytical hierarchy process (AHP). Therefore, AHP has several elements: focus, actors, factors, objectives, and alternative strategies. The Head of the Agency is the actor element that plays an important role in improving performance. Competence is the element that plays an important role in improving performance. The objective component of BKPSDM is to prioritize increasing regional innovation. Implementing alternative strategies that can be applied in optimizing training, education, and development for state civil apparatus.

Keywords: Analytical Hierarchy Process (AHP), Competence, Human Resource, Knowledge Management, Leadership Style, Performance, Strategy, Structural Equation Modeling (SEM), Partial Least Squares (PLS).

INTRODUCTION

The quality of an organization is highly dependent on the quality of the people within it (Hery 2019). Human resources are increasingly gaining a strategic place in staffing management, requiring human resources capable of playing a role in increasingly complex work demands. BKPSDM Tangerang Regency, as a regional apparatus, has the task of assisting the Regent in formulating policies, coordinating, fostering, and controlling the supporting functions of government affairs in the field of personnel performance, which are the authority of the region and the assistance given to the Regional Government. (Perbup 2016). From 2018 to 2020, the performance of the BKPSDM civil servants of Tangerang Regency has not shown significant

consistency. This can be seen from the following table of Recapitulation of the Performance Appraisal of Civil Servants of BKPSDM Tangerang Regency from 2018 to 2020:

Table 1. RPPK for BKPSDM civil servants in Tangerang Regency from 2018 to 2020

No	Year	Excellent	Good	Moderate	Poor	Bad	Not Recorded	Total
1.	2018	29	21	-	-	-	14	64
2.	2019	17	50	-	-	-	1	68
3.	2020	31	15	-	-	-	9	55
Total		77	86	-	-	-	24	187

Source: BKPSDM Tangerang Regency

The main factors that are thought to be the cause of the consistency of the performance of the state civil apparatus at BKPSDM Tangerang Regency are not yet significant. The main factors are seen from the ups and downs of performance, which are estimated to be caused by the poor competence of the state civil apparatus, the adjustment to the new leadership style, and the lack of proper implementation of knowledge management. There is no appropriate strategy to combine the main factors in improving the performance of the state civil apparatus of BKPSDM Tangerang Regency. Therefore, this research focuses on designing a plan to improve the performance of the state civil apparatus at BKPSDM Tangerang Regency. The objectives of this research are (1) analyze the main factors that cause the performance of the BKPSDM state civil apparatus of Tangerang Regency to be inconsistent; (2) map and measure how much influence the main factors have on the performance of the state civil apparatus at BKPSDM Tangerang Regency; (3) design and recommend a strategy for integrating the roles of the main factors that can be implemented to improve the performance of the state civil apparatus at BKPSDM Tangerang Regency.

LITERATURE REVIEW
Competence
According to Sanghi (2007), competence is a process that refers to various skills that must be performed and behaviors that must be applied to incompetent performance. It is important to identify a set of individual competencies required to achieve strategic goals (Ratnamiasih et al. 2012, page number). According to Permenpan Rb number 38 2017 states the explanation of the three competencies that the state civil apparatus must possess:
1. Technical Competence is knowledge, skills, and attitudes/behavior that can be observed, measured, and developed specifically related to the technical field of the position so that the points in technical competence are knowledge, skills, and work attitudes/behavior.
2. Managerial Competencies are knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed to lead and manage organizational units. The managerial competencies are integrity, cooperation, communication, results orientation, public service, development of self and others, managing change, and decision-making.
3. Sociocultural competence is knowledge, skills, and attitudes/behavior that can be observed, measured, and developed related to the experience of interacting with plural societies in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles, which each position holder must fulfill to obtain work results under the role, function, and position. One of the points in socio-cultural competence is the glue of the nation.

Leadership Style
Leadership style is a pattern of behavior that is consistently directed and known by others when the leader tries to influence the activities of others (Thoha 2007). Leadership style is a characteristic used by leaders to

control subordinates so that organizational goals are achieved (Rivai 2004). According to Hamid and Kurniawaty (2020), effective leaders are divided into 4 parts, namely:

1. Innovation. Leaders can create insights for the future by considering the long-term interests of the groups involved.
2. Inspiration. Leaders can develop rational strategies to move towards these insights.
3. Cooperation. Leaders can gain support from power centers that work together to move.
4. Motivator. Leaders motivate the core group whose actions are decisive for implementing the strategy.

