

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN



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ABSTRACT: The purpose of this study was to analyze the direct and indirect effects of Knowledge Management and Educational Background on Strategic Human Resource Competency mediated by the Strategic Partnership at Deputy II for Domestic Affairs for Economic Studies at BIN.

The model proposed in this study was tested using data analysis techniques and hypothesis testing using statistical tools and methods SPSS Program (Statistical Package for Social Sciences) version 25 and SEM modeling with Variance Based SEM or PLS SEM. The statistical tools and methods used are: validity test and reliability test. The data were collected from a sample of 60 respondents to become the object of this research through the distribution of a proportionally randomly selected questionnaire.

The findings of this study are that there is a direct influence of knowledge management and educational background on the strategic human resource competence of Deputy II for Domestic Affairs for Economic Studies at BIN and there is an indirect effect of knowledge management and educational background on strategic human resource competence mediated by the strategic partnership of deputy II Domestic Economic Studies Sector BIN. The seven hypotheses proposed were all proven to be accepted, meaning that there were direct and indirect effects of the independent variables on the dependent variable. Strategic Partnership plays a very important role as mediation in increasing the influence of Knowledge Management and Educational Background on Strategic Human Resource Competency

The limitation in this research is the limited number of respondents in this study and the research is quantitative in nature and the data collection process takes place in a short time with a limited number of respondents.

This study found that there was a positive influence of Knowledge Management and Educational Background on Strategic Human Resource Competency mediated by the Strategic Partnership at the Deputy II for Domestic Affairs for Economic Studies at BIN.

The model proposed in this study looks at the overall understanding that researchers have about the direct or indirect influence of Knowledge Management and Educational Background on Strategic Human Resource Competency mediated by the Strategic Partnership at Deputy II Domestic Affairs for Economic Studies, BIN.

KEYWORDS: Knowledge Management, Educational Background, Strategic Partnership, Strategic Partnership.

1. INTRODUCTION

Intelligence is a state institution that has an important role as well as great authority. Republic of Indonesia Presidential Regulation No. 90 of 2012 concerning the State Intelligence Agency, states that the Deputy for Domestic Intelligence, hereinafter Deputy II, is an element implementing some of BIN's tasks and functions in the field of domestic intelligence operations, who is under and responsible to the Head of BIN. Deputy II has the task of carrying out the formulation of policies and the implementation of domestic intelligence activities and/or operations.

Knowledge management Knowledge management requires an understanding of causal relationships that may exist in knowledge management processes such as knowledge acquisition, knowledge creation, knowledge documentation, knowledge transfer, and knowledge application (Seleim, et al. 2005). Companies that exhibit a greater level of knowledge management capacity experience learning effects that can increase their ability to reduce repetition of errors, quickly change, and develop creative and innovative ideas (Scarbrough, 2003). The quality of decision making depends on the acquisition, sharing, and

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

application of knowledge across individuals and organizational groups. As explained by Bergeron (2003), the process or approach to knowledge management consists of eight fundamental components, namely acquisition, modification, use, archiving, transfer, translation, access, and completion. Experts have discussed several Knowledge management processes or activities, including acquisition or creation, storage, sharing or transfer, and use or application (Shearer, 2002).

Educational background has a close relationship with the selection results that have been carried out by human resource managers. Human resources who have a certain educational background will usually see their achievements in the selection of the field they master. In other words, the results of the selection can strengthen and convince the HR manager to place the person concerned in the right place. In addition, the educational background with the academic achievements achieved can be a reference for assigning workload and responsibilities in carrying out work. The academic achievements that have been achieved by the workforce while attending the education level must receive consideration in placement, where the workforce is supposed to carry out tasks and work and assume authority and responsibility.

Human Resources is a very important factor in an organization. Whether it's an organization on a large scale like a country or on a smaller scale like an organization. This is because Human Resources is the driving force of all activities in the organization. Human Resources plays the role of thinker, planner and executor of all activities within the organization. Therefore, organizations need human resource management that is able to manage all organizational resources so that they can function according to what is expected of the organization, both government organizations and private organizations. In today's modern era with a very high level of competition, it is necessary to improve the quality of human resources with the aim of creating and enhancing human resources that are tough, skilled, independent, and virtuous and future-oriented. This is important, given the very large role of human resources themselves. organizations need to put the emphasis on organizational policies and also an integral part is how to create work discipline and provide work motivation to employees so that employees have good work performance (Anwar, M., Qadri, MN, & Kalsum, 2018).

Deputy II for domestic economic studies BIN has the task of carrying out the formulation of policies and the implementation of domestic Intelligence activities and/or operations. As an institution that has a considerable responsibility in anticipating all threats to the Unitary State of the Republic of Indonesia. With this task and the condition of the human resources in it, who have knowledge management and educational background that comes from various unit backgrounds (ABRI, Police and Civilians) of course requires a strategic partnership in strengthening the capabilities of its human resources. With this it is hoped that it will increase the strategic human resources competency of the Deputy II of Home Affairs in the Field of Economic Studies BIN.

