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# The Strategy of the Regional Human Resources Development Agency of West Nusa Tenggara Province to Support Corporate University at West Nusa Tenggara, Indonesia

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**Abstract.** This research was conducted to determine the readiness and strategies that can be carried out before implementing the Corporate University (CorpU) at Human Resources Development Agency (known as BPSDMD) in West Nusa Tenggara. The methodologies used are interviews, direct observation, questionnaires, and tracing documents from BPSDMDs, including leadership commitments. The results of this study are: BPSDMD in terms of facilities and infrastructure are adequate but need adaptation in understanding and internalising five fundamental aspects and four basic frameworks within BPSDMD personnel of West Nusa Tenggara Province. Coordination with the BKD is essential so the West Nusa Tenggara CorpU can be appropriately implemented in terms of facilities and infrastructure. But it needs adaptation in understanding and internalising five fundamental aspects and four basic frameworks within BPSDMD personnel of West Nusa Tenggara Province.

**Keywords:** Readiness; Strategy; Corporate University.

## INTRODUCTION

Increasing the capacity of human resources and knowledge management are the main elements in achieving organisational performance, including in local government agencies [1]. This is the key to realising the achievement of goals according to the local government's strategic plan determined through Regional Regulation [2]. It is an essential element of the organisation's management strategy that is currently developing; in several studies, one of them being Corporate University (CorpU, Kemenkeu CorpU, Kumham CorpU, Jateng CorpU, Jatim CorpU).

This concept can also inspire human resource development in other places, including how to implement West Nusa Tenggara CorpU, which is expected to contribute positively to the paradigm shift in human resource development of local government organisations.

Supporting the changes to the NTB Provincial Medium-Term Development Plan 2019-2023, 10 Strategic Programmes and 75 West Nusa Tenggara Flagship Programmes have been established: Ntb Tangguh dan Mantap, Ntb Bersih dan Meayani, Ntb Sehat dan Cerdas, Ntb Asri dan Les-

tari, NTB Sejahtera dan Mandiri, Ntb Aman dan Berkah.

Provincial Human Resources Development Agency (known as BPSDMD) is included in two missions, which include the transformation of a bureaucracy with integrity, high performance, free from dedicated to the Bureaucratic Reform Strategic Program including Electronic-Based Government System, NTB Plan, NTB SDGs Center, Research Based Policy, NTB Satu Map, NTB One Data, NTB Care, E-Data Collection, NTB WTP, SAKIP Level A, Change Agent and Talent Management.

Thus, BPSDMD is a very strategic task, so NTB CorpU is one of the most appropriate answers for NTB today and in the future, especially the Change Agent and Talent Management.

Let's look at Civil Servants as a resource, from now on abbreviated as PNS in government agencies. They are Indonesian citizens who meet specific requirements, appointed as permanent State Civil Servants by civil service officials to occupy government positions. The state's role in government duties is to carry out its responsibilities and functions as a public servant according to

work in the situation [6]. Public servants should be guided by the principles of providing services to the community as stipulated in Law Number 25 of 2009. The task of strengthening the integrity of the Unitary State of the Republic of Indonesia should strengthen the integrity of the nation and society in the concept of nationalism without discrimination in providing services for the sake of the unitary state of the Republic of Indonesia.

Article 1 of Law, No 25 of 2009, states that public service is an activity or series of activities to fulfil service needs by statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. By these provisions, the State Civil Apparatus requires managerial, technical, and socio-cultural competence in carrying out its duties and functions. These competencies need continuous development of the State Civil Apparatus in a planned manner by the policy direction and demands of their duties and career development by the development and needs of society in carrying out their social responsibilities.

Making West Nusa Tenggara a clean and serving society requires professionalism so that one can think critically and perform professionally. Given the development of community service needs that continue to change, it also changes in all aspects of the forms and types of services needed by the community.

The implementation of services in government agencies has not yet entirely changed, especially the mindset of the apparatus from being served to serving.

The Human Resources Development Agency must have the right strategy to increase the capacity of the apparatus to carry out its duties and functions.

As Permenpan Bureaucratic Reform No 28 of 2019, the scope of equalisation of positions in government agencies includes a) Administrator Position, b) Supervisory Position, and c) Executive Position (Echelon V). Position Equalisation is carried out with the following criteria: a) The duties and functions of the position are related to functional technical services; b) Functional officials can carry out the duties and functions of the position; c) Positions based on certain expertise/skills.