Knowledge Management

Knowledge management is the development of process tools, systems, structures, and cultures that implicitly enhance the creation, dissemination, and utilization of knowledge critical to decision-making (De Long and Seemann, 2000). This is reinforced by the theory from Kaswan (2019), which states that knowledge management refers to improving company performance by designing and implementing tools, processes, systems, structures, and cultures to enhance knowledge creation, sharing, and use. Creating an organization's knowledge base must be recognized as one of its valuable resources and targets (Ioannis and Belias 2020). The process of knowledge management in organizations, according to Sedarmayanti et al. (2020) states that there are several processes, namely:

1. Socialization. The socialization process between human resources in the organization is carried out through face-to-face meetings such as meetings, discussions, and individual meetings.
2. Externalization. The process of articulating tacit knowledge into clear concepts.
3. Support for the externalization process can be provided by documenting meeting minutes (the process of explicit knowledge created during the meeting) in electronic form to be published to those concerned.
4. Combination. Knowledge conversion through a combination of different explicit knowledge is organized into knowledge management. Combination media can be discussion forums, organizational databases, and the internet.
5. Internalization. All data, information, and knowledge management documents that have been documented can be read by others. In this process, there is an increase in human resource knowledge.

Strategy

The strategy involves obtaining and maintaining a competitive advantage to achieve strategic goals (Wulandari 2020). Effective strategy development and implementation depend on the organization's or company's strategic capabilities and managers (Sopiah and Sangadji, 2018). According to Bernardin and Russel (2013), competitive advantage means the ability of an organization to formulate strategies that place the organization in a favorable position compared to other companies in the same industry. According to Huff et al. (2009) state that there are several characteristics of strategies that are considered effective and efficient, namely:

1. Communicating convincing goals and visions to the organization.
2. Connecting organizational strengths with opportunities in the environment.
3. Exploiting success while exploring new opportunities.
4. Generating more resources than used.
5. Coordinating and guiding activities.
6. Responding to new conditions over time.

MATERIALS & METHODS

This research will be conducted at BKPSDM Tangerang Regency in Tigaraksa, Tangerang Regency, Banten Province, Indonesia. The research activities were conducted from July 2022 to September 2022. Strategy determination using the AHP method was performed by finding experts and conducting interviews from May 2023 to June 2023. The population used in this study was all state

civil apparatus at BKPSDM Tangerang Regency, totaling 70 people. The AHP strategy used in this study can be done with experts totaling 4 people. The data used in this research are primary data and secondary data. Preliminary data was obtained through interviews, questionnaires, and observations. Secondary data was obtained through literature study report documents from BKPSDM Tangerang Regency.

This research uses three techniques to analyze data: descriptive analysis, structural equation modeling (SEM), and analytical hierarchy process (AHP).

Descriptive Analysis

In this study, descriptive analysis was used to provide an overview of the main factors, namely competence, leadership style, and knowledge management, based on the characteristics of respondents.

STATISTICAL ANALYSIS

Structural Equation Modeling (SEM)

Structural equation modeling (SEM) is a type of multivariate analysis that applies statistical methods to analyze several research variables simultaneously (Sholihin and Ratmono 2020, page number). In this study, the SEM model used is Structural Equation Modeling - Partial Least Squares (SEM PLS). SEM PLS has several advantages, including that the data is not normally distributed, and the sample does not have to be large (Ghozali 2014). Ghozali (2014) and Gio (2022) said that data processing techniques using SEM PLS have several parts, namely:

1. Evaluation of Measurement Test (Outer Model). According to Ghozali (2014), the outer model is how to make each indicator have a relationship between one variable and its latent variable. In the outer model, there are 5 parts, namely:
   a. Outer Loading, b. Average Variance Extracted (AVE), c. Composite Reliability (CR) and Cronbach Alpha, d. Discriminant Validity, e. Cross Loading.
2. Evaluation of Structural Model Test (Inner Model). According to Ghozali (2014), the inner model describes the relationship between latent variables based on substantive theory. There are 2 ways to determine the internal model to be made: (1) R-square for endogenous latent variables and (2) Estimated path coefficient. The following are research variables that are drawn using the SEM PLS application:

