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**THE EFFECT OF STRATEGIC MANAGEMENT PROCESS,
SOCIAL ENTREPRENEURSHIP AND KNOWLEDGE
MANAGEMENT ON ORGANIZATIONAL PERFORMANCE
IN THE HEAD OF VILLAGE IN BANTEN PROVINCE****Sunoto, Willy Arafah & Kusnadi**

Abstract

This study aims to determine the empowerment of the village can be done optimally so that the status of underdeveloped and very underdeveloped villages can be alleviated immediately. For this reason, the Regional Government through the Community and Village Empowerment Agency of Lebak Regency continues to formulate village empowerment programs and activities. The influence of strategic management processes, social entrepreneurship and knowledge management on organizational performance on the village head in Banten Province. The sample in this study amounted to 300 people by distributing questionnaires to the Village Head. The method used in this research is multiple regression analysis with the help of Eviews 7 program. The effect of corporate growth, for the sake of advancing an economic wheel caused by the negative and positive impacts of problems caused by the development of development in an area, or an area that is especially rural is very backward. The results showed that only social entrepreneurship variables did not significantly influence organizational performance. While simultaneously showing that the variable strategic management process, social entrepreneurship and knowledge management together have a significant effect on organizational performance. While the value of Adjusted R2 obtained was 61.98% which showed that the ability of the independent variables (strategic management process, social entrepreneurship and knowledge management) in explaining the dependent variable (organizational performance) was 61.98%, the remaining 38.02%, explained by other variables outside this study.

Keywords: *Strategic Management Process, Social Entrepreneurship, Knowledge Management, Organizational Performance.*

Introduction

Whereas village autonomy with the implementation of Law No. 6/2014 concerning villages and Government Regulation No. 43/2014 regarding the Implementation Regulation of Law Number 6 of 2014 and has been followed up with the Regional Regulation of the Regency of Lebak No. 1/2015 about the Village has been running for 2 years and in 2017 entered the third year. The implementation of the law on villages is marked by the enlargement of the budget to the village and the enlargement of village authority, especially local-scale village authority. The policy of decentralization of authority and budget to the village was not carried out in advance the preparatory steps through strengthening the village government institutions. The impact of decentralized policies which were not prepared resulted in slower development of village government organizations and management. With a large burden of authority and budget while the condition of the village government has not been established, the authority and management of the village budget cannot be carried out optimally. The village autonomy policy should have been preceded by preparations in the form of strengthening the village government both personnel, facilities and infrastructure of the village administration. Because the village government is the main element of the village which is expected to be able to move other elements of the village, namely the community element through community empowerment and the regional element through excavation and development of the village potential in the area. Thus community empowerment is sustainable because it is played by a strong village government as the main element of the village. In order for village authorities and budgets to be effective it is necessary to have policies in developing and supervising community empowerment and village governance, especially in strengthening the implementing organization at the village level, namely the Village Government. For this reason, the Regional Government through the Department of Community and Village Empowerment in the Lebak Regency continues to improve the strengthening of the organization and management of the village government.

Tangerang Regency has the same government as other regencies. Government units under the district are sub-districts, each sub-district consisting of several villages and villages. In the past three years, starting from the time the city of South Tangerang separated from Tangerang Regency, the number of sub districts, villages and villages in Tangerang Regency remained 29 districts, 28 villages, and 246 villages. The number of Civil Servants in Tangerang during the 2009-2011 period was quite fluctuating. Increased in 2010 and decreased quite significantly in 2011. If you pay attention to the composition of employees according to gender, the number of male employees is more than female employees. Finally, in 2011 the proportion of male employees reached 53.53 percent.

The policy of decentralization of authority and budget to the village was not carried out in advance the preparatory steps through strengthening the institutional governance of the village government which would result in the development of the organization and management of the village government experiencing delays. Village development planning must recognize the character of the region and its potential as a whole based on its economy, social character and physical character itself, including its interactions with other regions so that there is a development implementation strategy especially the economy for one region so that they must be interconnected with the region. other. Village empowerment efforts that have been carried out are village budget interventions in the form of village funds sourced from the state budget, provincial financial assistance from provincial budget resources, allocation of village funds and funds for revenue sharing from district / city regional expenditure budget sources but the village budget is still inadequate compared to village needs with high geographical difficulties and very wide area, distribution that is not timely, regulations that are not yet understood and implemented by village-level implementers, lack of technical discipline of village financial managers. Training for village officials and social institutions is felt to be not optimal because there are still many village officials who have not yet participated in core training such as training on village finance.