The West Nusa Tenggara Provincial Government has started to determine these strategic steps, as stated by the head of the West Nusa Tenggara

Provincial Human Resources Development Agency:

*"Currently, the West Nusa Tenggara Provincial Government has succeeded in identifying the types of positions that will be equalised, totalling 711 administrator positions into functional positions and not including equalisation of positions at the city district level" [3].*

Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map is a form of operationalisation of the Grand Design of Bureaucratic Reform and a detailed plan for Bureaucratic Reform for 2020-2024.

The Governor's Expert Staff in Government Apparatus, Law, Politics and Public Services, H. Abdul Aziz, who represented the Secretary, said [4]:

*"There are eight areas of bureaucratic reform: Mental Apparatus, Organisation, Governance, Legislation, Human Resources, Supervision, Accountability and Public Service. The fifth area of Human Resources is closely related to supervision, accountability, and public services.*

*Previously, BPSDM was called the Education and Training Agency and only conducted training: Pre-service, Intermediate Training or Pim 4 activity, Pim III Training, Pim II Training. But the hope is that more than that, Functional Technical Training must be carried out more.*

*Another very important thing was conveyed. There was a question from a sub-district head, "Why are disputes in the community brought to the village head, to the sub-district head" even though this is a task that is the domain of the judiciary.*

*Such questions arise because they do not understand the duties of the general government and do not understand the institution of alternative dispute mediation or the institution of arbitration. Perhaps this is because they have never had technical government training.*

*This happens at the lowest level of bureaucracy, and what about the district and provincial government entities as public bodies, which require functional technical training such as planning and budgeting training, financial administration training, regional goods management training, supervisory training, and report preparation training. This is important because it closely relates to local government performance micro indicators.*

*Nowadays, we also often hear the term innovation. Innovation is impossible to run optimally when employees are not trained".*

The province needs to be reformed immediately, including the mental apparatus is an essential part of carrying out the duties and functions of the Regional Apparatus Organisation. For Widyaiswara, understanding the ASN Mindset before and after going through the learning process is a significant concern in becoming an agent of change and making ASN have Talent with the hope of being able to carry out the mandate as.

Bureaucratic transformation with integrity, high performance, clean from KKN and high dedication, as regulated by the State Personnel Agency Regulation 8 of 2019, encourages ASN employees' competence, performance and discipline in carrying out their job duties.

PIKIR, as an acronym for Professional, Integrity, Commitment, Innovative and Responsiveness, is expected to be inherent in ASN so that it can realise the commitment of the West Nusa Tenggara Province Regional Human Resources Development Agency.

We are departing from bureaucratic procedural obstacles and mindset problems in accelerating the achievement of the vision and mission of the Regional Government through the Regional Human Resources Development Agency of West Nusa Tenggara Province.

It is currently necessary to transform the development of training for State Civil apparatuses. One of them is learning the concepts developed from training institutions that can improve the performance of individuals and institutions.

Recognising CorpU as a strategy and local government commitment in responding to bureaucratic reform issues, the Regional Human Resources Development Agency of West Nusa Tenggara Province as the centre of learning and the leading learning institution can implement CorpU as a concept and strategy change.

Understanding this is based on previous research conducted by [7], but continued with discussions with the prior head of the Agency.

This research was conducted to determine the institution's readiness to support the realisation of West Nusa Tenggara CorpU, completing the mission of cleaning and serving human resources.

## METHOD

This study was conducted with a quantitative descriptive research method approach and did not provide modification of the variables studied but describes a condition as it is. The approach was made through observation, interviews, and documentation.

This research was conducted at the Regional Human Resources Development Agency of West Nusa Tenggara Province, an accredited Regional Apparatus Organization in the implementation of training activities and the only regional apparatus organisation that has carried out the concepts of the realisation of CorpU in government agencies in West Nusa Tenggara Province.

Primary data was the result of observations, interviews, or using the results of FGDs from previous research. Secondary data was obtained from various sources such as journals, reports, books, research results and so on, including the efforts of stakeholders in promoting the competence of BPSDMD NTB Province Supporting NTB CorpU.