Figure 1. Structural Equation Modeling - Partial Least Squares (SEM PLS)
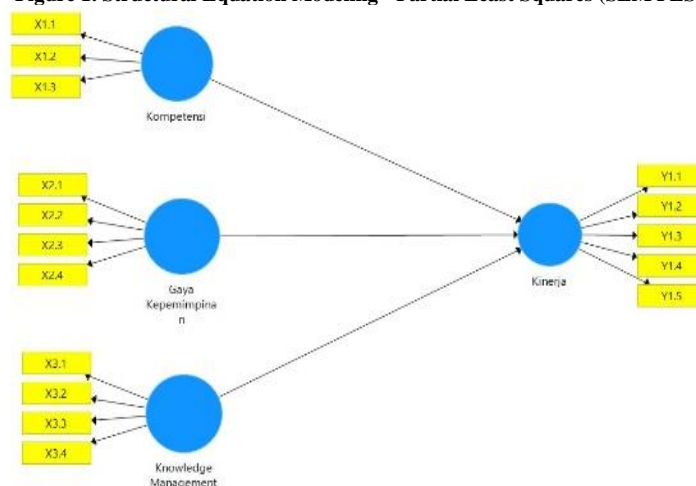
Source: SEM PLS

Analytical Hierarchy Process (AHP)

According to Marsono (2020), AHP is a method for solving a complex unstructured situation into several components in a hierarchical arrangement by giving subjective values about the relative

importance of each variable and determining which variables have the highest priority to influence the situation's outcome. Using the AHP method, the main focus of determining strategic initiatives will be obtained, which will be used as a management step in choosing the best strategic goals (Sunahwati 2018). According to Marsono (2020), there are several steps used to use AHP, namely:

1. Structuring the hierarchy in the AHP hierarchy structure chart.
2. Create a pairwise comparison matrix between criteria.
3. Determine the priority weight of the criteria by determining the eigenvector.
4. Measuring logical consistency by testing the criteria's consistency index and ratio.
5. Create a pairwise comparison matrix and priority weights between alternatives about criteria and measure their logical consistency.
6. Make global priorities.
7. Write the calculation results in the box of each criterion and alternative.
8. Making a decision, which is the answer to the focus of the problem under study, to propose suggestions or recommendations.

RESULT

The Tangerang Regency Personnel and Human Resources Development Agency or BKPSDM is located on Jalan Pemda Tigaraksa, Bojong, Cikupa, Tangerang Regency, Banten. BKPSDM of Tangerang Regency has goals and objectives as a Regional Apparatus, which are compiled in the Strategic Plan (Renstra) document for 2019-2023 so that the record already reflects the BKPSDM of Tangerang Regency. The BKPSDM Strategic Plan has systematic changes that will be further developed. In this section, the data that has been collected will be processed and analyzed using the structural equation modeling (SEM) partial least squares (PLS) method. The SEM PLS used is SmartPLS 3.0, where 2 steps will be used, namely:

1. Evaluation of Measurement Test (Outer Model)

The measurement test (outer model) has a way of testing a study; therefore, this study focuses more on 5 courses. The following is a table of reflective measurement models to test the results of this study using the outer model:

Table 2. Evaluation of Measurement Test

No.	Parameter	Measurement Test Model
1.	Outer Loading	If the value of Convergent Validity > 0.70, then it is acceptable.
2.	Average Variance Extracted (AVE)	The value must be above AVE > 0.50 to be acceptable.
3.	Composite Reliability (CR) and Cronbach's Alpha	Value > 0.70, acceptable
4.	Discriminant Validity	AVE square root value > Correlation between latent variables.
5.	Cross Loading	Cross Loading value > 0.70 for each variable.

Source: Ghozali (2014) dan Gio (2022)

Outer Loading

Outer loading has its calculation method, where each variable indicator is said to be valid if it has a convergent validity value > 0.7. The following is a table of SEM PLS results in the form of outer loading of this research variable:

Table 3. Outer Loading Value – Competence

Variable	Indicator	Outer Loading	Description
Competence (X1)	X1.1	0.876	Valid
	X1.2	0.937	Valid
	X1.3	0.830	Valid

Table 4. Outer Loading Value – Leadership Style

Variable	Indicator	Outer Loading	Description
Leadership Style (X2)	X2.1	0.933	Valid
	X2.2	0.892	Valid
	X2.3	0.927	Valid
	X2.4	0.936	Valid

Table 5. Outer Loading Value – Knowledge Management

Variable	Indicator	Outer Loading	Description
Knowledge Management (X3)	X3.1	0.875	Valid
	X3.2	0.828	Valid
	X3.3	0.921	Valid
	X3.4	0.910	Valid

Table 6. Outer Loading Value – Performance

Variable	Indicator	Outer Loading	Description
Performance (Y1)	Y1.1	0.790	Valid
	Y1.2	0.801	Valid
	Y1.3	0.763	Valid
	Y1.4	0.854	Valid
	Y1.5	0.742	Valid

Average Variance Extracted (AVE)

