



Research Paper

Bungo Regency Regional Government Performance Model Through Corporate University And Knowledge Management

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Abstract: In the context of the implementation of public services, what develops in the community is that the government bureaucracy is still rigid and unresponsive to the needs of service users. As an effort to realize good government, bureaucratic reform is something that must be done from the beginning. Bureaucracy as a component of government must be reduced to functions, duties and principles of public service. Various researches related to the implementation of Knowledge Management at Corporate University from literature studies obtained the most is its application to the private sector or business companies. As for the Government sector, there are still few implementers in Indonesia.

This study aims to measure the influence of Corporate University on the Performance of Local Government Employees of Bungo Regency through Knowledge Management. The data analysis technique uses PLS SEM with a sample of 85 respondents consisting of Bungo Regency Government employees who have attended education and position training.

The results of this study are known that Corporate University has a direct positive and significant effect on Knowledge Management and Employee Performance. However, knowledge management does not directly affect employee performance. Corporate universities indirectly do not affect employee performance through knowledge management mediation.

KEYWORDS: Corporate University; Knowledge Management; Performance

Received 08 Dec., 2023; Revised 19 Dec., 2023; Accepted 21 Dec., 2023 © The author(s) 2023.

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I. Introduction

The bureaucracy of public services in Indonesia is still attached to a negative stigma that seems slow, inefficient, ineffective and synonymous with diseases that harm the interests of the community. The image that develops in society is that the government bureaucracy is still rigid and unresponsive to the needs of service user citizens (1). As an effort to realize good government, bureaucratic reform is something that must be done from the beginning (2). Bureaucracy as a component of government must be reduced to functions, duties and principles of public service (3).

To develop public services characterized by good governance ICT practices, of course, many aspects need to be addressed in the public bureaucracy. In the current implementation of regional autonomy, where each region is given the authority to manage its own region based on the ability of its resources, in implementing Bureaucratic reform, especially in an effort to provide public services, still experiences various challenges and obstacles that can be seen from several aspects (4). Bureaucratic reform initiated in Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform, explains that there are 8 (eight) fields that are interrelated with each other. Furthermore, in PermenpanRB Number 14 of 2011, it also encourages the need for knowledge management. In bureaucratic reform, knowledge management can make the bureaucracy achieve the conditions desired by the organization (5).

Although it has been proven to have many benefits in the public sector, there are challenges. This is supported by research from Titi Amayah (2013) which explains that the goals of public sector organizations are more difficult to measure than the private sector and are influenced by politics (6). The difficulty of

implementing knowledge management can also be caused because public organizations are generally excessive bureaucracy, formality and traditional hierarchy(7)

Knowledge Management is one of the most important factors for success in the competitive situation of the information age, where one of the aspects that describe Knowledge Management is knowledge over work. Knowledge Management is a tool used to obtain optimal employee performance in public sector organizations (8).

Knowledge is synonymous with a person's level of education. Some private companies and even government institutions that care about a systematic and organized education system for their employees have established educational and training institutions (training) as a Corporate University. This then began to open the minds of some policy makers to implement this strategy to achieve better goals organization (9). According to (Fuller, 2002) Corporate University is a knowledge base and must have a solid Knowledge Management System in order to achieve the organization's vision and mission effectively and efficiently(10).

Various researches related to the implementation of Knowledge Management at Corporate Universities from literature studies obtained the most is its application in the private sector or business enterprises. As for the Government sector, there are still few implementers in Indonesia. This study aims to measure the effect of Corporate University on the Performance of Local Government Employees of Bungo Regency through Knowledge Management.