The formulation of the problem in this research is Is there an effect of Knowledge Management on Strategic Human Resource Competency?, Is there an influence of Educational Background on Strategic Human Resource Competency?, Is there an influence of Strategic Partnership on Strategic Human Resource Competency?, Is there an influence of Knowledge Management on Strategic Partnership ? Is there an influence of Educational Background on the Strategic Partnership? Is there an influence of Knowledge Management on Strategic Human Resource Competency mediated by the Strategic Partnership and is there an influence of Educational Background on Strategic Human Resource Competency mediated by the Strategic Partnership?QThe research objectives to be achieved are to analyze the influence of Knowledge Management to increase Strategic Human Resource Competency, analyze the influence of Educational Background to increase Strategic Human Resource Competency, analyze the influence of Strategic Partnerships to increase Strategic Human Resource Competency, analyze the influence of Knowledge Management to improve Strategic Partnerships, analyze influence of Educational Background to improve Strategic Partnership, analyze the influence of Knowledge Management to increase Strategic Human Resource Competency mediated by Strategic Partnership and analyze the influence of Educational Background to increase Strategic Human Resource Competency mediated by Strategic Partnership

2. LITERATURE REVIEW

a. Knowledge Management

The definition of Knowledge Management according to Dalkir (2011), is a systematic coordination within an organization that manages human resources, technology, processes and organizational structures in order to increase value through reuse and innovation. This coordination can be achieved through creating, sharing and applying knowledge using experiences and actions taken by the company for the continuity of organizational learning. According to Gray (1996) in the book Dalkir (2011) Knowledge Management is an amalgamation and integrated approach to create, capture, organize, access, and use of company asset policies. According to Groff, et al in Dalkir's book (2011), Knowledge Management is a tool, technique, and strategy for mastering, analyzing,

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

managing, developing, and share business expertise. According to Turban, et al (2010: 41), KM is a process of helping corporate identity, selecting, organizing, disseminating, and sending important information and expertise including parts of organizational memory that are uniquely located in organizations in structured areas. According to Chen et al (2010), emphasizes that knowledge management is a process of human activity related to knowledge, but does not deal with the special nature of various types of knowledge, or the relative importance of different knowledge in an organization. Maintaining a balance of different knowledge in an organization. Maintaining a balance of different knowledge in an organization is very important. Another definition of knowledge management is as a process that creates or places knowledge, managing the dissemination and use of knowledge in organizations, this theory is quoted from Darroch. From research on addressing, knowledge management is positively related to the success of an organization, especially in manufacturing companies (Gregory, et al, 2010). According to Turban (2008) defines knowledge management as a process that helps companies identify, select, organize, disseminate, and transfer information and expertise that is part of the company's memory and usually resides within the company in an unstructured form. So it can be concluded from Knowledge Management, namely in the form of a place for storage containing data, skills, and information to be managed by the organization to carry out tasks and decision-making processes.

Knowledge management is a combination of values, experiences, contextual information, expert views, which forms a framework for evaluating and incorporating new experiences and information. Within organizations, knowledge is co-adapted in norms, practices, and processes (Ke and Wei, 2007). This construct recognizes that knowledge is an important strategic resource for a company to maintain its competitive advantage. Knowledge is an asset that needs to be managed properly (Davenport and Prusak, 1998). Knowledge management is a concept that emerged in the field of management and was widely adopted in organizations of developed countries to improve organizational performance (Gharakhani and Mousakhani, 2012).

There are three dimensions of knowledge management based on the research of Gharakhani and Mousakhani (2012), namely *First, knowledge acquisition* or knowledge acquisition Second, is knowledge sharing or sharing and Third, knowledge application or knowledge application. According to Fernandez and Sabherwal (2010:71), Knowledge Management is useful for People, Process, Product, and Organizational Performance. Meanwhile, according to Widayana (2005), there are two types of knowledge contained in companies, namely 1. Tacit Knowledge is knowledge that is mostly within the company, 2. Explicit Knowledge is knowledge and experience about how to, which is described in a straightforward and systematic way

2. Educational Background

Educational background has a close relationship with the selection results that have been carried out by human resource managers. Human resources who have a certain educational background will usually see their achievements in the selection of the field they master. In other words, the results of the selection can strengthen and convince the HR manager to place the person concerned in the right place. In addition, the educational background with the academic achievements achieved can be a reference for assigning workload and responsibilities in carrying out work. The academic achievements that have been achieved by the workforce while attending the education level must receive consideration in placement, where the workforce is supposed to carry out tasks and work and assume authority and responsibility. previous academic achievement.

Educational background can be seen from two sides, namely the suitability between the field of knowledge pursued by the field of assignment and level of education (Tanjung 2011). And at the same time both are indicators of this study.

a. Educational level

According to the National Education System Law no. 20 of 2003, the level of education is the stage of education that is determined based on the level of development of students, the goals to be achieved and the abilities developed. The level of formal education consists of:

- 1) Basic education, namely the initial education level for the first 9 (nine) years of the children's school period which underlies the secondary education level.
- 2) Upper education, namely secondary education level of secondary education.
- 3) Higher education is the level of education after higher education which includes undergraduate, masters, doctoral and specialist programs held by universities.

b. Scientific Specifications/Department

The suitability of majors is that before employees are recruited, the company first analyzes the suitability of the employee's education majors so that later they can be placed in positions that are in accordance with their educational qualifications. Thus employees can provide good performance for the company.

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

Another opinion regarding the notion of education was put forward by John S. Brubacher quoted by Sumitro stating that, education is a process in which human potentials, abilities, capacities that are easily influenced by habits, perfected with good habits, with tools arranged in such a way, and used by humans to help others or himself in achieving the goals that have been set. Sumitro,

According to Umar Tirta Rahardja and La Sulo, education as a workforce preparation is defined as an activity to guide students so that they have the basic provisions to work. As stated by Soedarmayanti that through education, a person is prepared to have the provision to be ready or to know and develop methods of thinking systematically in order to be able to solve problems that will be faced in life in the future. From the several definitions of education above, it can be concluded that education is all efforts made to prepare students to be able to develop their potential as a whole in entering life in the future.

3. Strategic Human Resource Competency

Human Resources is a very important factor in an organization. Whether it's an organization on a large scale like a country or on a smaller scale like an organization. This is because Human Resources is driving all activities in the organization. Human Resources plays the role of thinker, planner and executor of all activities within the organization. Therefore, organizations need Human Resource management that is able to manage all organizational resources in order to be able to function in accordance with what is expected of the organization, both government organizations and private organizations.

