

Research.

Analysis of the New Organizational Structure of the Kasepuhan Indigenous People through the Analytical Hierarchy Process (AHP) Method

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Abstract.: An organizational structure that can realize the vision, mission, goals and strategies of any organization, including the Kasepuhan Banten Kidul indigenous people, is a critical factor in developing its existence. This structure facilitates communication and coordination, so that the tasks of empowering ancestral trusts in the form of preserving nature and agriculture (pamakayaan) can be accomplished properly. The qualitative descriptive method is used as an analytical knife which is then conducted by the hierarchical analysis process (AHP). The structure that has been owned and used for hundreds of years is in the form of a line (line organization).

The most preferred organizational structure from the perspective of the Kasepuhan Banten Kidul indigenous people is the Divisional Organizational Structure with the highest score (0.68) compared to other alternative types of organizational structures, namely simple (line) and functional structural models. The Consistency Ratio (CI/IR) value is 0.02 which means below 10%.

Keywords: Analytical Hierarchy Process (AHP), Organizational Structure, Kasepuhan Indigenous Peoples

INTRODUCTION

Community empowerment activities are an effort to prepare individuals, groups and organizations everywhere so that they can control their environment. So that the desire for access to human resources, finance, marketing, production and internet technology (IT) can be fulfilled.

The millennial century environment is full of uncertainty because it follows a lifestyle of disruption. Rhenald Kasali (2017) emphasized that the disruption event is an innovation that will replace the entire old system in new ways. This pattern has the potential to replace old practitioners with new, obsolete technologies that are all physical with digital technologies that produce products that are truly new and more efficient, as well as more useful. Disruption becomes a threat, unless the community leaders are willing to replace old policies, regulations or regulations. The main problem is that the majority of human daily activities are in the form of improvement and iteration, including repeating old habits to get better results.

Innovation is essentially destructive as well as creative which requires entrepreneurial spirituality, new habits and techniques. Entrepreneurs according to Buchari Alma (2017) are humans who have high mental strength that allows them to jump and slide forward beyond average abilities and are sometimes not highly educated.

Disruption processes also occurred in the Kasepuhan indigenous community group, Banten Kidul.

The local wisdom of the Kasepuhan Banten Kidul indigenous people who occupy the triangular area of the western part of Bogor district (Nanggung, Sukajaya and Jasinga sub-districts), western part of Sukabumi district (Cikakak and Cisolok sub-districts), southern part of Lebak district (Cilograng, Bayah, Cibeber sub-districts and Sobang), among others, has prepared an institutional arrangement to realize its vision, mission, goals and life strategy. Its vision and mission is to harmonize human life with the natural environment according to customary law. Local wisdom in the form of noble values that apply in the governance of community life to protect and manage the environment in a sustainable manner.

According to Desmiwati and Surati (2016), their strategic mission is to divide the forest (leuweung) into three priority areas, namely: deposited forest, deposited (cawisan) and cultivated (sampalan). The division of these three types of forest in technical language is the Regulation of the Minister of Environment and Forestry Number P.32/Menlhk-Setjen/2015 (2016) in accordance with the main functions of protection, conservation and production forests. They can utilize forest areas, utilize environmental services, utilize timber and non-timber forest products optimally and fairly for the welfare of the community while maintaining sustainability.

To realize this vision, mission and goals, the Kasepuhan Banten Kidul indigenous people need the role of human resources (HR) who are honest, trustworthy, like to share by conveying things that are useful and have high intelligence to be able to continue learning. Those with limited formal education require the cooperation of all stake holders and also human resources arranged in an organizational structure. The structure that has been owned and used for hundreds of years is in the form of a line (line organization).

The challenge for indigenous peoples in the disruption lifestyle is to compile an organizational structure that enables all people to carry out their daily activities effectively and efficiently in order to achieve their hopes and desires. The Kasepuhan indigenous people's organization consists of various human resources (HR) who have multiple expertise tailored to the needs in achieving the ultimate goal. The importance of preparing the organization in everyday life, including that of the Kasepuhan indigenous people, as revealed by Richard L Daft in Kaswan (2010: 3-14) are: uniting resources, producing products, facilitating innovation, adapting and influencing the environment, creating value and handling and dealing with current challenges.