II. Literature Review

Andresen, et al., (2003) said that in the human resources literature, a new trend in training and human resource development is to build a corporate university. The government of the Republic of Indonesia seems to be trying to apply the concept of corporate university to public sector organizations or government bureaucracy. The Ministry of State Apparatus Empowerment and Bureaucratic Reform i of the Republic of Indonesia is also encouraging the transformation of conventional education and training into human capital management-based training through development of ASN Corporate University. This breakthrough training scheme functions all government agencies as learning institutions by combining various progressive educative training systems, such as e-learning, coaching, mentoring and on the job training (Publication of the State Administration Institute, 2018). Corporate University offers learning jargon anywhere, anytime, and anyone through a dynamic learning process (Ministry of Finance Publication, 2016)

Improving the quality and methods of education and training is an integral part of efforts to reform the bureaucracy in the field of Human Resources (HR) whose goal is to create an increasingly human resources apparatus professional, and have a mind-set and culture-s et that reflect integrity and higher performance (Presidential Regulation Number 81 of 2010). As stated by Rivai (2009: 213) who said that the implementation of education and training is usually focused on efforts and increasing the work productivity of the apparatus, with through providing learning about skills tailored to the field of work. In addition, it can help them in improving and correcting deficiencies in the work of the apparatus.

The term knowledge was introduced by Henry in 1974 for the first time. Knowledge can be divided into two: (first) tacit knowledge, namely knowledge in the form of know-how, based on one's experience, ability and understanding of A problem that has been faced and (second) explicit knowledge is knowledge that is written, archived, spread both print and electronic and can be used as learning material for others. The management of explicit knowledge is easier because it has been printed in the form of books, documentation stored in the company or in blog facilities that today are so mushrooming.

While managing tacit knowledge is more difficult because it is still stored in the minds of some people. According to Liebowitz (1999), in the application of knowledge management there are three basic processes, namely: (first) knowledge creation (knowledge creat ion), (second) knowledge sharing, and (third) knowledge implementing.

Employee performance will achieve maximum results if supported by the knowledge they have. Every employee is expected to be able to explore his knowledge to the maximum without any dependence on the system that has been created. So it can be said that each employee has a certain role to realize the mission of the organization, which is to improve organizational performance i. Knowledge management or knowledge management is one of the most important factors for success in competitive conditions in the information age, where one aspect illustrates Knowledge management is knowledge of workn. Knowledge management or knowledge management is a tool used to obtain optimal employee performance in public sector organizations (Chong et al., 2011).

Knowledge management is also one of the most important factors for success in competitive conditions in the information age, where one aspect that describes knowledge management is knowledge over work.

Previous research that examines Employee Performance can be described as in the table trough there:

No.	Researcher/ Year	Research Title	Unit Analysis	Research Results	Similarities and Differences with Research to be carried out
1.	Nike Mutiara Fauziah dkk Year 2019	ASN CORPORATE UNIVERSITY: A CONCEPT OF EDUCATION AND TRAINING IN A DISRUPTIVE ERA	ASN Indonesia	Knowledge management at Corporate University is the central point in creating, processing, and channeling knowledge that will be applied to the focus of learning apparatus human resources (School, Collage , Academy).	Equation : Analyze the Relationship between Knowledge Management and Corporate University Differences: Past research is Qualitative
2.	Muchamad Rizal, ST, M.Sc, M.Eng Year 2021	Knowledge Management Implementation As an Element of Central Java Corporate University At the Regional Human Resources Development Agency Central Java Province	Regional Human Resources Development Agency Central Java Province	The implementation of KM in BPSDMD from the process side, seen from the road map document Central Java Corpu, which has been integrated with annual programs and activities. As for the organizational structure, there is no special HR (Chief Knowledge Officer) to support KM and also the reward system in KM involvement has not been well structured.	Equation : Analyze the Relationship between Knowledge Management and Corporate University Differences: Past studies did not conduct employee performance testing
3.	Dwi Aryanti dkk Year 2021	Knowledge Management in the Public Sector: A Systematic Literature Review 2010-2021	Public Sector	The results of the descriptive analysis of the study found that there were themes and areas that were over-analyzed, while others were under-studied. In addition, it is necessary to take a deeper methodological approach to enrich the literature. The content analysis describes the urgency of knowledge management in the public sector in Indonesia and the strategies needed by the Indonesian government in its implementation.	Equation : Analyzing Knowledge Management Relationships Differences: Past research is Qualitative
4.	Shauma Fajri dkk Year 2022	The influence of knowledge management on organizational performance with commitment and entrepreneurship variables as intervening variables in sub-districts in the Pekanbaru City environment	ASN Kota Pekanbaru	The results of knowledge management research influence commitment, entrepreneurship and organizational performance. Commitment has a positive and significant influence on organizational performance. Entrepreneurship affects organizational performance. Knowledge management influences organizational performance through organizational commitment as an intervening variable. Knowledge management affects organizational performance with commitment organization as an intervening variable	Equation : Analyze the Relationship of Knowledge Management and Organizational Performance Differences: Past research did not conduct Corporate University examiners

