

## **ABSTRACT**

*This research intends to evaluate the influence of strategy implementation, organizational innovation, and knowledge management on organizational performance, where the organization in question is all Tax Service Offices in the Soloraya Region. The researcher adopts a post-positivism paradigm with a quantitative explanatory approach. The study was conducted across all Tax Service Offices in the Soloraya region, including the Surakarta Primary Tax Service Office, the Surakarta Intermediate Tax Service Office, the Boyolali Primary Tax Service Office, the Sukoharjo Primary Tax Service Office, the Karanganyar Primary Tax Service Office, and the Klaten Primary Tax Service Office, during the period from January to September 2024. The population in this study consists of all human resources working together in an organized manner to achieve the collective goals of the organization at the Tax Service Offices in the Soloraya Region. The respondents include office heads, section heads, account representatives, functional auditors, functional counselors, tax bailiffs, system administrators, and staff. The main reason for selecting these roles, such as office heads, section heads, account representatives, functional auditors, functional counselors, tax bailiffs, system administrators, and staff, is due to their collaborative involvement in the strategic decision-making process at the regional Tax Service Offices in Soloraya. This research was conducted using a Structural Equation Modeling (SEM) approach, specifically the Partial Least Squares Path Modeling (PLS-SEM) method, with SmartPLS 3.0 software. The findings of this study indicate that the aspects of strategy implementation, organizational innovation, and knowledge management have a significant positive impact on organizational performance. Strategy implementation was identified as having the greatest influence, followed by organizational innovation and knowledge management. Based on these findings, Tax Service Offices in the Soloraya region should focus on the aspects of Strategy Implementation, Organizational Innovation, and Knowledge Management to optimize state tax collection and improve taxpayer compliance in the Soloraya region.*

**FEB UNDIP**

**Keywords** Strategic management, strategy implementation, organizational innovation, knowledge management, PLS-SEM, organizational performance, tax service office