In today's modern era with a very high level of competition, it is necessary to improve the quality of human resources with the aim of creating and enhancing human resources that are tough, skilled, independent, and virtuous and future-oriented. This is important, given the very large role of human resources themselves. organizations need to put the emphasis on organizational policies and also an integral part is how to create work discipline and provide work motivation to employees so that employees have good work performance (Anwar, M., Qadri, MN, & Kalsum, 2018).

Competence is a characteristic that stands out for a person and becomes ways of behaving and thinking in all situations, and lasts for a long period of time. From this opinion it can be understood that competence refers to a person's performance in a job which can be seen from thoughts, attitudes, and behavior. Competence is divided into five competency characteristics, namely as follows;

- a. Motives, namely something people think and want that causes something;
- b. Traits, namely the physical characteristics of consistent responses to situations;
- c. Self-concept, namely attitudes, values, and image of a person;
- d. Knowledge, namely information owned by a person in a particular field;
- e. Skills, namely the ability to perform tasks related to the physical and mental (Uno, 2012).

Leadership becomes important because *talkcapability based planning* cannot be undecided at the decision-making level. Indonesia requires transfer of technology to improve the quality of its defense resources. Technology transfer policy is also closely related to the ability of our leaders. That is why empowerment-based leadership factors are the key to technology transfer policies. Knowledge and skills tend to be more visible and relatively easy to develop through training programs. Inherited motives and traits in the circle in the center are hidden factors that are very difficult to assess and develop. Lastly is self-concept, being in the circle in the middle, meaning that attitudes, values and self-worth can be changed through training and psychotherapy or positive developmental experiences.

In improving competence, there are two main challenges that must be considered: First, competence must go with business strategy. Second, competency needs to be created through more than one mechanism. In this case, there are five ways to increase competency: buy, build, borrow, bounce, and bind. (Ulrich, 1998). What competencies need to be prepared to meet new challenges in the future? From the thoughts of experts, the following points of view can be identified regarding the qualities that a person at the executive, manager and employee level needs to have.

a. Executive Level

At the executive level, compensation is needed in the areas of: (1) strategic thinking; (2) change leadership; and (3) relationship management. Strategic thinking is the competency to understand the trend of rapidly changing environment, see market opportunities, threats, strengths and weaknesses of the organization in order to identify the optimum "strategic response". The aspect of change leadership is the competence to communicate visions and change strategies that can be transformed to employees. Understanding of the organization's vision by employees will result in motivation and commitment so that employees can act as sponsors of innovation and "entrepreneurship", especially in allocating organizational resources as best as possible to

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

lead to the change process. Meanwhile, relationship management competence is the ability to improve relationships and network with other parties. Cooperation with other parties is needed for the success of the organization.

b. Manager Level

At the manager level, at least competency aspects are needed, such as: flexibility, change implementation, interpersonal understanding and employing. The aspect of flexibility is the ability to change managerial structures and pressures; if an organizational change strategy is needed for the effectiveness of the implementation of organizational tasks. The dimension of "interpersonal understanding" is the ability to understand the values of various types of human beings. The aspect of empowerment is the ability to share information, convey ideas by subordinates, develop employee development, delegate responsibility, provide feedback suggestions, express positive expectations for subordinates and provide rewards for increasing motivation and having more responsibility. big. The dimension of "team facilitation" is the ability to unite people to work together effectively in achieving common goals; included in this is giving everyone the opportunity to participate and resolve conflicts. The "portability" dimension is the ability to adapt and function effectively with foreign environments so that managers must be "portable" positions in any country.

c. Employee level

At the employee level, competency qualities are needed such as flexibility; competency in using and searching for news, motivation and ability to learn, achievement motivation, motivation to work under time pressure; collaboration, and customer service orientation. The dimension of flexibility is the ability to see change as an exciting opportunity rather than a threat. The aspects of seeking information, motivation and learning ability are competencies about enthusiasm to seek learning opportunities about technical and interpersonal skills. The dimension of achievement motivation is the ability to encourage innovation; continuous improvement in quality and productivity required to meet competency challenges. Aspects of work motivation under time pressure is a combination of flexibility, achievement motivation, withstand the stress and organizational commitment that makes individuals perform well under the demand for new products even in a limited time. The collaboration dimension is the ability to work cooperatively in multi-disciplinary groups; put positive expectations on others, interpersonal understanding and organizational commitment. While the last dimension for employees is a great desire to serve customers well; and initiatives to overcome obstacles within the organization in order to overcome problems faced by customers. put positive expectations on others, interpersonal understanding and organizational commitment. While the last dimension for employees is a great desire to serve customers well; and initiatives to overcome obstacles within the organization in order to overcome problems faced by customers. put positive expectations on others, interpersonal understanding and organizational commitment. While the last dimension for employees is a great desire to serve customers well; and initiatives to overcome obstacles within the organization in order to overcome problems faced by customers.

4. Strategic Partnerships

Partnership within the Indonesian community is something that is not foreign to implement, because this nation has known partnerships for centuries even though it is on a simple scale, such as gotong royong, sinambat splice, participation, cai partners, forest village community partners, environmental partners etc. . In modern management, both in human resource development and institutional/business development, partnership is one of the usual strategies used to support the successful implementation of modern management.