Knowledge Management (serving leadership) as a unique leadership philosophy that is motivated by the need to serve others rather than the aspiration to lead others. Knowledge management as a leadership style that comes from sincere feelings arising from the heart of a desire to serve from leaders. Knowledge management is a type or model of leadership developed to overcome leadership crises, in the form of decreasing follower trust in the leader's example (Weiwei Wu and Bo Yu, 2015). Knowledge management is a leadership model that prioritizes other people's needs, aspirations, and interests of others for themselves. Servant leaders are committed to serving others (Robert & Davidson, 2018). The leader who serves is a leader who prioritizes service, starting with the natural feelings of someone who wants to serve and to put service first (Yee et al., 2019). Furthermore, consciously, this choice brings aspirations and encouragement in leading others. Knowledge Management is a management style in terms of leading and serving in a harmony, and there is interaction with the environment (Pauleen & Wang, 2017). A leader who serves is someone who has a strong desire to serve and lead, and most importantly is able to combine the two as a matter of positive reinforcement for each other. The last three decades the concept of servant leadership has increasingly been seen as the ideal form of leadership desired by many people and organizations. In fact, today an explosion of interest, and unmatched servant leadership practices (Laihonen et al., 2015). Transformational, authentic, and serving leadership recognizes the importance of a positive moral perspective and focus on follower development. Leadership that serves as a different construct in which the behavior of servant leaders moves beyond the transformation of leadership and develop followers but has the goal of aligning the motives of leaders and followers (Inkinen, 2016). According to Beck (2014)

Social entrepreneurship is defined differently by two schools (Dees and Anderson). The first school is social entrepreneurship led by ED Skloot, founder of the new ventures consultant, who presents social entrepreneurship as a social enterprise initiative. That is, any organization, in any sector, that uses the revenue strategy obtained to reach the bottom line bottom, either alone as a social sector business or as part of a mixed revenue stream that includes charitable contributions and public sector subsidies. The second school is social innovation, which views social entrepreneurship as an initiative of innovators who pursue social change and aims to reduce certain social problems. The emphasis is more on social outcomes rather than increasing income. This school was pioneered by Bill Dryton, founder of the Ashoka foundation who uses a change maker approach. Some research groups also put forward the concept of social entrepreneurship differently (Short, 2014). One group of researchers refers to social entrepreneurship as a non-profit organization to look for alternative funding strategies, or management schemes to create social value (Karla Aileen BolukZiene Mottiar, 2015). The second group of researchers understand it as socially responsible commercial business practices involved in cross-sector partnerships. The third group views social entrepreneurship as a means to reduce social problems and catalyze social transformation.

The development of theories in the field of social entrepreneurship requires views from various fields of science such as entrepreneurship, sociology and organizational theory (Mottiar, 2016). Research that bases on basic theories (grand theory) in developing theories about social entrepreneurship is still limited (Ghalwash et al., 2017). Based on the findings of a meta-analysis conducted by de Beer, (2018), that one third of the articles analyzed use basic theories such as communitarian perspective (Brieger & De Clercq, 2019), institutional theory (Karla Aileen et al, 2015; Mottiar, 2016), structuration theory, social movement and social capital (Bernardino et al., 2018) and social network theory (Brieger & De Clercq, 2019). The conceptual development of managing social entrepreneurship on stakeholder theory and stewardship theory (Mottiar, 2016). Research in the field of social entrepreneurship rarely uses basic management theories such as resource-based views, leadership or configurations. Based on institutional theory, DiMaggio and Powel (2013) introduce the idea of social entrepreneurship institutions as an effort to explain how institutions emerge or change. In an institutional thinking framework, managers follow environmental guidelines to make the organization fit social expectations.

Stakeholder theory (Ghalwash et al., 2017). presents moral justifications for managing various groups that influence or are influenced by an organization. From the standpoint of social enterprise governance, how organizations can prioritize and manage relationships with stakeholders.