Management institutions in the Kasepuhan area of the Banten Kidul indigenous people have experienced several rapid developments, as part of the dynamics of global change. Organizations must adapt to the external environment which contains opportunities and threats and influence the internal environment which contains the strengths and weaknesses of the organization. An analysis of the organization and then in more detail the organizational structure of the Kasepuhan Banten Kidul indigenous people is a necessity.

The purpose of this research is to find out the priority problems in the management of the Kasepuhan organization and the priority solutions that can be given to these priority problems. The problem found in this research is how the organizational structure fits the vision, mission and goals of the Kasepuhan Banten Kidul indigenous people. Because it is necessary to analyze the organizational structure that has been running. To analyze the organizational structure and then produce a new structure that is more suitable, the selection of organizational structure utilizes the analytical hierarchy process (AHP) method. This method is a decision-making method that utilizes logical, intuitive, empirical, knowledge, emotion and sense conditions to be optimized in a systematic process.

Previous studies and research on the analysis of criteria and organizational structure for the Kasepuhan Banten Kidul indigenous people have never existed.

LITERATURE REVIEW

Human Resource Management

Gary Dessler's (2015) view of the notion of Human Resource Management is a management process for acquiring, training, appraising, and compensating employees, and for managing their work relationships, their health and safety, and matters relating to fairness. Human Resource Management is important to managers because it hires the right people for the job, has the people who do their best, uses optimal time to conduct useful interviews, makes some employees feel their pay is fair relative to others in the organization and practice fair labor practices.

Organization

The definition of an organization according to Stephen P Robbins and Timothy A Judge (2015) is a social unit that is consciously coordinated, consisting of two or more people who function on a continuous basis to achieve a common goal or set of goals. The essential things about organizations according to Richard L. Daft in Kaswan (2021), are as: 1) social entities that are managed and filled in by humans; 2) goal or target oriented to be achieved by the organization; 3) social entities to achieve common goals, where the organization must divide the work among its members and then coordinate what has been divided, and 4) related to the external environment (external).

Warren Bennis in Miftah Thoa (2016: 3) predicts the emergence of a social system that is better than this century. Organizational values will reduce the depersonalization properties of the mechanism of the bureaucratic system. Warren Bennis' prediction seems to put the human factor back in the organization instead of being abandoned but getting a solid position for discussion of organizational theories in the future. Approaches to human relations are no longer approached with only economic assumptions.

Organization Management

Kaswan (2021) says that there are not many organizations, businesses or non-profits that can be successful for a long time without effective management. Managing an organization at this time is not as easy as imagined, because it faces environmental, organizational and individual challenges. These challenges and expectations, if managed properly, can become extraordinary assets, and if not, they can be a threat.

Organizational Culture

Schein in Maiza Fikri and Mahdi H (2021) emphasized that organizational culture (corporate culture) is more influenced by leadership within it, especially in matters of communication and creation from within the work environment. Organizational culture itself is a characteristic that exists in an organization and is used as a guide for the company so that it is able to differentiate it from other companies. Harvard Business School research findings in Kaswan (2021) that companies that actively manage their organizational culture actually get a very significant increase in revenue of 682 percent compared to the 166 percent obtained by companies that leave their culture. Even his net income rose 765 percent to 1 percent, and his share price increased 901 percent to 74 percent.

Organizational Structure

Generally, every institution has an organizational structure, where the organizational structure formed can be different where each organizational structure format has different advantages and disadvantages. Differences in organizational structure occur because the needs and goals of each institution are different. Gomez Mejida and Balkin in Kaswan (2021) describe the organizational structure as a system of official relations that determines the lines of power and the tasks assigned to individuals and units.

From this understanding, there are several concepts that need to be clarified in order to avoid misconceptions and obtain a clear understanding, namely: division of

labor, coordination, work flow, and management. through other people and includes the processes of planning, organizing, leading, and controlling). Organizational structure can determine how work and tasks are divided and coordinated among individuals and groups within a company or organization.