Partnership is not only translated as a collaboration, but partnership has a pattern, has strategic value in realizing the success of an institution in implementing modern management. Partnerships in the implementation of modern management program management agreements, agreements on program development strategies between partnering institutions are the main factors that must first be paid attention to. Therefore, among the partnering institutions there must be the main actor of the activity, as the institution/person responsible for the success of the program (activity). The weaknesses and strengths possessed by each institution/person are what is partnered with as a form of cooperation to cover each other, add to each other, and be mutually beneficial (mutualism). Partnerships can be carried out in technology transfer,

The concrete form of partnership can be agreed upon as a concept of cooperation in which in its operationalization there is no sub-ordinated relationship but an equal relationship for all "parties". So that in its conception partnership has principles that must become an understanding between partners and must be upheld in its implementation including: the principle of participation, the principle of mutual cooperation (sambat sinambat), the principle of transparency (transparency), the principle of law enforcement (rights and obligations, leads to right-obligation , reward and punishment) and the principle of sustainability. The partnership strategy is a cooperative strategy formed by the dimensions of trust and commitment between

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

partners. This trust and commitment is formed due to several influential factors including resource dependence factor (M. B Sarker, 1998), relationship quality factor (Johnson, 1999), flexibility factor (Heidi, in Johnson, 1994), and information dissemination factor (Dwyer, 1987).

The benefits of the partnership strategy are that there is synergy so that each partner gets more benefits, work processes and results are obtained faster due to adequate information, the company is more flexible, there is risk sharing, reducing the need for capital because the company concentrates on effective core competencies, the business capabilities of each partner will increase, because with the same information, additional benefits and advantages from partners can be obtained, efficiency and effectiveness can be achieved.

Fundamentally, partnerships can be defined in two ways, namely; First, through the attributes that are very attached to partnerships such as; trust, mutual shared vision and long-term commitment. Second, through a process where partnership is seen as a verb, such as; developing a mission statement, agreeing on common goals and objectives and organizing partnership workshops (Crowley & Karim, 1995), Li et al (2000) add to these two ways of defining partnerships as a pathway to the emergence of a new or organizational structure. Koraltan & Dikbas (2002) mention partnership as a new management approach. (<http://digilib.petra.ac.id>)

One of the most widely published and used definitions by researchers is the definition from the Construction Institute (CII, 1989), conceptually a partnership is defined as a long-term commitment between two or more organizations with the intention of achieving certain business objectives by maximizing the effectiveness of the resources of each participant. This definition requires mutual understanding because it requires a shift from traditional relationships to a culture of sharing regardless of organizational boundaries. This relationship is of course based on: trust, dedication to a common goal (goal), and understanding of each individual's expectations and values. Benefits that can be obtained from partnerships include: increased efficiency and cost effectiveness,

Observing the concept of partnership that has been discussed, the advantage of partnership, as in co-operation (cooperation) lies in trust. Trust as a whole side that exists in human life is a strategic side in building the success of individuals/people, society and organizations. Japan as a developed and modern country, the success of its development is because it is able to place trust in the most important position in the management of its development. So that belief is like an ideology that is always imprinted in every behavior of Japanese society. The success of civilization (civilization) in Europe was due to being able to put their trust in every foundation of human development, so that Europe became the first nation capable of building a modern civilization. Islam as rahmatan lil alamin spread by the Prophet Muhammad, s. aw first succeeded in spreading his ideology because armed with trust. The Arabs embraced Islam because they believed that Muhammad was a messenger.

Based on the concept of partnership and the benefits and advantages of partnerships, there are several strategies and patterns offered. The strategy offered in a partnership should contain elements of mutual need, mutual benefit and mutual strengthening. These three elements are built on a foundation of trust that is based; fairness, honesty and policy. Therefore the first strategy is a long-term vision commitment strategy while the second strategy is a mission implementation strategy, or a strategy of agreement on common goals and objectives.

3. CONCEPTUAL FRAMEWORK

The conceptual framework that provides an overview of the mindset in this study is as follows:

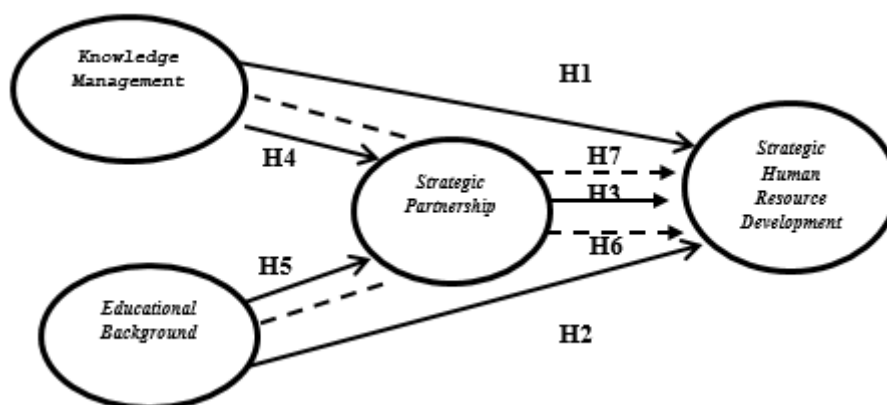


Figure 2.1 : Conceptual Framework

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

4. RESEARCH HYPOTHESIS DEVELOPMENT

The development of the hypothesis in this study based on the formulation of the problem and the conceptual framework is H1: There is a positive and significant influence of Knowledge Management on Strategic Human Resource Development, H2: There is a positive and significant influence of Educational Background on Strategic Human Resource Development, H3: There is a positive and significant influence of the Strategic Partnership on Strategic Human Resource Development, H4: There is a positive and significant influence of Knowledge Management on the Strategic Partnership, H5: There is a positive and significant educational background effect on the Strategic Partnership, H6: There is a positive and significant influence of Knowledge Management on Strategic Human Resource Development mediated by the Strategic Partnership, H7: There is a positive and significant educational background influence on Strategic Human Resource Development mediated by the Strategic Partnership