Methodology

This research uses hypothesis testing which explains the nature of a particular relationship, or determines the differences between groups or groups, or the independence of two or more factors in a fact (Sekaran and Bougie, 2013). Hypothesis testing analyzes the effect of strategic management process variables, social entrepreneurship, servant leadership, social volunteers and organizational performance. Based on the strategy in conducting research, this study uses a survey (survey research), which uses data collection techniques by compiling questions and asking respondents (Sekaran and Bougie, 2013). Based on time, this study uses cross sectional studies, which are carried out with data, only once collected in daily, weekly or monthly periods in order to answer research questions (Sekaran and Bougie, 2013). The questionnaire distribution period was conducted from January 2020 to March 2020. This study used explanatory research, which analyzed the concepts and problems studied to see the causality relationship, then explained the causes of the problem under study. The variables in this study are strategic management processes, social entrepreneurship, servant leadership, volunteer social and organizational performance. In this study the relationship between variables is analyzed, through hypothesis testing. The hypothesis being tested is the result of modeling based on theories and models that have been tested from the results of previous studies. This study uses a verification method, which explains and describes the relationship between the independent variable with the dependent variable, and then analyzes it to get the best study results. Based on the formulation of the problem and by looking at the framework, the development and formulation of the hypothesis is described below:

H1: *There is a significant influence on the strategic management process on organizational performance*

H2: *There is a significant influence of social entrepreneurship on organizational performance*

H3: *There is a significant influence of knowledge management on organizational performance*

H4: *There is a significant influence of strategic management process, social entrepreneurship and knowledge management together on organizational performance*

Strategic management process is a process of decision making and action that results in the formulation and implementation of plans designed to achieve corporate objectives (Pearce and Robinson, 2010) that include strategic planning, strategy formulation, strategy implementation and monitoring and evaluation that affect its performance (Johnson et al, 2011) . Strategic management process as an independent variable is measured by four dimensions, namely strategic planning, strategic formulation, strategic implementation and strategic monitoring and evaluation (Marx, 2015; Noah and Were, 2018).

Social entrepreneurship (social entrepreneurship) is an organizational process that involves the use of innovation and a combination of resources to produce opportunities in catalyzing social change and / or addressing social needs (Mair and Marty, 2006). Social entrepreneurship in this study is an independent variable that will be measured in four important elements related to the behavior of social entrepreneurship actors social entrepreneurial intentions, individual self-perceptions, perceived legitimation of entrepreneurship, and oc Village Chief of National Commitment (Mair and Noboa, 2006; Bacq, 2016).

In studying the moral portrait of social entrepreneurs there are four main elements that lead the Village in the academic literature, namely social entrepreneurship intention (social entrepreneur's individual intention to behave ethically to contribute to the collective interests and well-being of others (Zahra et al, 2009). Individual self-

perceptions (their perception) of how entrepreneurship receives moral approval in society (Parkinson and Howorth, 2008; Van der Scheer, 2007), perceived legitimation of entrepreneurship (perception of the level of 'legitimacy' or 'moral approval' of entrepreneurship) in culture influences the entrepreneur's decision to involved in entrepreneurship (Etzioni, 1987; Freytag and Thurik, 2007) and the Head of Desapational commitment (their commitment) also influence the organization's social mission.

Organizational performance (organizational performance) as the dependent variable will be measured by perceived organizational performance and PEARLS, an International Village Head's financial analysis tool to standardize prudent management of Credit Union finances. PEARLS stands for P (Protection), E (Effective Financial), S (Structure), A (Asset Quality), R (Rate of Return & Cost), L (Liquidity), S (Signs of Growth). The main PEARLS indicators are 13 main indicators (Richardson.2002).

Performance in this case is the work achieved by the village head in a certain period from the perspective of growth and the impact of social value creation by realizing the welfare of members and the impact of organizational resilience on human resources and governance policies (Brown et al, 2005).

