

## Research Article

# The Effectiveness of the Implementation of the ASN Corporate University Concept Integrated with the Knowledge Management System in the Development of Apparatus Human Resources

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**Abstract.**

This study aims to analyze the effectiveness of the application of the concept of ASN Corporate University integrated with the Knowledge Management System in the development of human resources (HR) apparatus. The benefit of this research is to contribute ideas for government agencies in knowing the effectiveness of implementing the ASN Corporate University concept in the development of human resources for apparatus supported by an effective and appropriate Knowledge Management System policy. As well as providing benefits to the academic world, namely a contribution of knowledge and insight in terms of more appropriate policy implementation strategies by leaders in ministries, institutions, and local governments regarding the effectiveness of implementing the ASN Corporate University concept integrated with the Knowledge Management System in Apparatus HR development. The research method used is a mixed method. Analysis of the study conducted in the Yogyakarta area was a representation of the local government that has implemented the ASN Corporate University concept well. Data was collected by means of questionnaires, observations, and in-depth interviews in the period from March to May 2022.

**Keywords:** ASN Corporate University, Knowledge Management System

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**Published** 21 June 2023

**Publishing services provided by**  
Knowledge E

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Selection and Peer-review under the responsibility of the ICoGPASS Conference Committee.

## 1. Introduction

The global pandemic Coronavirus Disease - 2019 (COVID-19) has changed many things to date, including the pattern of human resource development in Indonesia. The public services provided and the old way of working for ASN must change and be supported by mastery of digital competence or information technology (IT).

The urgency related to the development of ASN competencies is further emphasized by several global data which show that governance in Indonesia is still not showing an encouraging picture. The World Economic Forum "The Global Competitiveness Report

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2019”, stated that the value of Indonesia’s public sector performance scored 54.6 or ranked 54 out of 141 countries surveyed [12]. Meanwhile, the value or data of Indonesia’s global competitiveness index in 2019 was at a score of 65, or ranked 50 out of 141 countries. This data confirms the fact that the quality of service and human resources of the apparatus in Indonesia is still considered to be less than good.

This new normal (new normal) after the global Covid-19 pandemic demands that HR apparatus be able to be professional, have agile/agile character and have special literacy as needed, not only administrative and the work processes needed are more based on and optimize information systems [1]. ASN in Indonesia is currently faced with increasingly complex challenges, especially in carrying out its role as an element of implementing government administration. Indonesia’s position in the global level is also determined by the development of human resources for the apparatus as public servants. This requires the need for an integrated pattern of human resource development from upstream to downstream, starting from determining ASN competency standards, placement to debriefing that must be given to ASN so that it is appropriate and in accordance with the level and strategic position it carries.

Deputy for Management Studies and Innovation of ASN State Administration Institutions, Dr. Agus Sudrajat, M.Si in his remarks when opening the National Webinar “National ASN Corporate University, Grounding an Integrated Learning System, stated that Corporate University (Corpu) was chosen as a new approach in developing ASN competencies (Bangkom), replacing the old competency and development approach that was seen as is no longer relevant in responding to the challenges of today’s strategic environment, therefore it is necessary to have a common perception in the application of ASN Corpu which is an integrated learning system in developing ASN competencies [6]. Furthermore, he explained, there are three things that should be considered in the implementation of this ASN Corpu, namely: (1) making government organizations the locus of learning resources for ASN; (2) this Corpu learning model will prioritize agile learning through independent learning with the support of information technology, and (3) build collaboration between central and local governments as an effort to develop integrated ASN competencies.

In line with this, the Head of the Center for Education and Supervision, BPKP Arief Tri Hardiyanto, AK., MBA explained that the development of the Government Internal Audit Corporate University (GIA Corpu) was initiated in 2014 by developing the Learning Management System (LMS) BPKP, then BPKP began to institutionalize this Corpu in 2020. GIA Corpu already has a learning focus for 2020-2024 which has been integrated with

the strategic goals of BPKP as the Supervisor of the Government's internal supervisory apparatus [6].

## 2. THEORITICAL STUDY

### 2.1. ASN Corporate University

Human resources literature, a new trend in training and human resource development is building a corporate university [2]. The Government of the Republic of Indonesia seems to be trying to apply the concept of a corporate university to public sector organizations or government bureaucracies [5]. The Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia is also pushing for the transformation of conventional education and training into human capital management-based training through the development of ASN Corporate University [9]. This breakthrough education and training scheme enables all government agencies as learning institutions by combining various progressive educational training systems, such as e-learning, coaching, mentoring and on the job training [10]. Corporate University offers learning jargon anywhere, anytime, and to anyone through a dynamic learning process [7].