Organizational Structure Dimensions

The dimensions of the organizational structure according to Hill and McShane in Kaswan (2021) are:

1. **Vertical differential** relating to who is responsible for making decisions in the organizational structure (centralized or decentralized) and the number of layers in the hierarchy (high or flat organizational structure).
2. **Horizontal differential (departmentalization)** which refers to the formal division of the organization into subunits. There are six types of pure departmentalization:
 - a. **Simple**, where this structure is very flexible and reduces the barriers that are formed in other structures. Most organizations start with a simple structure. They employ only a few people and typically offer only one product or service.
 - b. **Functional**, where the organizational structure follows a clear division of labor within the organization with different functions that focus on different tasks. Functional structures can work well for organizations that are active in a single line of business and focus on a single geographic area
 - c. **Divisional**, where the organizational structure is composed of separate business units or divisions.
 - d. **Team Based**, built on a one-way team that completes the job as a whole. This type of structure is usually organic with wide spans of control as the team works with minimal supervision.
 - e. **Matrix**, is a hybrid structure in which two or more forms of departmentalization are used together.
 - f. **Network**. One of the main forces driving this structure is the recognition that organizations have only a few core competencies. When companies discover core competencies, they offload non-essential tasks to other organizations that have core competencies to perform those tasks.
3. **Building an integration mechanism**, namely a mechanism to coordinate sub units to ensure that everyone works in an integrated manner. Every organization uses one or more of the following coordination mechanisms: informal communication, direct supervision, formal hierarchies, standardization, task forces and teams, and others.

Organization Design

According to Gough et al in Kaswan (2019: 201), there is no standard formula regarding the best way to organize companies, institutions or others. Several factors are known to influence organizing decisions. Among these factors the most important are strategy, size, environmental conditions and technology. These factors influence the organizational structure formula in the Kasepuhan indigenous peoples of Banten Kidul.

1. Strategy

Changes in strategy often require changes in the way companies are organized.

2. Size

The organizational structure is also influenced by the size of the company/organization. According to Richrad L. Daft in Kaswan (2019: 202), large companies are standardized, often run mechanistically and complexly. In contrast, small companies have a flat structure and an organic, free-flowing management style that encourages entrepreneurship and innovation. In addition, the personal involvement of employees in small companies encourages motivation and commitment because employees personally identify with the company's mission.

3. External Environment

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The key factor in the external environment that is relevant to organizing is uncertainty. The turbulent environment demands organizational decisions which lead to a lack of formalization and centralization in the organizational structure.

4. Technology

Several researches have shown that organizing decisions that lead to levels of formalization, centralization, and job specialization are more suitable for routine technology and vice versa.

Impact of Organizational Structure

In accordance with several understandings of experts, Kaswan (2019) emphasized that:

1. The organization is obliged to divide the work among its members and then coordinate what has been divided.
2. At a certain level, the organizational structure becomes the basis for almost everything related to organizational behavior. For example, the jobs conducted by the staff, the types of groups that are embraced by the organization, the freedom that employees have to innovate and try something new, how power and influence are divided within the organization, and so on.
3. The organizational structure has a real influence on financial performance and the ability to manage its employees.
4. Organizational structure is a pattern of relations between positions and members in the organization.
5. Structure enables the implementation of management processes and creates a framework of order and order through which organizational activities can be planned, organised, directed and controlled.
6. The organizational structure describes the duties and responsibilities, roles and work relationships, and communication channels.

Organizational Behavior

Organizational Behavior according to Miftah Thoha (2016) is directly related to the understanding, prediction, and control of the behavior of people in an organization, and how the behavior of these people influences efforts to achieve organizational goals. One way to understand humans is by analyzing:

1. Humans have different characters and behavior, because their abilities and needs are different.
2. Humans think about planning for the future, and decide on alternatives about how to act; and
3. Humans understand their internal and external environment in terms of past experiences and needs.

Banten Kidul Kasepuhan Customary Law Society

Customary law communities according to the Regulation of the Minister of Environment and Forestry Number P.32/Menlhk-Setjen/2015 (2016) are groups of people who have lived in certain geographical areas for generations because of ties to ancestral origins, a strong relationship with the environment, as well as the existence of a value system that determines economic, political, social, and legal institutions.

Rita R, Euis S and Ginung P (2015), explained that the Kasepuhan Banten Kidul indigenous people are people who have the same traditional norms and customs, both in the field of agriculture, social institutions, belief systems adopted and knowledge about the environment including management and utilization Forest Resource.