Result and Discussion

The variable strategic management process, the value of t-count (15.514) > t-table (1.96), this shows that the strategic management process partially has a significant effect on organizational performance. This is because the strategic management process is very much needed by the Village Head in Banten Province due to the performance of his organization in the whole. Some of the main reasons for the important role of the strategic management process that the Village Head has for his organization in the Kelurahan, are providing long-term direction to be addressed, helping companies or organizations adapt to changes that occur, making a company or organization more active, identifying advantages the comparability of a company or organization in an increasingly risky environment, overlapping activities will be reduced, reluctance to change from old employees can be reduced, employee involvement in changing strategies will further motivate them at the implementation stage and strategy-making activities will enhance the ability of the company or organization to prevent future problems.

The variable social entrepreneurship, the value of t-count (-0.060) > t-table (-1.96), this shows that social entrepreneurship partially does not significantly influence organizational performance. This is because the social entrepreneurship owned by the Village Head does not affect the performance of the Kelurahan organization in Banten Province, because the spirit of social entrepreneurship, namely the way of thinking, attitudes, and the ability to create something new defeats good management of public services. In a village organization a good management is needed, especially in the form of public services. This is because the more complex the community, the need for public goods and services is increasingly unlimited. So that public service management is needed as a form of evaluating the quality of good service organizations.

Knowledge management variable, t-value (6.284) > t-table (1.96), this shows that knowledge management partially has a significant effect on organizational performance. This is because knowledge management is needed by the Village Head in Banten Province because it is a very valuable asset for the organization in the Kelurahan. The more knowledge the village head has, the more advanced the village organization will be. Knowledge management can help Kelurahan organizations share knowledge about organizational processes, problems that occur in each work unit, to share experiences about things outside of work that are beneficial to the development of knowledge from Kelurahan employees. Because knowledge management is a process that helps organizations in identifying, selecting, organizing, disseminating, and transferring important information and experiences that are part of the organization.

Summary

Based on research on "the influence of strategic management processes, social entrepreneurship and knowledge management on organizational performance in the Village Head in Banten Province", the following conclusions are obtained:

Variable strategic management process, t-value (15.514) > t-table (1.96), this shows that the strategic management process partially has a significant effect on organizational performance.

Social entrepreneurship variable, the value of t-count (-0.060) > t-table (-1.96), this shows that social entrepreneurship partially does not significantly influence organizational performance.

Knowledge management variables, t-value (6.284) > t-table (1.96), this shows that knowledge management partially has a significant effect on organizational performance.

Strategic process management, social entrepreneurship and knowledge management variables have an F-count value (163.49) > F-table (2.62) and a probability value of 0.000 < 0.05, meaning that the strategic management process, social entrepreneurship and knowledge Management together has a significant effect on organizational performance.

The implications that researchers can give related to this study are as follows:

For the Village Head in Banten Province, the process of strategy management and management knowledge possessed by the Village Head is very much needed by the Kelurahan organization because to facilitate the achievement of objectives, both the goals of the kelurahan organization and the personal goals of the Village Head itself. The process of management strategy and management knowledge possessed by the Village Head is also to measure the work of an organization to achieve efficiency and effectiveness.

For Urban Village Employees in Banten Province is to carry out good public services because it involves the public interest, even the interests of the people as a whole, because the public role carried out by the government involves all civil servant officials. Good service is the key to success in a variety of businesses / activities that are services, in an effort to provide satisfaction to the community, pay attention to the increasingly prominent role of the service, it is not surprising that service problems receive great attention and are repeatedly discussed, both by the community and the management of the Kelurahan itself, both specifically and in relation to the main business activities of the Kelurahan organization. For the Central Government is to provide guidelines and standards for the implementation of the Village Administration, provide awards, guidance, and guidance to village community institutions and determine direct financial assistance to villages. Although researchers have tried to design and develop research in such a way, but there are still limitations in this study that still need to be revised further research, including:

This research is limited only to the independent variables, namely strategic management process, social entrepreneurship, knowledge management and the dependent variable, organizational performance. This study only distributes questionnaires, no interviews with the object of research. Questionnaires distributed are limited to Banten Province.

Suggestions that researchers can give related to this research are as follows:

There are independent variables and other independent variables that affect Organizational Performance. Besides there are independent variables and independent variables there are also intervening variables and moderator variables. The study was conducted not only by distributing questionnaires but also conducting interviews with village heads and village officials.

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