Sumber: (9)(10)(11)(12)

From the table above, we have described the similarities and differences in research that has been done before, but this research is clearly different because:

Previous research tested qualitatively and limited to the relationship (correlation) between variables, and if there are those who test quantitatively, several variables used are different.

This research was conducted in public organizations using quantitative techniques on variables that are usually used for the private sector, so the results of this research will bring novelty.

III. Method

3.1 Research Design

This research uses a positivistic paradigm and a quantitative approach in seeing reality in the field. Positivistic is a collection of organized methods for combining deductive logic with precise empirical observations of individual behavior to discover and confirm a set of causal laws probability that can be used to predict general patterns of human activity (13). The quantitative approach can also be called the hypothetic-deductive approach. The approach focuses on a rule, proving or refuting a hypothesis and constructing a theoretical explanation of an event or law of cause and effect that explains the relationship between individual activities regarding their knowledge, beliefs, beliefs and behavior. This research is an explanatory type where the main purpose is to explain why an event can occur and build, elaborate, expand and test a theory. As for time position, this study is a cross sectional type where information on various cases is measured at one particular point in time (14).

The population in this study is Bungo Regency Government employees who have participated in ASN Training either on the job training or off the job training. Samples were taken by 100 employees following the Cochran rum.

3.2 Data Analysis Techniques

This research will use PLS SEM as a data analysis technique because PLS-SEM data analysis techniques do not demand the use of large sample sizes. In this study there were 100 samples, so it has met the number of samples to carry out the PLS SEM technique. Another reason for using the PLS SEM technique is a structural model path that amounts to 3 pieces and is measured re protectively.

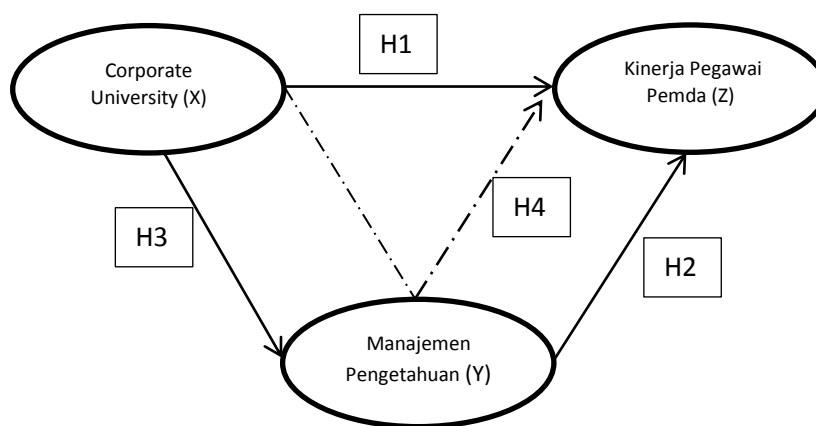


Figure 2. Conceptual Framework

Hypothesis:

H1 : Corporate University directly affects the intensity of Local Government Employee Performance

H2 : Knowledge Management has a direct effect on the Performance of Local Government Employees

H3 : Corporate University has a direct influence on Knowledge Management

H4 : Corporate University has an indirect influence on the Performance of Local Government Employees through Knowledge Management

In PLS-SEM there are two stages of analysis (15). The first stage of analysis is a measurement model used to test the validity and reliability of manifest variables. The second stage is the evaluation of the structural model (inner model). The evaluation is useful for displaying the relationship between variables and showing the estimated strength of influence between variables. As for this study, the structural model used is a model that involves mediation effects.