## RESULTS AND DISCUSSION

### Goal Aspect

The existence of the Regional Human Resources Development Agency of West Nusa Tenggara Province is to carry out supporting functions for government affairs in the field of Education and Training. Technically, it dramatically affects the operation of other regional apparatus. Entry is on the mission of "NTB Bersih dan Melayani" with the role of conducting "Bureaucratic Reform" as an Agent of Change and Talent Management.

This task is challenging because it faces a paradigm shift in ASN in West Nusa Tenggara Province.

"NTB Clean and Serving" with Bureaucratic Transformation with Integrity, Performance, Clean from KKN and Dedicated". BPSDMD West Nusa Tenggara Province has strived to become a learning organisation to build a competent ASN. As a learning organisation, Widyaiswara is expected to know and understand the six foundations of thought in implementing CorpU to realise Good Governance for the BPSDMD institution of West Nusa Tenggara Province.

Questionnaire results related to Widyaiswara's understanding of the six essential aspects con-

sisting of the foundation of thought, CorpU conception, learning organisation, knowledge management, talent management and its implementation in supporting CorpU, obtained answers: 48.4% said they knew most of them, 29% know a small part, 19.4% know well, and the rest (3.2%) do not know about the six foundations of thought.

Furthermore, regarding the understanding that is easiest for them to understand to be implemented in the application of CorpU, 35% stated that CorpU is a learning organisation, 29% understood it as a basic framework in the application of CorpU, 22.6% understood it as the concept of CorpU, 9.7% stated as change management, and 3.7% understood from the implementation of CorpU. This means that the application of CorpU is essential as a learning organisation and basic framework.

If bureaucratic reform is a step to increase the ASN Professionalism Index, the acceleration of achieving the Vision and Mission is in accordance and line with the era of the Industrial revolution 4.0 and sociability 5.0 so that the ASN Professionalism Index (IP-ASN) in 2022 of 0.27 can be achieved.

Widyaiswara must change according to the demands of the era. How Widyaiswara understands the phenomenon of change and urgency so that they can overcome the changes, 45% stated that they were able to change due to urgency, 25% stated that it was very easy, 19.4% were rather difficult to change due to certain factors, and 9.7% stated that it was not easy to change even though it was forced. From these answers, researchers understand that those who answered 9.7% were not young to vary due to character factors. However, when CorpU is applied, it is passive in action but active in giving opinions because it feels senior in experience.

### Program Aspect

As previously stated, since 2020, the West Nusa Tenggara Province BPSDMD has carried out development activities as a capacity-building program, especially in the Learning Process, such as:

1. Conducting a Zoom Meeting with the topic of Knowledge Sharing on the Application of CorpU and Acculturation of Knowledge Management in Government Agencies.

2. Acculturation of knowledge management through knowledge sharing of the application of the 10-20-70 model with the output of field profile videos and BPSDMD profiles of West Nusa Tenggara Province.

3. Knowledge sharing by inviting facilitators from the Ministry of Finance's Principal Expert, Widyaiswara.

4. Knowledge sharing by inviting facilitators from Ombudsman and BPSDMD Principal Experts.

5. Knowledge sharing by inviting facilitators from Widyaiswara LAN and BPSDMD Principal Experts;

6. Development of OJS (Open Journal System) based Bestari Journal.

7. Development of Learning Media creation Online (Sparing) with participants from Swidyaiswara and Management.

8. Sharing guidance on Mantra (Building Integrity and Antigratification Culture).

9. Widyaiswara as Anti-Corruption Instructor under the coordination of KPK.

10. Learning videos on Youtube and Instagram channels.

11. Update of West Nusa Tenggara Province BPSDMD Website.

12. E-learning of BPSDMD of West Nusa Tenggara Province as a Knowledge Management System (KMS).

13. Implementing social media such as FB and Instagram in the form of sharing related to BPSDMD activities of West Nusa Tenggara Province.

14. Providing Anjab/ABK assistance to seven OPDs within West Nusa Tenggara Province.

These activities are part of the institutional preparation programme to support West Nusa Tenggara CorpU. In addition to carrying out activities related to the readiness of the programme, other things directly related to the preparedness for strengthening are also carried out as a strategy to strengthen the institution.