Corporate University label first appeared in 2012 [3]. The first Corporate University in Indonesia was Telkom Corporate University, then Pertamina Learning Center (PLC) before turning into a corporate university. Furthermore, another public organization, namely PT. PLN applies the corporate university concept. If examined further, the three companies have the same background in creating a common company. They start from the problems faced in the delivery of training, the objectives to be achieved from each training, training strategies that can create the achievement of company goals, learning methods provided to employees and soft skill development. The formation of a corporate university can be illustrated in the figure below:

Implementation of Corporate University in all ministries or institutions requires extra effort and a long time. However, this can be started from effective knowledge management in corporate university-based education and training programs, which are driven by education and training bodies in each ministry or institution. The application of the corporate university concept should not be based on trends or follow-up. Rather, it must be based on efforts to solve human resource problems in an organization through effective and efficient knowledge management. If it is associated with the disruptive era, smart learning-based learning is an absolute must. So that knowledge can be created, distributed, and conveyed properly.

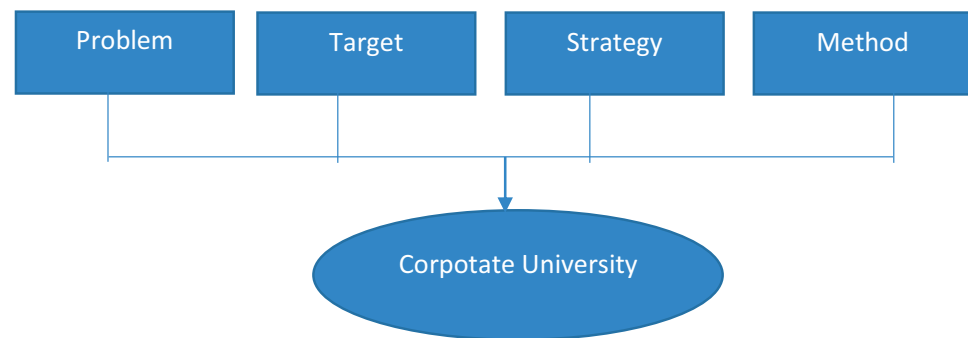


Figure 1: Corporate University [3].

## 2.2. Knowledge Management

The concept of Knowledge Management (Knowledge Management) has become popular because of the increasingly sharp competition in gaining excellence. The intense competition makes people aware that only the mastery of knowledge determines the superiority of an organization. "Excellence is currently formulated in the formula: faster, cheaper and better, and according to Bill Gate as quoted by Budiman S. Pratomo [13], "If the 1980's were about quality and the 1990's were about re-engineering, then 2000's will be about veconess."

So when we talk about excellence in the 2000s era we are talking about speed (velocity), and to achieve speed, the use of information technology is a must. Talking about the definition of Knowledge Management, of course, it depends on the way an organization (institution) uses and utilizes knowledge. A company will have a different definition of this knowledge when compared to a military organization, for example. In short, knowledge management can be defined as a series of systematic approaches to managing knowledge, evaluating and sharing all information assets, these information assets may consist of databases, documents, regulations. Or in general it can be concluded that knowledge management is a technique for managing knowledge in organizations to create value and increase competitive advantage.

Corpu will use all types of learning strategies in structured learning, other learning forms, and workplace integrated learning. As a result, there will be more products from corporate universities, not just training as has been done by training centers. These products will be directed to have an impact on the vision, mission, and performance targets of the agency, among others, through knowledge management.

Knowledge management is based on the premise that just as humans are unable to fully utilize the knowledge they have, organizations are also unable to fully utilize

the knowledge they have. KM refers to the process of improving company performance by designing and implementing tools, processes, systems, structures and cultures to enhance the creation, sharing, and use of knowledge. Knowledge management can help organizations bring products to market faster, better serve customers, develop more innovative products and services, attract new employees, and retain existing employees by providing learning and growth opportunities.

The Corporate University model is currently the choice for every organization in developing its education system. Technological advances, the demands of globalization, and the shift in core business towards knowledge and information based, as well as the increasing demands for performance targets certainly affect the way an institution works [14]. There are several reasons that encourage institutions such as state-owned enterprises and institutions to create corporate universities. But basically almost all of them have one thing in common, namely to develop internal capabilities that are more specific and up to date, and have a direct impact on achieving organizational goals.