The average variance extracted (AVE) in SEM PLS can be referred to as the validity test of the variables used, and AVE is declared valid if the value of each variable is > 0.50. The results of the AVE test can be seen from the table below:

Table 7. Average Variance Extracted (AVE) Value

Variable	AVE	Description
Competence	0.778	Valid
Leadership Style	0.850	Valid
Knowledge Management	0.782	Valid
Performance	0.625	Valid

Composite Reliability (CR) and Cronbach's Alpha

Composite reliability (CR) and Cronbach's alpha in SEM PLS are stated as reliability tests of the variables used in the study. The CR and Cronbach's alpha results will be reliable if the value obtained is > 0.70. The following are the results of CR and Cronbach's alpha in the table below:

Table 8. Composite Reliability (CR) and Cronbach's Alpha Value

Variable	CR	Cronbach's Alpha	Description
Competence	0.913	0.857	Valid

Table 9. Composite Reliability (CR) and Cronbach's Alpha Value (Continue)

Variable	CR	Cronbach's Alpha	Description
Leadership Style	0.958	0.941	Valid
Knowledge Management	0.935	0.907	Valid
Performance	0.893	0.907	Valid

Discriminant Validity

Discriminant validity is used to ensure that different latent variables are not highly correlated between variables, and the results of the square root of the AVE must be > 0.50. The results can be seen with the underlined numbers. Therefore, it can be seen in the table below:

Table 10. Discriminant Validity Value

	Competence	Leadership Style	Knowledge Management	Performance
Competence	0.882			
Leadership Style	0.639	0.922		
Knowledge Management	0.782	0.667	0.884	
Performance	0.791	0.644	0.732	0.791

Cross Loading

Cross Loading will be efficient if each construct does not have a high correlation and has a value > 70. In this study, it can be seen from the results shown with underlined numbers in the following table:

Table 11. Cross Loading Value

	Competence	Leadership Style	Knowledge Management	Performance
X1.1	0.876	0.657	0.757	0.676
X1.2	0.937	0.538	0.710	0.781
X1.3	0.830	0.503	0.599	0.626
X2.1	0.591	0.933	0.623	0.622
X2.2	0.557	0.892	0.531	0.555
X2.3	0.649	0.927	0.672	0.628
X2.4	0.555	0.936	0.627	0.564
X3.1	0.652	0.639	0.875	0.647

Table 12. Cross Loading Value (Continue)

	Competence	Leadership Style	Knowledge Management	Performance
X3.2	0.539	0.494	0.828	0.504
X3.3	0.746	0.619	0.921	0.714
X3.4	0.793	0.594	0.910	0.693
Y1.1	0.747	0.441	0.692	0.790
Y1.2	0.668	0.517	0.555	0.801
Y1.3	0.528	0.640	0.572	0.763
Y1.4	0.643	0.491	0.516	0.854
Y1.5	0.503	0.471	0.538	0.742

2.   Evaluation of Structural Model Test (Inner Model)

A. R^2 for endogenous latent variables: The R^2 result is 0.67 for the excellent model, 0.33 for the moderate model, and 0.19 for the weak model for latent variables (Ghozali 2014).

Table 13. R-Square (R^2) Value

Variable	R-Square (R^2)
Performance	0.674

The results of the R^2 table above state that the performance variable has a value of 0.674. This shows that competence, leadership style, and knowledge management influence performance by 67.4%, while 32.6% is explained by other variables not included in this study.

B. Path coefficient estimation: The estimated value of the path relationship must be significant, and the t-statistic value must be > t-table. The significance of the t-table is 5%, and the t-table value is 1.96 (Ghozali 2014).

The hypotheses used in this study are as follows:

1. Hypothesis 1: Competence significantly affects performance at BPKSDM Tangerang Regency.
2. Hypothesis 2: Leadership style significantly affects performance at BPKSDM Tangerang Regency.
3. Hypothesis 3: Knowledge Management significantly affects performance at BPKSDM Tangerang Regency.

Hypothesis testing will be accepted if the t-statistic value is more than the t-table of significance 5% = 1.96. The hypothesis has no significant effect if the value is less than 1.96. The results of the p-value will be interpreted to determine whether the idea can be accepted or not. Therefore, if the value of the p-value < 0.05, then the assumption is accepted, and if the p-value > 0.05, the hypothesis is rejected. The results of the path coefficient test can be seen in the table below:

Table 14. Path Coefficient Value

Path Coefficient	Original Sample	Standard Deviation	T-Statistic	P-Values	Description
Competences (X1) -> Performance (Y1)	0.511	0.130	3.918	0.000	The hypothesis has a significant effect and is accepted.
Leadership Style (X2) -> Performance (Y1)	0.172	0.085	2.023	0.044	The hypothesis has a significant effect and is accepted.
Knowledge Management (X3) -> Performance (Y1)	0.217	0.163	1.335	0.182	The hypothesis has no significant effect and is rejected.