5. RESEARCH METHODS

a. Research design

Based on the strategy in conducting research, this study used a survey (survey research), namely using data collection techniques by compiling questions and asking the respondents. Based on the unit of analysis, this study uses individual units of analysis, namely collecting data from each individual. Based on time, this study uses cross-sectional studies, which are carried out with data, only collected once in a daily, weekly or monthly period in order to answer research questions (Sekaran and Bougie, 2013). The questionnaire distribution period was carried out in January-February 2020.

b. Population and Sample

The population in this study were 200 people employee of Deputy II for Economic Affairs BIN. $n = \frac{2853}{1+(2853(0.05)^2)} n = 351$ In this study, the sample used was 30% of the 200 employees as a population, namely 60 employees of Deputy II for Economic Affairs BIN. The sampling technique in this study used a probability sampling technique, namely a sampling technique that provides equal opportunities for each element (member) of the population to be selected as

c. Operational Variables

a. X1 variable (Knowledge Management)

1) Conceptual Definition

Knowledge Management is source of sustainable competitive advantage, and is the basic foundation for economic performance (Gharakhani and Mousakhani, 2012)

2) Operational definition

To measure the Knowledge Management variable using three dimensions, each dimension has indicators and research instrument grids, as follows:

Table 1. Dimensions of Knowledge Management

Dimensions	Indicator	Source
<i>Knowledge acquisition</i>	individual participation interaction with tasks technology, resource, people in certain contexts	Gharakhani and Mousakhani (2012)
<i>Knowledge sharing</i>	collective belief behavior routine the dissemination of learning between different individuals in an organization	
<i>Knowledge application</i>	dissemination of knowledge develop organizational capabilities	

b. X2 variable (Educational Background)

1) Conceptual Definition

Educational Background is the educational background that can be seen from two sides, namely the suitability between the fields of knowledge pursued by the field of assignment and level of education (Tanjung 2011)

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

2) Operational definition

Operationally to measure the Educational Background variable uses two dimensions, namely educational level and scientific specifications/majors.

Table 2. Educational Background Dimensions

Dimensions	Indicator	Source
Educational level	basic education Upper Education	(Cape 2011)
Scientific Specifications / Majors	higher education suitability Qualification	

2. Dependent variable

a. Conceptual Definition

Strategic Human Resource Competency is a characteristic that stands out for someone and becomes ways of behaving and thinking in all situations, and lasts for a long period of time

b. Operational definition

Operationally to measure Strategic Human Resource Competency variables using dimensions and indicators as shown in the table below

Table 3. Dimensions of Strategic Human Resource Competency

Dimensions	Indicator	Source
Team Orientation	Short Term Orientation Long Term Orientation	Miller et al (2015)
Communications	Verbal Communication Non Verbal Communication	
People Management	People Management	
Customer Focus	Customer Focus	
Result Orientation	Result Orientation	
Problem Solving	Problem Solving	
Planning and Organizing	Planning and Organizing	
skills	Technical Skills Conceptual Skills	
leadership	Democratic Leadership Participatory Leadership Authoritarian Leadership	

3. Mediation Variables

a. Conceptual Definition

Strategic Partnership are partnerships between two or more companies or units business working together to achieve significantly significant goals strategic mutually beneficial (Elmuti and Kathawala, 2001).

b. Operational definition

Operationally to measure Strategic Partnership variables using three dimensions, each dimension has indicators and research instrument grids, as follows:

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

Table 4. Dimensions of Strategic Partnerships

Dimensions	Indicator	Source
Continuation of Cooperation	maintain cooperation	Saxton (1997);
Quality improvement	cooperate with partners	Dussauge and
Competition Capability	ability to compete with competitors	Garrette (1998)

d. Model Analysis and Data Analysis Techniques

The steps taken in the process of data analysis, first by tabulating the data. Questionnaires that have been returned by respondents are selected for completeness of filling and only completely filled questionnaires will be used in research. The selected data is then coded according to the variable and variable classification, then tabulated using Excel and SPSS software. Before the questionnaire result data is used in the analysis for model development, the validity and reliability of the instrument is tested first. The constructs or variables used in model development must be generated from valid and reliable instruments or measuring instruments.

Model measurement is done to assess the validity and reliability of the model. It is said to be valid if the instrument, technique or process used to measure a concept actually measures the concept in question (Sekaran, 2003), while reliability shows the consistency and stability of the measurement instrument (Sekaran, 2003). The second step is the data analysis stage, using the Structural Equation Model (SEM) method.

To test the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. The data is processed and presented based on the principles of descriptive statistics which will be used for discussion purposes. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used. SEM analysis uses a statistical program, namely SmartPLS 2.0.

There are two types of approaches to estimating a SEM relation, namely covariance based approaches (Covariance Based Structural Equation Modeling) and variance (Partial Least Structural Equation Modeling). So, it can be concluded that SEM can be used to answer various research problems in a set of analyzes in a systematic and comprehensive manner.

Hair et al. (2014: 32) states that SEM modeling with Variance Based SEM or PLS SEM is carried out through four stages, namely: 1) specification of the structural model; 2) Measurement model specifications; 3) Evaluation of measurement models; 4) Evaluation of the structural model.

6. RESEARCH RESULTS AND DISCUSSION

a. Research result

Description Respondents' perceptions

Descriptive analysis is used to determine the characteristics of the respondents' responses to the variables used in the study. Statistical measures used in the descriptive statistical analysis of this study were the number of respondents, the minimum value, maximum value, mean and standard deviation (SD). Knowledge Management

The scale used to see respondents' perceptions of Knowledge Management is a Likert scale with a range of 1 - 5. Based on the results of the analysis of the perception data of respondents' responses to the Knowledge Management variable using SPSS 25, then through 15 statements the result is that the average Knowledge Management variable data has an average score 3.88 that is in the category of good / agree. This shows that in general respondents perceive Knowledge Management well.