Knowledge management is one of the components of a corporate university which contains a system capable of producing, managing and disseminating knowledge, through a logical thinking system. [16] Defines knowledge management as “organizational levers” of collective wisdom (knowledge) by creating systems and processes to support and facilitate the identification, capture, dissemination and use of organizational knowledge to meet its needs including organizational goals.

### 3. method

The research method used is a mixed-method. Mixed research is a research approach that combines qualitative research with quantitative research to solve research problems [4]. This method was chosen in order to obtain more accurate and accountable results. This method uses a combination of research procedures where one method is more dominant than the other because the less dominant method will be considered as a complementary method or additional data. In this study qualitative methods will be dominant and quantitative methods as complementary methods.

Data collection techniques in this study were carried out in several ways to collect complete data in order to objectively answer the problems found when conducting research. In-depth interview techniques and direct observation or observation are those used by researchers/writers using the help of interview guidelines to facilitate and focus the questions posed to the selected informants in this study. In this study, the researcher/author tries to determine the number of informants purposively with several

criteria, which are determined by the following criteria: (a) their relevant expertise and experience regarding the object of this research; (b) the subject's full/active involvement in the environment or activities that are of concern to the researcher/writer; (c) Ease of access for researchers/writers.

## 4. RESULTS AND DISCUSSION

### 4.1. Result of Analysis with Assistant General Administration Secretariat of Yogyakarta City Government - Drs. Kris Sarjono Sutejo, M.M.

Corporate universities will use all types of learning strategies in structured learning, learning from other, and workplace integrated learning. As a result, there will be more products from corporate universities, not just training as has been done by training centers. These products will be directed to have an impact on the vision, mission, and performance targets of the Yogyakarta City Government, among others, through knowledge management.

Knowledge management is based on the premise that humans do not fully utilize their brains, organizations cannot fully utilize the knowledge they have. Knowledge Management refers to the process of improving company performance by designing, and implementing tools, processes, systems, structures and cultures to enhance the creation, sharing and use of knowledge. Knowledge management can help organizations bring products to market faster, better serve customers, develop more innovative products and services, attract new employees, and retain existing employees by providing learning and growth opportunities.

Based on this, it can be described that through the knowledge process it is expected to become an asset that has economic value. The process starts from the creation of new knowledge to measuring the value of knowledge assets and the impact of knowledge management. The implementation of Knowledge Management is divided into 4 processes, namely:

1. Creating a place of knowledge
2. Improve access to knowledge
3. Advancing the knowledge environment
4. Managing knowledge as an asset

## **4.2. Results of Analysis with the Head of the Agency for Personnel and Human Resources Development (BKPSDM) Yogyakarta City - Dedi Budiono, M.Pd**

The city government of Yogyakarta has 5045 civil servants, and it is the obligation of the local government of Yogyakarta to improve the competence of civil servants in Yogyakarta. ASN Corpu is strongly supported for the development of the competence of Yogyakarta civil servants. Each OPD Yogyakarta has established a COP (Community Of Practice). Plans to conduct independent learning 3 A (Asah, Asih, Foster) with coaching and mentoring.

Classification of independent learning (upper level), classical education and training (middle level), and civil servant exchange (civil servant exchange). Each OPD has a Knowledge Management System (knowledge structure). In the disciplinary application, the competence of the position and the person occupying the position will be in the Training Needs Analysis (AKD). However, the existing competent clumps have a very large training and education clump that must be classified.

Competency development in each OPD and identified during coaching and mentoring. The implementation of knowledge sharing in OPD has been going well and routinely so that it has become a culture of sharing knowledge. And it will be cultured and formalized as in morning apples, afternoon apples, meetings and others.

Information technology at the Jogjakarta City Government uses a lot of cloud and google drive so that leaders can use it to see the work of each unit. In the ASN Corpu process, there will be empowerment in each OPD, and it will be integrated in the form of rewards and values on competence.

ASN Corpu in realizing the optimal achievement of organizational goals. Sharing knowledge has become a culture in the government of the city of Yogyakarta. The implementation of communication in training planning must be flexible.

## **4.3. Results of Analysis with the Secretary of the Regional Planning and Development Agency -- Dra. Suprntini**

The communication management culture in Bappeda has been carried out before the ASN Corporate University, for example Monday morning holding coordination meetings with the head of the field and Thursday coordinating report cards with structural employees. Initiations from Bappeda for the launch of Corporate University and every

Thursday the implementation of Corpu is usually carried out, for example discussing secretariat.