More detailed hypothesis testing can be seen in the review below, and the results of the path coefficient model using bootstrapping in this study can be seen in the figure below:

Figure 2. Path Coefficient Model using Bootstrapping
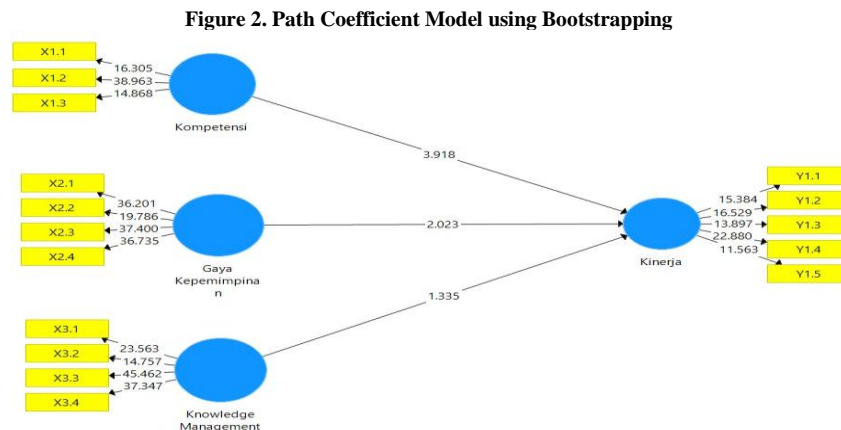
Formulation of Strategies to Improve the Performance of State Civil Apparatus at BKPSDM Tangerang Regency

The AHP method has three main elements in determining its strategy: the main objective (goal), criteria, and alternative strategies. The requirements given in AHP must support the main goal and can be used as a reference for alternative methods. The following explanation can provide an overview of the shape of the hierarchy that has been created. The focus is the main goal; the criteria in this study are divided into three elements, namely actors, factors, goals, and alternative strategies that have been determined. Thus, to clarify the results of the analysis of the formulation of performance improvement strategies, the following is an image of the hierarchical structure that has been processed using the AHP method:

Figure 3. Results of AHP Structure Analysis - BKPSDM Tangerang Regency
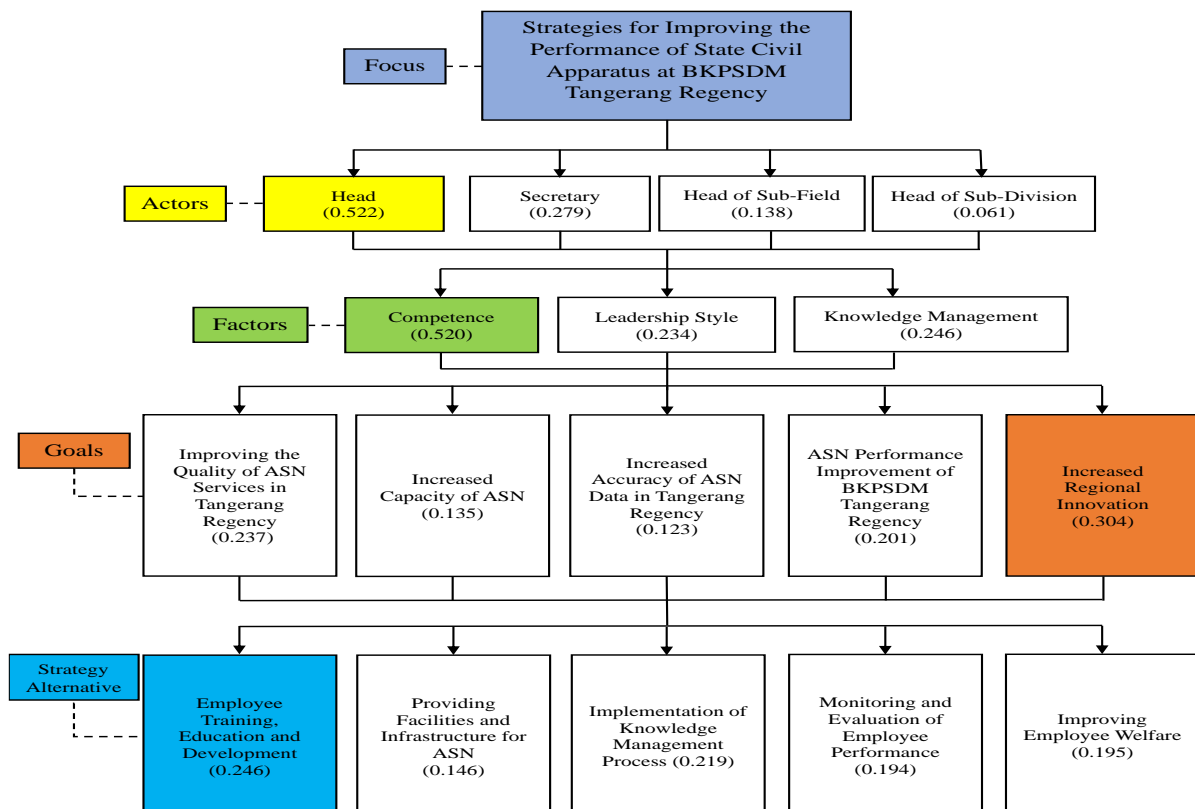
Based on the data processing results shown in the figure above, it can be seen that the Head of the Agency is the actor who plays the main role and is involved in improving the performance of the state civil apparatus at BKPSDM Tangerang Regency. This can be indicated because the head of the agency has a weighted value far above the other actors. The weighted value of the agency head is (0.522). The head of the agency has a large value weight due to the duties of the head of the agency itself. The responsibilities of the head of the agency include formulating, coordinating, directing, organizing, evaluating the results of work programs, fostering the performance of the apparatus, and reporting work programs to the Regent. Therefore, experts prefer the head of the agency as priority 1 as a determinant of performance improvement strategies.