Educational Background

The scale used to see respondents' perceptions of Educational Background is a Likert scale with a range of 1 – 5. Based on the results of the analysis of perception data on respondents' responses to the Educational Background variable using SPSS 25, then through 10 statements the result is that the average Educational Background variable data has an average score value 3.82 that is in the category of good / agree. This shows that in general respondents perceive Educational Background well.

Strategic Partnership

The scale used to see respondents' perceptions of the Strategic Partnership is a Likert scale with a range of 1 – 5. Based on the results of the analysis of perception data on respondents' responses to the Strategic Partnership variable using SPSS 25, then through 9 statements the result is that the average Strategic Partnership variable data has an average score 3.91 that is in the category of good / agree. This shows that in general respondents perceive the Strategic Partnership well.

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

Strategic Human Resource Competency

The scale used to see respondents' perceptions of Educational Background is a Likert scale with a range of 1 – 5. Based on the results of the analysis of perception data on respondents' responses to the Educational Background variable using SPSS 25, then through 14 statements the result is that the average Strategic Human Resource Competency variable data has an average score 3.99 that is in the category of good / agree. This shows that in general respondents perceive Strategic Human Resource Competency well.

b. Instrument Validity and Reliability Test Results

The results of testing the validity of the question items on the questionnaire for each variable with a Corrected Item Total Correlation value or a value of $r > 0.3$ (Sugiyono, 2006) or $r > 0.2$ (Nisfiannoor, 2013). If the value of $r > 0.3$, this means that the statement item/indicator is valid. The results of testing the validity of the 4 research variables for each research variable instrument all show a value of $r > 0.3$, this means that the statement item/indicator is valid.

Then for the reliability test with cronbach's alpha, each variable (latent) obtains a Cronbach's alpha value > 0.6 , meaning that the instrument can be said to be reliable. The results of the reliability test for each variable of the four research variables all have a value above or greater > 0.6 , this means that the instrument can be said to be reliable.

c. Structural Models (Inner Models) and Measurement Models (Outer Models)

Next, a full SEM model will be presented for testing the parameter λ (loading factor/indicator coefficient) measurement on exogenous and endogenous models. This test is intended to determine whether the indicators of each latent variable (construct) are strong or not.

This analysis measures Coefficient Beta and T Statistics and can be seen in the following figure:

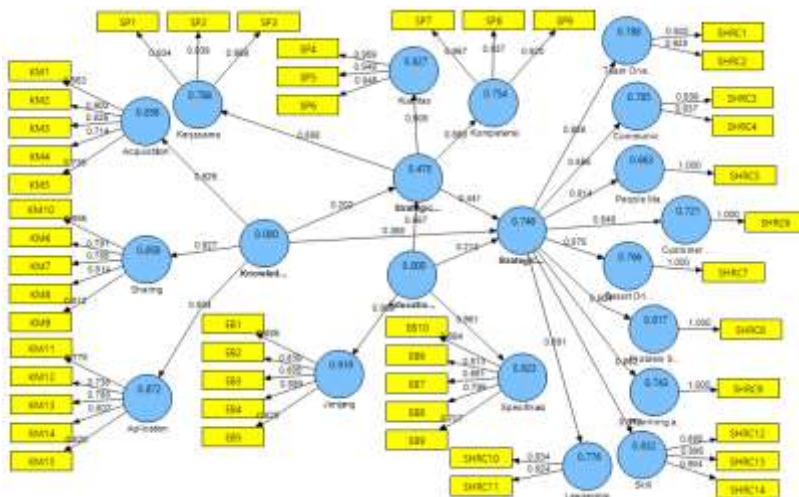


Figure 4.1. Coefficient Beta

Source: Results of Processing with PLS 2.0

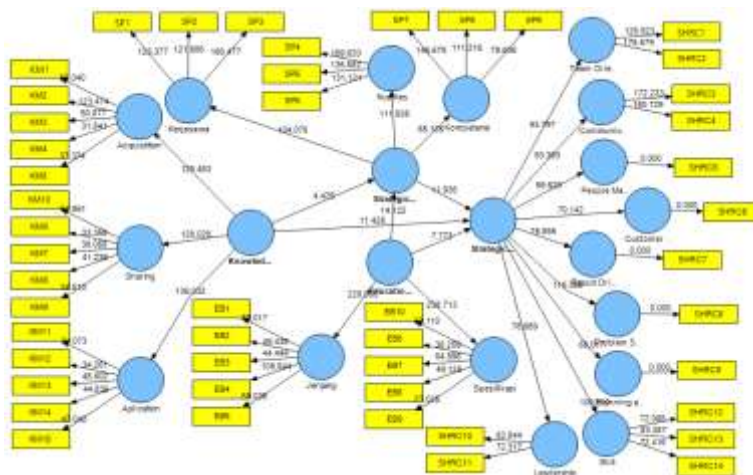


Figure 4.2. T Statistics

Source: Results of Processing with PLS 2.0

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

Each indicator that is declared valid and passes the test must meet the requirements for a Factor Loading higher than 0.5. As for reliability, the AVE value is higher than 0.5, the Composite Reliability and Cronbachs Alpha values are higher than 0.7.

Furthermore, based on Figure 4.1 and Figure 4.2, there are results that contain information about the estimation results from structural equations or equations from the inner models. Where in this section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or the influence of one latent variable on other latent variables.