Meanwhile, the Regional Regulation (Perda) of Lebak Regency, Banten Province Number 8 of 2015 emphasizes that the Kasepuhan customary community is a group of people who have lived in certain geographic areas for generations because of ties to ancestral origins, a strong relationship with the environment, and the existence of a value system that determines economic, political, social, cultural and legal institutions. They live isolated in the buffer zone of Mount Halimun Salak National Park (GHSNP), with a total of

522 kasepuhan and kaolotans, belonging to the gathering forum of the Banten Kidul Traditional Unity (SABAKI) which was established in 1974.

To realize the vision, mission, goals and strategies, indigenous peoples have prepared organizational structures or customary institutions consisting of elders or *kokolot*, old-fashioned line, *palawari*, *pangiwa*, interpreter of the base, *ronda kokolot*, *amil*, *bengkong*, *paraji* or also known as others in the Kasepuhan Community. Meanwhile, Incu Putu is a resident or resident of Kasepuhan who is bound by customary rules that take place in Kasepuhan Customary Law of Banten Kidul.

Analytical Hierarchy Process Method (AHP)

The source of the complexity of decision-making problems according to Sri Mulyono (2016) is not only a matter of data and information uncertainty. Another source is the variety of factors related to the existing choices, the number of selection criteria and if more than one decision is made. The technique for solving this problem is the analytical hierarchy process (AHP) method.

In its development, AHP is used to determine priority selection with various criteria and as an alternative method for solving various types of problems. In solving problems with AHP, there are several basic standards that must be mastered, such as: decomposition, comparative judgment, synthesis of priority, and logical consistency.

1. Decomposition

After the issues and problems are defined, it is necessary to carry out a decomposition process, namely by breaking down the problem into its elements. Because of this explanation, the whole analysis process is called a hierarchy. There are two types of hierarchies, namely complete and incomplete. In a complete hierarchy, all the elements at one level have all the elements at the next level. If not, then it belongs to an incomplete hierarchy.

2. Comparative Judgement

An assessment or view of the relative importance of two elements at a certain level in relation to the level above is the essence of the AHP method, because it will affect the priority scale. The results of the assessment will be displayed in the form of a pairwise comparison matrix.

Questions that are usually asked in setting priorities are:

- a. Which element is more (important or preferable or possible)? and,
- b. How many times more (important or preferred or possible)?

To obtain a useful scale when we compare these two elements, someone who will provide an answer really needs to have a comprehensive understanding of the elements being compared and their relevance to the criteria or goals that have been set.

In compiling this importance scale, the following table is used:

Table 1. Pairwise Comparison Scale

Level Explanation Degree of Interest	
1	As strong as the interests of the others
3	Moderate interests compared to others (moderately preferred)
5	Stronger interests than the others (preferred)
7	Very strong interests compared to others
9	Extreme interests than others
2,4,6,8	The number between two adjacent ratings

Source: Saaty (1990)

3. Synthesis of Priority

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Each number in the pairwise comparison matrix is then searched for its eigenvector to get local priority local importance. An eigenvector is a vector which when multiplied by a matrix the result is the vector itself multiplied by a scalar number or parameter which is nothing but the characteristic root of the matrix (eigenvalue). Because the matrices in pairwise comparison exist at each level of the hierarchy, to obtain global priority, synthesis must be conducted among local interests (local priority). The procedure performs a different synthesis according to the form of the hierarchy. The process of sorting the elements according to their relative importance in the synthesis process is called priority setting.

4. Logical Consistency

Stating a measure of the constancy or consistency of an assessment or the weighting of pairwise comparisons. The understanding of constancy or consistency has two meanings, where the first is that the same (homogeneous) objects can be grouped according to uniformity and relevance. The second is regarding the consistency of the level of relationship between objects in accordance with certain criteria.