Such as preparing facilities and infrastructure related to the implementation of CorpU.

a) Has a building and study room with air conditioning that is comparable to a 3-star hotel;

b) Adjustment of the State Administration Institute standard LMS, and Wifi facilities in all rooms, both management and Widyaaiswara rooms, 24 hours.

BPSDMD NTB Province has become a TUK, and has a dining room, sports room, worship room, karaoke room, and nearby ATM facilities.

### **Readiness to implement PIKIR as a work culture and behaviour**

As a result of the preparedness of Work Culture implementation at BPSDMD West Nusa Tenggara Province, the following effects can be explained:

*Synergy and collaboration.* Building synergy through knowledge sharing to equalise perceptions as a work culture approach for every BPSDMD person, the importance of togetherness in supporting CorpU.

*Communication.* The application of work culture through communication channels during morning apples and morning coffee and every opportunity is the method used by the West Nusa Tenggara Province BPSDMD the Head of the Agency always conveys any information that makes knowledge. In the organisation, it is necessary to have openness as a culture of transparency. It can change the old or traditional way of working that hinders progress into a new way of working that is more open and encourages Human Resources to work and learn as a culture in the CorpU organisation.

*Employee discipline in the new standard era.* Government Regulation 94 of 2021 is a technical approach for ASN in carrying out daily tasks. This Government Regulation approach expects every ASN to apply the PIKIR concept to continuously improve work entry discipline and improve the performance achievement of each ASN according to the implementation instructions, referring to the Head of BKN Regulation No. 6 of 2022. This BKN regulation aims to provide guidelines for Government Agencies, officials, and civil servants interested in implementing PP 94/2021 concerning Civil Servant Discipline. With the implementation of work culture, the discipline of ASN in the BPSDMD of West Nusa Tenggara Province has increased, and it is proven that there are no ASN who are subject to sanctions for disciplinary violations.

*Motivation.* With the implementation plan of CorpU to increase learning motivation for

BPSDMD personnel of West Nusa Tenggara Province. It can be seen during knowledge sharing that the learning culture of each individual affects enthusiasm, mindset, way of thinking and perspective. It is slowly realised that CorpU has been understood as a learning strategy. This can be seen from the enthusiasm of the Widyaaiswara and management participating in the Webinar held internally by the institution.

*Intellectual Marwah.* Intellectual Marwah of BPSDMD people has now felt an improvement due to the fast access to learning from various existing media so that they can encourage the achievement of the mission of cleaning and serving NTB, which is in line with the determination to create a CorpU and ASN with Morals.

*Internalisation of values.* According to the PIKIR jargon as BPSDMD slogans, it has given colour to BPSDMD people in West Nusa Tenggara Province. Because the Internalization of PIKIR Values (an acronym for Professional, Integrity, Commitment, Innovative and Responsive) has made BPSDMD people have won the trust of various regional organisational institutions, including city districts, trusting Widyaaiswara as a companion or coaching institution in improving institutional performance.

*Welfare.* The policy of functionalisation of positions has changed the view that interest can be understood through work morale and work results in the form of performance allowances by performance achievements correlated with income in salary.

*Work distribution and shared vision.* With the functionalisation of positions regulated by the Minister of Administrative Reform and Bureaucratic Reform 8 of 2021 concerning the Civil Service Performance Management System, every employee carries out work according to his duties and functions. This is proven by the achievement of IPA-ASN increasing since 2021; the achievement of IPA-ASN is 0.25%, in 2022, the achievement is 0.27%, and in 2023 the target is 0.28%. This achievement is by the 2021 BPSDMD LAKIP.

The results of previous research on the readiness of individuals in general to support the implementation of CorpU based on individual self-values, culture and behaviour of BPSDMD HR of NTB Province were obtained through a Google form questionnaire.

The implementation of CorpU, which is aligned with the concept of [5] about three activities based on perception, character, and culture inherent in the individual, both on the commitment of leaders and individual ASN within the BPSDMD of NTB Province that the concept of personal learning and self-commitment (self-recognition), organisational learning, and organisational performance.

Researchers found that implementing CorpU takes a certain amount of time and leadership commitment (80.6%). This can be influenced by the fact that from 2019 to 2022, BPSDMD experienced three changes in leadership with different styles. However, another opinion, 16.1%, stated that it was very applicable, and 3.7% was challenging to implement.