The value of the coefficient or parameter. This value is a previously estimated value that is used as a comparison from T Statistics to test the hypothesis of the study. The results of this evaluation can be summarized in the table below which is accompanied by a test of the hypotheses of the research model as follows:

Table 5. Hypothesis Test of Direct and Indirect Effect (Mediation)

Path	Betas	T Statistics	P Value	Conclusion
H1. Knowledge Management → Strategic Human Resource Competency	0.368	11,428	0.000	supported
H2. Educational Background → Strategic Human Resource Competency	0.213	7,773	0.000	supported
H3. Strategic Partnership → Strategic Human Resource Competency	0.441	11,935	0.000	supported
H4. Knowledge Management → Strategic Partnership	0.202	4,475	0.000	supported
H5. Educational Background → Strategic Partnership	0.557	14.122	0.000	supported
H6. Knowledge Management → Strategic Partnership → Strategic Human Resource Competency	0.162	8,254	0.000	supported
H7. Educational Background → Strategic Partnership → Strategic Human Resource Competency	0.094	6,513	0.000	supported

Source: Processing results with PLS 2.0

The following is an explanation of the results of the calculation of the direct, indirect and total effects.

Table 6. Calculation Results of Direct, Indirect and Total Influence

Variable	Great Influence			
	Direct	Indirect	Information	Total
<i>Knowledge Management</i>	0.368	0.162(t=8,254)	Through Strategic Partnerships	0.530 (t=13,609)
<i>Educational Background</i>	0.213	0.094(t=6,513)	Through Strategic Partnerships	0.307 (t=15,349)

Source: Results of Processing with PLS and Sobel Test

d. Analysis and Discussion of Research Results

Below, we will describe the hypothesis testing in more detail on each of the hypotheses previously proposed, as follows:

1) The Effect of Knowledge Management on Strategic Human Resource Competency.

Based on the results obtained, it is known that Knowledge Management has a direct effect on Strategic Human Resource Competency with a t-statistics value of 11,428 and p value <0.05 which means hypothesis 1 is accepted. The magnitude of the influence of Knowledge Management on Strategic Human Resource Competency is equal to 0.368. The effect of Knowledge Management on Strategic Human Resource Competency is positive and significant. This means that the higher/positive Knowledge Management, the higher/positive Strategic Human Resource Competency, meaning that the more respondents feel that they are

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

active in expressing opinions and suggestions while discussing work problems with colleagues; if find something difficult to explain, tend to demonstrate it with colleagues; and being able to complete the work according to the target time determined by the place of work, the more respondents feel that if the employee is the leader as the head of the organization, then he is the only party who has control over making all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making.

2) Positive and significant influence of Educational Background on Strategic Human Resource Competency.

Based on the results obtained, it is known that Educational Background has a direct effect on Strategic Human Resource Competency with a t-statistics value of 7,773 and p value <0.05 which means hypothesis 2 is accepted. The magnitude of the influence of Educational Background on Strategic Human Resource Competency is as big as 0.213. The effect of Educational Background on Strategic Human Resource Competency is positive and significant. It means that the higher/positive Educational Background, the higher/positive Strategic Human Resource Competency means that the more respondents feel that without basic education received, they will not be able to make a good contribution to the organization; before working, it is necessary to provide training that supports education; and are happy to work in the current division, the more respondents feel that if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed;

3) The Influence of Strategic Partnership on Strategic Human Resource Competency.

Based on the results obtained, it is known that the Strategic Partnership has a direct effect on Strategic Human Resource Competency with a t-statistics value of 11,935 and p value <0.05 which means hypothesis 3 is accepted. Meanwhile, the partial influence of the Strategic Partnership on Strategic Human Resource Competency is 0.441. The influence of the Strategic Partnership on Strategic Human Resource Competency is positive and significant. This means that the higher/positive the Strategic Partnership, the higher/positive the Strategic Human Resource Competency, meaning that the more respondents feel that routinely carrying out routine control of work processes carried out by the organization towards strategic partners really helps the success of every job; partnerships based on trust and fairness are strategic assets; and always provide the motivation needed by colleagues or partners in increasing the ability to compete with competitors in completing each job, so the more respondents feel that if the employee is the leader as the head of the organization, then become the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making.

4) The Influence of Knowledge Management on Strategic Partnerships.

Based on the results obtained, it is known that Knowledge Management has a direct effect on the Strategic Partnership with a t-statistics value of 4,475 and p value <0.05 which means hypothesis 4 is accepted. The magnitude of the partial influence of Knowledge Management on the Strategic Partnership is equal to 0.202. The influence of Knowledge Management on Strategic Partnership is positive and significant. Means that the higher/positive Knowledge Management, the higher/positive Strategic Partnership means that the more respondents feel active in expressing opinions and suggestions while discussing work problems with colleagues; if find something difficult to explain, tend to demonstrate it with colleagues; and being able to complete the work according to the target time determined by the place of work, the more respondents feel that routinely carrying out routine control of the work processes carried out by the organization towards strategic partners is very helpful for the success of each job; partnerships in distribution channels based on mutual trust and fairness are strategic assets; and always provide the motivation needed by colleagues or partners in improving the ability to compete with competitors in completing each job.

5) The positive and significant influence of Educational Background on the Strategic Partnership.

Based on the results obtained, it is known that the Educational Background has a direct effect on the Strategic Partnership with a t-statistics value of 14.122 and p value <0.05 which means hypothesis 5 is accepted. The magnitude of the partial influence of Educational Background on the Strategic Partnership is as big as 0.557. The influence of Educational Background on Strategic Partnership is positive and significant. It means that the higher/positive the Educational Background, the higher/positive the Strategic Partnership means that the more respondents feel that without the basic education they receive, they will not be able to make a good contribution to the organization; before working, it is necessary to provide training that supports education; and are happy to work in the current division, the more respondents feel that routinely carrying out routine control of the work processes carried out by the organization towards strategic partners really helps the success of each job; partnerships in distribution channels based on mutual trust and fairness are strategic assets;

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

6) The influence of Knowledge Management on Strategic Human Resource Competency mediated by the Strategic Partnership.