The AHP method measures all assessor consistency using the Consistency Ratio (CR), which is formulated as follows:

$$CR = \frac{CI}{\text{Random Consistency Index}}$$

Then the constancy number or Consistency Index (CI) is obtained by the following formula:

$$CI = (\lambda_{\text{maks}} - n)/n.$$

The level of constancy or consistency at a certain level is really needed in determining priorities to get valid results. For matrices with a size of 5 x 5 or more, the CR (Consistency Ratio) value should not exceed 10%. If not, then the assessment that has been prepared is very likely to be conducted randomly and really needs to be revised again. Meanwhile, for smaller matrices, such as 3 x 3, the CR (Consistency Ratio) limit is 5%. Then for the 4 x 4 matrix type the limit is 9%.

The list of IR (random index) can be seen in the following table:

Table 2. List of Random Consistency Indexes

Matrix Size	1,2	3	4	5	6	7	8	9
		10						
IR Value	0,00	0,58	0,90	1,12	1,24	1,32	1,41	1,45
		1,49						

Source: Saaty (1990)

The regularity or consistency of using the AHP method must be maintained in order to provide optimal problem solving. To find out the level of constancy or consistency, the results of the AHP calculation will be measured by the consistency index number. If the ratio with the standard Random Index is ≤ 0.10 , then it can be stated that the degree of consistency is satisfactory. This means that the AHP method produces optimal solutions in solving various problems. On the other hand, if the ratio with the standard Random Index is > 0.10 , then there is inconsistency in determining the comparison which allows the AHP method to not produce a quality solution.

RESEARCH METHODS

This research method is descriptive qualitative research, which is very popular in business research. The research purposes to describe the object of research in a systematic, factual and accurate manner regarding the facts, characteristics and relationships between the phenomena studied. Sugiyono (2017), explains several things rather than the character of qualitative research, such as: 1) qualitative research is conducted in natural conditions; 2) reality is a construction or interpretation of understanding of all data that appears in the field; 3) researchers must interact with data sources so that their position is as human instruments with data collection techniques in the form of participant observation, documentation and in-depth interviews (in-depth interviews); 4) researchers must have sensitivity to every social phenomenon; 5) research results (generalization) can be applied in other places, if the conditions of the place are not much different from the place of research.

Analisis data dilakukan dengan cara perhitungan *Analytical Hierarchy Process* (AHP) dalam menentukan kriteria dan sub kriteria dan dihitung secara manual. Kemudian data yang digunakan pada penelitian ini adalah data primer dan data sekunder. Data primer dikumpulkan dengan wawancara mendalam dengan para Ketua Kasepuhan, perangkat adat Kasepuhan, kokolot kampung, tokoh pemuda, warga Kasepuhan dan non-Kasepuhan yang memahami kearifan lokal.

Observasi partisipasi dibantu dengan alat manual, alat perekam untuk mendokumentasikan hasil wawancara, gambar (foto) dengan kamera dan pengambilan video melalui penggunaan *hand phone*. Sedangkan data sekunder diperoleh dari studi beberapa literatur, pengamatan langsung secara berkelanjutan, serta wawancara mendalam di beberapa Kasepuhan Banten Kidul, tepatnya di lokasi Kasepuhan Neglasari (kecamatan Ciligrang, Banten), Lebak Larang (kecamatan Cibeber, Banten), Cipta Mekar (kecamatan Cibeber, Banten), Cipta Mulya (kecamatan Cisolok, Sukabumi), Sinaresmi (kecamatan Cisolok, Sukabumi) dan Kasepuhan Urug (kecamatan Sukajaya, Bogor).

Observation of participation was assisted by manual tools, tape recorders to document interview results, pictures (photos) with cameras and video capture through the use of mobile phones. While secondary data was obtained from a research of several literatures, direct direct observations on an ongoing basis, as well as in-depth interviews at several Kasepuhan Banten Kidul, to be precise at the locations of Kasepuhan Neglasari (Ciligrang sub-district, Banten), Lebak Larang (Cibeber sub-district, Banten), Cipta Mekar (Cibeber sub-district, Banten), Cipta Mulya (Cisolok sub-district, Sukabumi), Sinaresmi (Cisolok sub-district, Sukabumi) and Kasepuhan Urug (Sukajaya sub-district, Bogor).