Although it is constrained from individual aspects due to differences in perceptions, leadership characters, and work culture, it is recognised that leadership commitment is very supportive when combined with the results of direct interviews with selected samples. There is togetherness, willingness, and pioneering. In terms of pioneering, there need to be examples that are continuously supported as the implementation of strategies to help NTB CorpU. It was also added that the performance of CorpU can be forced while preparing themselves as a commitment step so that regional leaders see it as a definite step and the seriousness of implementing CorpU as a strategy and readiness in improving institutional performance [1].

### **CorpU deployment based on four frameworks**

From the research results of the previous analysis, it was described that it still needed to be optimally carried out, such as Training Need Analysis/Learning Need Analysis (TNA/LNA) as a pre-training step is carried out on managerial, technical, socio-cultural, and government training. The indicators of AKPK (Analysis of Competency Development needs) it has yet to be carried out correctly as a step of readiness for training activities as initial data for someone to be included in education and training. In developing the competence of training and education that prospective participants attend, it refers to the principle of competency development based on CorpU, starting from mapping so that future participants match their interests and essential competencies to be improved. Suppose someone attends train-

ing that is not based on TNA/LNA. In that case, the results will not be optimal, especially in positions that do not support placement according to the competence of the evaluation results of the training he is participating in. An essential indicator for education and training graduates is the motivation system that does not support the training results. There are many cases when the training is running. The training participant is transferred from the appointment agency as a participant in the activity they are currently participating in. Cases like this continue to occur when the government reforms the bureaucracy. This is what is acknowledged that until now, there is still a Competency Gap and is homework for policymakers or current leaders. If this condition continues, it will be challenging to implement CorpU [8].

Therefore internal and external support, especially the Organizational Bureau, BKD and PKMF parties, and related fields at BPSDMD initiate as a Botem upstep to make system improvements if CorpU continues to be implemented. The implementation of CorpU can be started with gap analysis, competency maps, and position competency standards juxtaposed with the competence of the executor of duties in the ASN position after that gaps are found. This gap is where BPSDMD issues a training certificate as evidence that ASN training participants have met the competencies from the competency test results.

Mapping based on TNA/LNA is a pre-training process. The application of 10-20-70 is an application concept expected to produce competent ASN but must be correlated with pre-training implementation. The implementation model of CorpU-based training is relevant to Talent Management; competency mapping is essential for the development of ASN in future because the action is carried out based on the results of the mapping as well as a strategy [9]. As the results of the questionnaire on mapping urgently need to be carried out even though it requires mutual awareness because 80.6% of Widyaiswara stated that mapping should be carried out immediately.

The preparations carried out so far are expected to have a public test internally and externally. At the same time, they are determining steps to propose regulations as reinforcement. However, it still needs to be completed because since 2020, implementing part of the CorpU concept has positively impacted the community. within the BPSDMD of West Nusa Tenggara Province. The

leadership's commitment is very positive by forming a team of 17 tasked with preparing a draft Governor's decision and guidelines on implementing CorpU.

People Process is the second framework, namely the arrangement of ASN according to competence, qualifications, performance and discipline. The leading sector of the People process is the Organisational Bureau and BKD of West Nusa Tenggara Province. Until now, link and match have not happened optimally. It needs to be continuously improved. The fields admit that there has been an innovation from the ASN, but it is too soon to be re-transferred. Related to the staff placed in the area as implementers, it feels like they still need to improve.

People's process has not been implemented, so what happens is Learning Disability, namely the inability to learn for ASN for their position. The basic principle of CorpU implementation is Learning Organization. The People Process is based on the following: 1) Human Resources Quantity and Quality; 2) Link and Match; 3) Internal Competence, Competency Certificate; 4) Learning Ability.

The results of this study are that since 2020, since the COVID-19 outbreak, BPSDMD, West Nusa Tenggara Province, education and training activities have been reduced in line with budget cuts.

But according to the direction or model of training, it is more efficient because since then, the use of digital and communication technology has played a significant role in the implementation process of training during COVID-19.

The implementation of education and training has changed from classical to blended learning.

This pattern provides many benefits from the service pattern. It is proven to save education and training costs from 9 million to 5 million per person.