Based on the results obtained, it is known that the indirect effect of Knowledge Management on Strategic Human Resource Competency through the Strategic Partnership is 0.162 and the t-statistics value is 8.254 and p value < 0.05 which means hypothesis 6 is accepted. The effect of Strategic Partnership mediation between Knowledge Management and Strategic Human Resource Competency is positive and significant. This means that the higher/positive the Strategic Partnership, the stronger the influence of Knowledge Management on Strategic Human Resource Competency, meaning that more respondents feel that routinely carrying out routine control of the work processes carried out by the organization towards strategic partners is very helpful for the success of every job; partnerships in distribution channels based on mutual trust and fairness are strategic assets; and always provide the motivation needed by co-workers or partners in improving the ability to compete with competitors in completing each job, so that it is increasingly reinforcing to actively express opinions and suggestions while discussing work issues with co-workers; if find something difficult to explain, tend to demonstrate it with colleagues; and able to complete the work in accordance with the target time determined by the workplace, so that in the end if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making.

7) The Influence of Educational Background on Strategic Human Resource Competency mediated by the Strategic Partnership.

Based on the results obtained, it is known that the indirect effect of Educational Background on Strategic Human Resource Competency through the Strategic Partnership is 0.094 and the t-statistics value is 6.513 and p value < 0.05 which means hypothesis 7 is accepted. The effect of Strategic Partnership mediation between Educational Background and Strategic Human Resource Competency is positive and significant. It means that the higher/positive the Strategic Partnership, the stronger the influence of the Educational Background on Strategic Human Resource Competency, meaning that the more respondents feel that routinely carrying out routine control of work processes carried out by the organization towards strategic partners is very helpful for the success of every job; partnerships in distribution channels based on mutual trust and fairness are strategic assets; and always provide the motivation needed by co-workers or partners in increasing the ability to compete with competitors in completing each job, so even without the basic education received, it will not be able to make a good contribution to both the organization; before working, it is necessary to provide training that supports education; and enjoy working in the current division, so that in the end if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making then the more without basic education received, will not be able to make a good contribution to both the organization; before working, it is necessary to provide training that supports education; and enjoy working in the current division, so that in the end if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making so that in the end if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making so that in the end if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making so that in the end if the employee is the leader as the head of the organization, then he is the only party who has control to make all strategic decisions; have the ability to understand the problem more thoroughly on the items of work performed; and the employee is a leader who involves subordinates in decision making.

7. CONCLUSION

The general conclusion of this research is that there is a direct effect of Knowledge Management and Educational Background on Strategic Human Resource Competency and there is an indirect effect of Knowledge Management and Educational Background on Strategic Partnerships. All of the seven hypotheses proposed have been proven to be accepted, which means that all have

The Influence of Knowledge Management and Educational Background on Strategic Human Resource Competency Mediated by Strategic Partnership at Deputy II of Home Affairs for Economic Studies BIN

direct and indirect effects. The Strategic Partnership plays an effective role as a mediation in increasing the influence of Knowledge Management and Educational Background on Strategic Human Resource Competency.

Based on the research objectives, the results of hypothesis testing and the discussion in the previous chapter, it can be concluded in detail some of the research results as follows:

1. There is a positive and significant effect of Knowledge Management on Strategic Human Resource Competency in the Deputy II of Home Affairs for Economic Studies BIN. This shows that in a positive, significant increase in Knowledge Management on the dominant dimension, namely the Knowledge Sharing dimension, will result in an increase in Strategic Human Resource Competency.
2. There is a positive and significant educational background influence on the Strategic Human Resource Competency of the Deputy II of Home Affairs for Economic Studies BIN. This shows that in a positive, significant increase in Educational Background on the dominant dimension, namely the Education Level dimensions, will result in an increase in Strategic Human Resource Competency.
3. There is a positive and significant influence of the Strategic Partnership on Strategic Human Resource Competency in the Deputy II of Home Affairs for Economic Studies BIN. This shows that a significantly positive increase in the Strategic Partnership on the dominant dimension, namely the Quality Improvement dimension, will result in an increase in Strategic Human Resource Competency.
4. There is a positive and significant influence of Knowledge Management on the Strategic Partnership in the Deputy II of Home Affairs for Economic Studies BIN. This shows that in a positive, significant increase in Knowledge Management on the dominant dimension, namely the Knowledge Sharing dimension, will result in an increase in Strategic Partnerships.
5. There is a positive and significant educational background influence on the Strategic Partnership in the Deputy II of Home Affairs in the Field of Economic Studies BIN. This shows that in a positive, significant increase in Educational Background on the dominant dimension, namely Education Level, will result in an increase in Strategic Partnerships.
6. There is a positive and significant effect of Knowledge Management on Strategic Human Resource Competency in the Deputy II of Home Affairs for Economic Studies BIN mediated by the Strategic Partnership. This shows that positively and significantly improving the effectiveness of the Strategic Partnership on the dominant dimension, namely the Quality Improvement dimension will result in an increase in the influence of Knowledge Management on Strategic Human Resource Competency and the results of this study are new compared to the results of previous studies which can increase the influence of Knowledge Management on Strategic Human Resource Competency.
7. There is a positive and significant educational background influence on Strategic Human Resource Competency in the Deputy II of Home Affairs for Economic Studies BIN mediated by the Strategic Partnership. This shows that positively significant improvement in the effectiveness of the Strategic Partnership on the dominant dimension, namely the Quality Improvement dimension will result in an increase in the effect of Educational Background on Strategic Human Resource Competency and the results of this study are new compared to the results of previous studies which can increase the effect of Educational Background on Strategic Human Resource Competency.

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