Based on the data processing results in the figure above, it can be seen that competence is an important factor in determining strategies to improve the performance of state civil apparatus at BKPSDM Tangerang Regency. The competency factor is the main priority in determining strategies to enhance the performance of the state civil apparatus at BKPSDM Tangerang Regency. State civil apparatuses with good and superior competence have a soul that can compete, want to learn, develop themselves, and comply with regulations to improve the individual performance of the state civil apparatus itself. This is in line with previous research from Sujiati (2017), Kusmawati (2018), and Mayangsari (2020). The results of the three previous studies stated that factors from competence/skills were the top priority and key to success in improving employee performance strategies. Therefore, BKPSDM must continue to prioritize the competence of its employees so that the challenges and opportunities that may arise in the future can be resolved and achieved. Competence is very much needed in BKPSDM because the objectives, vision, and mission of BKPSDM itself are achieved by providing excellent service to the community, especially in Tangerang Regency. Experts also believe that competence plays a crucial role in performance improvement strategies.

Based on the results of the data processing above, it can be seen that the objectives that can be achieved to determine the strategy for improving the performance of the state civil apparatus at BKPSDM Tangerang Regency are Increasing Regional Innovation, which has a weighted value of (0.304). The goal of increasing regional innovation is a top priority because experts agree that in the current era, innovation is needed for the survival of the BKPSDM Tangerang Regency. Experts think that regional innovation must be prioritized due to developments in the current era so that it requires harmony and harmony from the elements of actors and factors. Regional innovations that BKPSDM Tangerang Regency must carry out must be by Government Regulation No. 38/2017, which states that regional innovations are (a) regional governance innovations, (b) public service innovations, and (c) other regional innovations by government affairs. Therefore, the three points above can form principles that are used as the basis for making regional innovations. The regulations consist of (1) Increasing efficiency, (2) Improving effectiveness, (3) Improving the quality of services provided, (4) Not causing conflicts of personal interests, (5) being Oriented to the public interest, (5) Open; (6) Fulfilling the value of decency that has been determined, and; (7) Accountable for the results of innovation and not for their interests.

Managerial Implication

Based on the data processing results, the alternative element that can be prioritized is Employee Training, Education, and Development, with a weighted value of (0.246). Experts recommend this alternative element because the priority of the main factor element is competence, and the main goal element is regional innovation. Experts agree that training, education, and employee development are strategies that must be

implemented to improve the performance of the state civil apparatus at BKPSDM Tangerang Regency. This alternative element of the strategy can be used as a long-term strategy. Therefore, by optimizing training, education, and development of employees directed by the head of the sub-section to employees and supported by the head of the sub-section who takes care of their respective fields and is guided by the secretary of the agency and then supervised and fostered by the head of the agency. Training, education, and development are the main priorities of the strategy; employee competence will be more competent, supported by the application of knowledge management and a leadership style that provides motivation and innovation to improve the performance of the state civil apparatus.