IV. Results and Discussion

4.1.1 Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is carried out for each PLS scheme used, namely path scheme, centroid scheme, and factor scheme. Evaluation of measurement models for reflexive indicators involves assessing the validity and reliability of each indicator against its latent variables. Validity is a measure that describes the correlation relationship between reflexive indicator scores and their latent variables. The evaluation begins by looking at the validity indicator indicated by the value of the loading factor (λ), if the

loading value (λ) ≥ 0.6 then the indicator is said to be valid and vice versa. From testing the loading factor, this research obtained a loading factor value above 0.6 so that the indicator can be said to be valid. Next is testing the reliability of research instruments. Reliability tests are carried out to prove the accuracy, consistency, and accuracy of instruments in measuring constructs. Construct reliability tests using reflexive indicators in PLS-SEM can be carried out in two ways, namely; with cronbach's alpha and composite reliability or often referred to as dillon-golstein's. The use of cronbach's alpha to test construct reliability will result in a lower value (under estimate) so it is more advisable to use composite reliability in testing reliability a construct.

Table 2. Variable Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Corporate University (X)	0,967	0,969	0,974	0,861
Knowledge Management (Y)	0,967	0,972	0,973	0,816
Employee Performance (Z)	0,973	0,975	0,977	0,841

Source: Researcher, data processed (2023)

The rule of thumb that is usually used to assess construct reliability is that the value of composite reliability must be greater than 0.7 for confirmatory research and a value of 0.6 – 0.7 for research exploratory. The table above shows that the cr value of cronbach's alpha and composite reliability of all variables is above 0.7 and so the overall average extracted variance value is above 0.5 so that it meets reliability requirements.

4.1.2 Evaluation of the Inner Model

Evaluation of structural models is performed to see the relationships between previously hypothesized latent constructs. Measures that can be used to evaluate structural models (inner model) are R-square, Q Square Predictive Relevance and GoF Index. The value of R-square (R^2) is the coefficient of determination on the endogenous construct and the coefficient of the path parameter. While the Q-Square Predictive Relevance (Q²) value can be used to validate the predictive ability of the model. The condition is that if the value of Q² is closer to the value of 1, it can be said that the structural model fits the data or has relevant predictions. The GoF Index value is used for model evaluation and measures simply the overall predictions of the model. The measurement results of R^2 dan Q² are as follows:

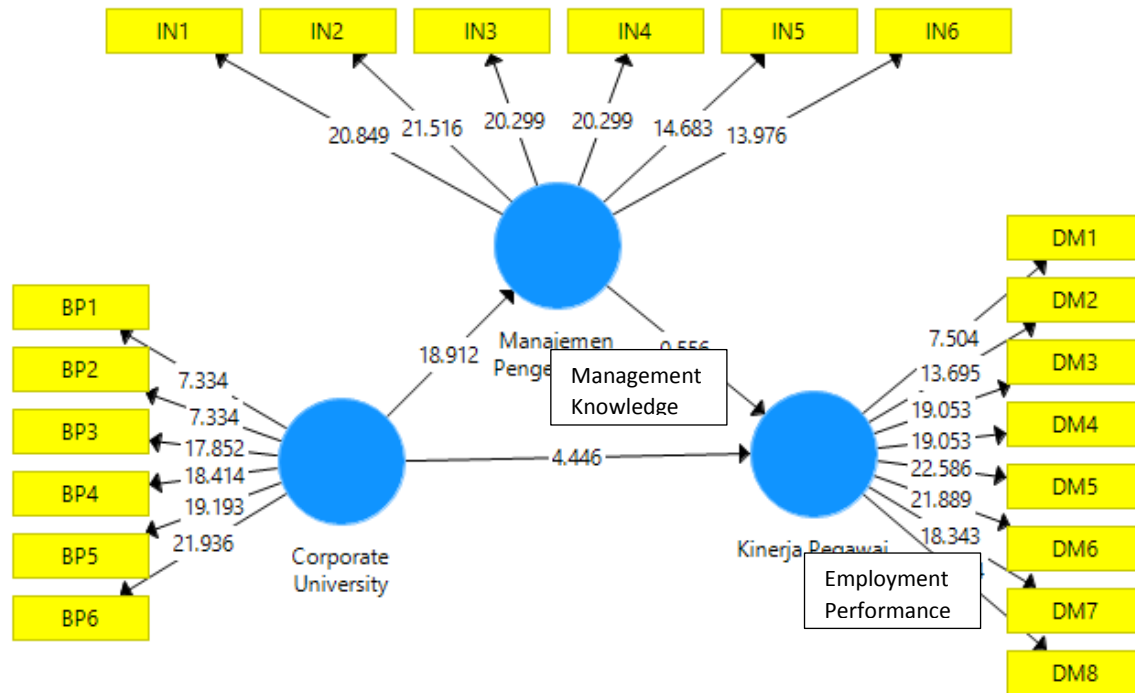
Table 3. R square value of structural model