RESULTS AND DISCUSSION

In accordance with the basic principles of the AHP method, the results are obtained through several stages as follows:

Stage 1:

Hierarchical Modeling

a. Focus problem

The problem to be solved in this research is how the Customary Chairperson should be able to determine an effective and efficient alternative organizational structure for the Kasepuhan Banten Kidul indigenous people from the several options that have been formed.

b. Defining criteria

The criterion in the design of the organizational structure chosen is size. Other criteria are strategy, environmental conditions and technology.

c. Defining alternatives

Alternative organizational structures that have been formed are simple (line), functional and divisional.

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Here is a picture of the hierarchical arrangement:

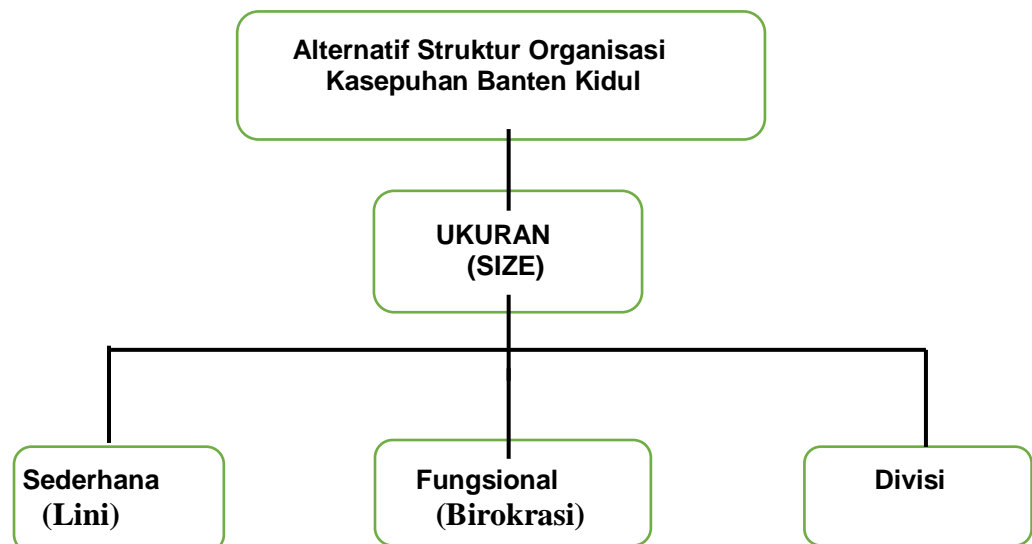


Figure 1. AHP hierarchy

Figure 1 shows the hierarchical process for selecting the organizational structure of the Kasepuhan Banten Kidul indigenous peoples. Hierarchy level 1 is the decision to choose an organizational structure.

Hierarchy level 2 is in selecting an effective organizational structure it is necessary to consider the factor of the size of the empowerment area. Factors that determine the design of other organizational structures such as: strategy, environment and technology can be conducted in further research. At the third level of the hierarchy, in the form of alternatives (solution candidates), three forms of organizational structure are considered for selection, namely: simple (line), functional and divisional.

Stage 2: Priority Setting

- The first step in making a pairwise comparison matrix (matrix of pairwise comparison) is to make a comparison of each pair of alternatives against the criteria to be tested. The comparison is conducted according to the level of importance or priority, then it is seen which criterion is more important. The pairwise comparison matrix can be seen in Table 3
- Synthesize Comparisons** to get the prioritization of all decision options after all the data and figures in the comparison matrix have been conducted. The synthesis process is conducted by normalizing the comparison matrix, which is obtained by dividing each entry by the number of columns in the corresponding entry. So, the sum of each column will be equal to one. Then the value of each entry in the same line must be averaged. The results are as shown in Table 4

Table 3. Matrix of Pairwise Comparison Selecting Organizational Structure

Size	Simple	Functional	Divisional
------	--------	------------	------------

	(Line)	(Bureaucracy)	
Simple (Line)	1	1/2	1/5
Functional	2	1	1/4
Divisional	5	4	1

Table 4. Normalized Comparison Matrix

Size	Simple (Line)	Functional (Bureaucracy)	Divisional
Simple (Line)	1	1/2	1/5
Functional	2	1	1/4
Divisional	5	4	1
Total	8	5.5	1.45

The calculation results in table 5 show that the most preferred form of organizational structure from the perspective of the Kasepuhan Banten Kidul indigenous people is the Divisional organizational structure with the highest score (0.68) compared to the other two types of organizational structure. The advantages of the divisional organizational structure compared to the others are: coordination between various functions becomes easier, faster and has flexibility in the organizational structure and specialization in each division can be maintained.