Learning Organization as a strategy to face challenges in learning can be more participatory and practical because learning content is spread through knowledge-sharing activities from various agencies and institutions. That makes use of sharing situations more effective. Widyaishwara became more experienced in using learning content through YouTube and other media. Blended learning patterns are becoming more strategic in managing institutions such as BPSDMD. Howev-

er, it is realised that transformation takes time to adjust to prepare oneself as a CorpU person. The Knowledge System Process in implementing the NTB Province BPSDMD CorpU takes time to adapt and requires self-awareness.

There is still a lot of great potential that can be done to optimise the role of BPSDMD in the Province of NTB. Until now, Networking and partnerships, according to BPSDMD people have not been maximised and are still limited to the scope of local and district/city governments. In this regard, it is acknowledged that we still need to develop networks. The implementation of CorpU has realised that collaboration is an obstacle for CorpU. This is because the mindset in understanding CorpU is still not evenly distributed among ASN. In the future, participating in the implementation of CorpU will be a separate note supporting NTB CorpU. Building partnerships is felt that will continue to be carried out.

Furthermore, the purpose of bureaucratic reform is related to implementing Minister of Administrative and Bureaucratic Reform No 3 of 2020 concerning Talent Management. So for implementation, the Organizational Bureau, BKD and BPSDMD must synergise in this matter so that the achievement in 2024 is that ASN is the Casing for Talent Management.

### **Implementation of CorpU Based on Institutional Competency Analysis**

Based on the potential and ability of institutions to implement CorpU, researchers use SOAR analysis. SOAR analysis plays an equal role in all components. Members and people of the institution are given the same opportunity to contribute according to their duties and functions, including providing input to the institution in determining the success of policies (including of CorpU).

Based on the potential and capability of the institution in implementing CorpU, the researcher uses SOAR analysis because with SOAR analysis, all components/members/personnel of the institution are given the same opportunity to participate in contributing according to their duties and functions, including providing input to institutions in determining the success of policies including in the implementation of CorpU.

The analysis results can be conveyed that, Strategies in preparing BPSDMD in implementing NTB CorpU are adequate in terms of institutions, re-



sources, work culture and infrastructure and policy support that has been regulated through strengthening the institution's mission. Opportunities contributed by the enthusiasm and aspirations of BPSDMD people in supporting CorpU have been proven since 2020 with the spirit of knowledge management sharing as an active institution.

It has been proven that BPSDMD, as an accredited institution, Widyaiswara has been able to collaborate as a resource person with resource persons from other institutions such as the Ministry of Finance, Ombudsman, LAN and BPSDM Kemendagri. This proves that BPSDMD NTB Province is trusted by other institutions outside West Nusa Tenggara, including NITB Province. Through Anjab / ABK assistance, it has also established relationships through PKS (Pattern of Cooperation) with Districts / Cities. It will be expanded to eight Districts and two cities that have the potential to become active parts in establishing relationships as partners in achieving NTB Gemilang through the CorpU strategy.

## CONCLUSIONS

Based on the discussion and research results, it is concluded that.

1. The strategy of the Regional Human Resources Development Agency of West Nusa Tenggara Province in supporting West Nusa Tenggara CorpU has been by the needs of the institution, the leadership commitment has been by the ob-

jectives of implementing CorpU, knowledge sharing processes, knowledge management, involving Widyaiswara and collaborating with management and staff as learning citizens more often so that habituation occurs;

2. The readiness of the institution to support the realisation of the West Nusa Tenggara CorpU has been running according to the vision and mission of the Province of NTB. The management and Widyaiswara support the completion of the NTB CorpU, immediately carried out competency mapping, and socialisation testing in the context of equalising perceptions and coordination between institutions, especially BPSDMD, Bureau of NTB Province Organization and BKD, on five essential aspects and four basic frameworks for CorpU implementation;

- 3) Since Covid-19 until now, BPSDMD has carried out Knowledge Sharing activities to strengthen each other but must continue to prove that the strategy to prepare itself has worked well. These activities have proven to encourage the issuance of a Decree of the Head of the Agency in the form of a TEAM for the Preparation of Guidelines for CorpU-based ASN Competency Development according to Decree Number 70 dated 23 November 2021. This commitment also strengthens the implementation of the Minister of Administrative Reform and Bureaucratic Reform Regulation Number 3 of 2020 concerning Talent Management, in line with Permenpan RB Number 25 of 2020 concerning the Bureaucratic Reform Road Map 2020-2024 and the Society 5.0 era.

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