Leave it variable	R Square (R²)
Knowledge Management (Y)	0,990
Employee Performance (Z)	0,970

Source: Researcher, data processed (2023)

4.2 Bootstrap Hypothesis Testing

The significance of model parameters, both measurement models and structural models are evaluated through bootstrapping procedures. The decision to reject H₀ if the t-count value is greater than t is table 1.96 by using α 0.05. The iteration used corresponds to the default of 500 iterations. Parameter testing for measurement models is as follows:



The bootstrapping results for the structural model are as follows:

Table 4. Structural Model Hypothesis Test

Hipotesis	Koeficin parameter	t-count	Conclusion
H1. X→Y	0,608	11,929	Accepted
H2. X→Z	0,787	18,821	Accepted
H3. Y→Z	0,091	0,583	Rejected
H4. X→ Y→Z	0,072	0,578	Rejected

Source: Researcher, data processed(2023)

The results of bootstrapping on the hypothesis test concluded that H1 and H2 were accepted because the t-count value was greater than the t table or greater than 1.96. This means that Corporate University affects employee performance and knowledge management. While H3 and H4 obtained the result of t count smaller than t table or 1.96 so that the hypothesis was rejected.

4.3 Discussion

From the results of the examination of the influence of corporate university variables on employee performance and knowledge management in this study, significant results were obtained. This is because the concept of corporate university in the government bureaucracy has different goals and objectives when compared to profit organizations. In the private sector, the ultimate goal lies in the profits that companies will get from maximizing human resource training in line with business strategy (focus oriented profit). While in the public sector as a government organization, the final focus is how to maintain public trust by providing services that conform to principles and principles public services as expected by the people.

The application of Corporate University in all public institutions requires extra effort and long time. However, it can be started from effective knowledge management in education and training programs based on corporate university, which is driven by the education and training agency at any ministry or agency. The application of the corporate university concept should not be based on trends or just follow along. Instead, it must be based on efforts to solve the future of human resources in an organization through effective and efficient knowledge management. When associated with the disruptive era, smart learning-based learning is an absolute must. So that knowledge can be created, distribute, and conveyed well. In terms of government institutions or public organizations, changes that occur in the era of globalization and regional autonomy today become challenges and responsibilities great government in carrying out public services. This requires the creation of government organizations that are increasingly intelligent and able to carry out various innovations. The results of this study are in line with research conducted by (16)(9)

The results of further research that knowledge management does not have a direct effect or as a mediation on employee performance. This means that even though employees have been involved in coporate university activities both by attending education and training, it is only a formality to get a ge lar for increase

rank without accompanied by increased work productivity. So that employee knowledge is not a matter that needs attention, in this case the local government has released a number of funds in these activities so that they can improve Competence and competence of employees who attend education or training. This research is contrary to the research that has been conducted by (17)(9)

V. Conclusion

From the results of the exam, it was obtained that corporate universities have a direct effect on employee performance and knowledge management, while knowledge management does not affect the performance of employees either directly or indirectly as a mediation variable.

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