Table 5. Priority Comparison Matrix

Size	Simple (Line)	Functional (Bureaucracy)	Divisional	Average
Simple (Line)	0.13	0.09	0.14	0.12
Functional	0.25	0.18	0.17	0.20
Divisional	0.62	0.73	0.69	0.68
Jumlah	1.00	1.00	1.00	1.00

Table 6. Levels of Banten Kidul Kasepuhan Management

Incumbent Management Level	
Top Management	Sesepuh Girang
Middle Management	Baris Kolot (Gandek, Tukang Moro, Pamakayan (agriculture), Paraji, Bengkong, Panghulu, Dukun (health), Dukun Sato, Tukang Bebersih, Ema Beurang, Tukang Ngurus Leuit, Tukang Bas (wood/building), Tukang Kemit, Tukang Panday (peralatan pertanian), Tukang Dapur, Kasenian, Tukang Para, and Canoli.
Lower Management	Incu Putu Kasepuhan

Stage 3:

Measuring Consistency

To choose a decision with high logical consistency, it is very important to do a consistency calculation. The matrix in table 4 which has been normalized by the eigen vector is then multiplied by the relative value of the priority of each entry in the corresponding column in the comparison matrix. Then the multiplication results in that row are added up.

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Table 7. Weighted Comparison Matrix

Size	Simple Functional (Line)	Divisional (Bureaucracy)	Ammount
Simple (Line)	(1) (0,12)	(0,5) (0,20)	(0,20) (0,68) 0,36
Functional	(2) (0,12)	(1) (0,20)	(0,25) (0,68) 0,61
Divisional	(5) (0,12)	(4) (0,20)	(1) (0,68) 2,08

Table 8. Consistency Vector Calculations

Size	Ammount Priority Vector	Consistency Vektor
Simple (Line)	0.36/0.12	3
Functional	0.61/0.20	3.05
Divisional	2.08/0.68	3.06
Average (λ)		3.04

From the final results of the calculation of the consistency vector, it is obtained that the lambda is 3.04. Then to obtain or calculate the Consistency Index (CI) number, you must use the following formula:

$$\begin{aligned}
 CI &= (\lambda_{maks} - n)/n \\
 &= (3.04 - 3)/3 \\
 &= 0.013
 \end{aligned}$$

To calculate the Consistency Ratio (CR), the method is to divide the CI value with the Random Index formula with the formula:

$$\begin{aligned}
 CR &= CI/IR \\
 &= 0.013/0.58 \\
 &= 0.02.
 \end{aligned}$$

Because the value of the Consistency Ratio (CI/IR) is 0.02, which means it is below 10%, the calculation results can be declared correct. The results of the CR calculation emphasize that there is no need to reassess the results of the matrix of comparison that has been prepared.

CONCLUSIONS AND RECOMMENDATIONS

The conclusions of this research are as follows:

1. To realize the vision, mission, goals and strategies, the Kasepuhan Banten Kidul indigenous people need to prepare an organizational structure or customary institution that is in accordance with the strategy, size, changes in the external environment and technology.

2. The most preferred organizational structure from the perspective of the Kasepuhan indigenous people of Banten Kidul is through the analytical hierarchy process (AHP) method approach. is the Divisional organizational structure with the highest score (0.68) compared to other alternative types of organizational structures, namely simple structures (0.12) and functional (0.20).
3. The advantages of the divisional organizational structure compared to others are: coordination between various functions becomes easier, faster and has flexibility in the organizational structure and specialization in each division can be maintained.
4. To choose a decision with high logical consistency, it is very important to carry out a consistency calculation where the Consistency Ratio (CI/IR) value is below 10%, to be precise 0.02. This figure shows the calculation is correct, so you don't have to reassess the results of the matrix of comparison that has been prepared.

Recommendation

The suggestion that the researchers put forward is that further in-depth research is needed and developing local wisdom in the field of management, especially human resource management (HRM) can continue to be explored and add to all of our knowledge.

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