The information technology available at Bappeda includes Bappeda's Web, Cloud and Google Drive which is always updated with information and others. The Community of Practice (COP) at the Yogyakarta City Government Bappeda is very fluid and dynamic among the ASN employees of the Jogja City Government Bappeda. So there must be an even distribution of knowledge in Bappeda so that promotion and regeneration are evenly distributed. The Bappeda work team is good at sharing knowledge, support, coaching and counseling as well as performance in their respective fields.

#### **4.4. Results of Analysis with the Inspectorate of Yogyakarta City Government Inspectorate -- Fitri Paulina Adriani, S.T**

The Yogyakarta City Government Inspectorate has implemented knowledge sharing in the internal organization. And communication has been formed to expert audits such as for exchanging job information, needs analysis and others. Within the auditor's functional position, there is an auditor forum. The information technology available at the inspectorate includes cloud and google drive to accommodate regulations and information around the Jogja city government inspectorate. Since there was a Corporate University in the inspectorate, it became more and more routine to study, practice speaking, the team became solid and more confident. Regular communication forums are held at least once a month. And communication is done very dynamically among auditors in the inspectorate. So that the service changes made towards quality consulting to every OPD in the government of the city of Yogyakarta.

Through the knowledge process, it can be described that through the process, recruitment is expected to become an asset that has economic value. The process starts from the creation of new knowledge to measuring the value of knowledge assets and the impact of knowledge management. So that the implementation of KM is in line with what was confirmed by Davenport (1998) who divides the implementation of KM into 4 processes, namely:

1. Creating a knowledge repository
2. Improve access to knowledge
3. Advancing the knowledge environment
4. Managing knowledge as an asset



The ten characteristics of the Corporate University in Jogja Corpu are as follows:

1. Proactively explore and resolve organizational performance problems related to employee competencies
2. Guarding the transformation of values and strengthening Organizational Culture
3. Support learning related to organizational needs and to develop individual employees
4. Provide orientation, induction, training, development and education to employees, stakeholders, customers, and also the community if necessary.
5. Physically and visually connected through facilities integrated with Learning Management System (LMS) and Knowledge Management System (KMS)
6. Have alliances and partnerships with institutions and universities to support individual employee development
7. Acting as a brand is an attraction to retain talent and service customers
8. Act as a platform When organizational knowledge is channeled through leaders as teacher programs and retired prominent faculty.
9. Aligned and integrated with all HRD initiatives
10. Professionally managed by a learning technologist.

## 5. CONCLUSIONS

### 5.1. Conclusion

Corporate University is one of the strategic engines of an organization that integrates what is already available, namely resources, business processes, and people involved in the learning process to achieve the best performance and continuously improve the knowledge, skills, and attitudes of people. people who are in the organization's ecosystem supported by Knowledge Management.

The corporate university will bring an approach to education and training for ASN. ASN Corporate university is one of the results of a learning organization that can be used as an alternative solution to the competency development system through integrative and e-learning-based education and training in government organizations. In essence, corporate universities emphasize the importance of education and training through

effective knowledge management to create a good system to support the core business of the organization or institution.

The study of policy strategies for the establishment of Jogja Corporate University (Jogja Corpu) is still far from perfect as a learning model with a learning system and organizational system approach. Furthermore, it will continue to be refined through various discussion forums with the involvement of all relevant work units in the Yogyakarta City Government as well as external agencies. For that there must be: a shared commitment, the courage to change, and innovate in the ASN resource development system.

## 6. Recommendation

After analyzing the interviews and observations, several recommendations can be made as follows:

1. (a) There needs to be an increase in competence, especially with the process and demands of a new job or position that emphasizes expertise or competence
- (b) There is a need for organizational structuring and identifying what positions are achieved
- (c) It is necessary to strengthen organizational communication
- (d) The role of academics is very much needed in providing strategic recommendations in implementing policies that will be smoother and easier later in the Ministries, Institutions and Local Governments

## Acknowledgment

We wish to gratefully acknowledge the main supporter of this research, Rector the NIPA of School Polytechnic Administration Jakarta, Nurliah Nurdin, and our colleague to support our participation on The Third International Conference on Governance, Public Administration, and Social Science (ICoGPASS). All authors contributed substantially to the methods, intellectual content of the review, and writing and finalisation of the manuscript. All authors read and approved the final manuscript.

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