Based on the results of the research conducted, it can be seen that the competence of the state civil apparatus of BKPSDM Tangerang Regency has implemented the competence of the state civil apparatus, which includes technical, managerial, and socio-cultural competencies so that the performance of these employees can be said to be good to very good. The leadership style of the head of the agency has implemented innovation, provided inspiration, enforced cooperation between state civil servants, and provided motivation to them. The shortcomings of BKPSDM Tangerang Regency are the lack of application of knowledge management, so special attention is needed from BKPSDM Tangerang Regency to create an outstanding and competent regional apparatus.

The following are strategies to improve the performance of the state civil apparatus at BKPSDM Tangerang Regency:

1. In the strategic planning stage, the Head of the Agency must create a work program and policies to improve the performance of the state civil apparatus. Then, the work program is executed by the Secretary of the Agency, who can provide direction to the Head of the Subdivision so that the work program and

policies can be evenly distributed throughout the field. Then, the Head of Subdivision can place the state civil apparatus according to their work section.

2. At the stage of factors that play an important role in improving performance, namely competence. Competence must always be considered so that the state civil apparatus's performance is consistent and improving. Knowledge management does not affect the performance of the state civil apparatus, but experts agree that applying this knowledge management process can help improve it. Both factors are supported by a leadership style that always provides innovation, inspiration, and opportunities for the state civil apparatus to continue working optimally.

3. At the goal stage, BKPSDM Tangerang Regency must pay attention to increasing regional innovation. Experts say regional innovation can be important because it includes factors and actors. Regional innovation is a priority because the world's development is currently in technological capabilities. Innovation can be done if there is competence, leaders who give freedom to innovate and provide direction, and knowledge management, which becomes the main role for developing BKPSDM Tangerang Regency. Regional innovations that can be implemented are (a) local government governance innovations, (b) public service innovations, and (c) other regional innovations by government affairs.

4. At the implementation stage, the alternative strategy is to optimize training, education, and development for state civil apparatus as a top priority that must continue to be set as the work program of BKPSDM Tangerang District. The experts approved this strategy because it can synergize with the objectives, factors, and actor's elements. In the goal element, the apparatus can provide innovation to the region where

they work, supported by the capabilities of the three factors. Actors also determine and distribute this strategy.

CONCLUSION

Human resources play an important role in BKPSDM Tangerang Regency because BKPSDM is engaged in human resources within the scope of Tangerang Regency. Human resources are attached to BKPSDM, but the performance of the state civil apparatus is still inconsistent and requires a strategy to improve performance to reach the maximum point. These problems can be overcome by determining the main factors in the BKPSDM Tangerang Regency.

The main factors that cause inconsistent performance of state civil apparatus are competence, leadership style, and knowledge management. The first factor, namely competence, influences the performance of the state civil apparatus. This influence is caused by the implementation of the competence of the state civil apparatus by Permenpan Rb Number 38 of 2017 concerning the Competence of the State Civil Apparatus. The second factor is the leadership style that influences the performance of the state civil apparatus. The influence occurs because the state civil apparatus has accepted the leadership style of each leader in charge of leading the BKPSDM Tangerang Regency. The third factor, knowledge management, does not influence the performance of the state civil apparatus. The lack of effect of the knowledge management factor occurs because the state civil apparatus has not fully implemented knowledge management in the BKPSDM Tangerang Regency. The state civil apparatus is still in a position where the dissemination of information is still quite individualistic and tends not to understand the benefits of this implementation process. Therefore, this application requires further socialization and self-awareness of each state's civil apparatus's importance in implementing knowledge management.

Once the main factors have been determined, a strategy is needed to integrate the roles of the main factors that can be implemented to improve the performance of the state civil apparatus at BKPSDM Tangerang Regency. The strategy can be formed into a hierarchical structure using the Analytical Hierarchy Process (AHP). Therefore, AHP has several elements, including focus, actors, factors, objectives, and alternative strategies. After the calculations, the strategy data obtained can be applied by BKPSDM.

- The actor element that plays an important role in improving performance is the head of the agency.
- The factor of competence plays an important role in improving performance.
- The goal element of BKPSDM that must be prioritized is increasing regional innovation.
- The element of implementing alternative strategies that can be applied is optimizing training, education, and development for state civil apparatus.

REFERENCES

1. [Perbup] Peraturan Bupati Tangerang Nomor 112 Tahun 2016 Tentang Kedudukan, Susunan Organisasi, Tugas Dan Fungsi, Serta Tata Kerja Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kabupaten Tangerang. 2016.
2. [Permenpan Rb] Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 38 Tahun 2017 Tentang Standar Kompetensi Jabatan Aparatur Sipil Negara. 2017.
3. De Long D, Seemann P. Confronting Conceptual Confusion and Conflict in Knowledge Management. *Elsevier Science, Inc*. 2000;29(1):33-44.
4. Ghozali I. *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square* (*PLS*). Semarang: Badan Penerbit Universitas Diponegoro. 2014.

5. Gio PU. *Partial Least Square, Structural Equation Modeling* (*PLS-SEM*) *dengan Software SmartPLS*. Medan: E-Book. 2022.
6. Hamid H, Kurniawaty. Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja ASN. *Ekonomika*. 2020; 4(1):58-67.
7. Hery. *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit Gava Media. 2019.
8. Huff AS, Floyd SW, Sherman HD. Strategic Management: Logic and Action. 2009. Di dalam: Kaswan. *Manajemen Sumber Daya Manusia Strategis*. Kurnia E, editor. Yogyakarta: CV. Andi Offset. 2019.
9. Ioannis R, Belias D. Combining Strategic Management with Knowledge Management: Trends and International Perspectives. *EconJournals*. 2020;10(3): 39-45. doi: 10.32479/irmm.9621
10. Kaswan. 2019. *Manajemen Sumber Daya Manusia Strategis*. Kurnia E, editor. Yogyakarta: CV. Andi Offset.
11. Kusmawati R. Strategi Peningkatan Kinerja Karyawan Taman Buah Mekarsari. [Tesis]. Bogor: Institut Pertanian Bogor. 2018.
12. Marsono. *Penggunaan Metode Analytical Hierarchy Process* (*AHP*). Bogor: IN MEDIA. 2020.
13. Mayangsari P. Strategi Pengembangan Sumber Daya Manusia untuk Meningkatkan Kinerja Karyawan di PT. Persada. [Tesis]. Bogor: Institut Pertanian Bogor. 2020.
14. Ratnamiasih I, Govindaraju R, Prihartono B, Sudirman I. Kompetensi SDM dan Kualitas Pelayanan Rumah Sakit. *Trikonomika.* 2012;11(1):49-57.
15. Rivai V. Manajemen Sumber Daya Manusia Untuk Perusahaan. 2004. Di dalam: Yusuf FA, Maliki BI. *Perilaku Organisasi*. Monalisa, editor. Depok: Kharisma Putra Utama Offset. 2021.
16. Sanghi S. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organization. 2007. Di dalam: Azmy A. Pengembangan Kompetensi Sumber Daya Manusia Untuk Mencapai Career Ready Professional Di Universitas Tanri Abeng. *Binus Business Review*. 2015;6(2):169-339.
17. Sedarmayanti, Listiani T, Mulyaningsih. 2020. *Inovasi dan Manajemen Pengetahuan untuk Mewujudkan Sumber Daya Manusia Unggul*. Rachmi, editor. Bandung: PT Refika Aditama.
18. Sholihin M, Ratmono D. *Analisis SEM-PLS dengan WarpPLS 7.0 – untuk Hubungan Nonlinier dalam Penelitian Sosial dan Bisnis*. Mitak C, editor. Yogyakarta: Penerbit ANDI. 2020.
19. Sopiah, Sangadji EM. *Manajemen Sumber Daya Manusia Strategik*. Prabantini D, editor. Yogyakarta: CV. Andi Offset. 2018.
20. Sujiati. Pengaruh Faktor Motivasi dan Kompetensi untuk Perumusan Strategi Peningkatan Kinerja Pegawai Pusat Teknologi Satelit – Lapan. [Tesis]. Bogor: Institut Pertanian Bogor. 2018.
21. Sunahwati E. Pengaruh Penerapan Fungsi Manajemen Sumber Daya Manusia Melalui Pembelajaran dan Pengetahuan Terhadap Kinerja BBP2HP Jakarta. [Tesis]. Bogor: Institut Pertanian Bogor. 2018.
22. Thoha, Miftah. Kepemimpinan dalam Manajemen. Di dalam: Busro M. 2018. *Teori – Teori Manajemen Sumber Daya Manusia*. Jakarta: PRENADAMEDIA Group. 2007.
23. Wulandari F. *Manajemen Sumber Daya Manusia*. Yogyakarta: CV Gerbang Media Aksara. 2020.

******