


Organizational Development Republic of Indonesia Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT)

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Article Info	ABSTRACT
Keywords: National Counterterrorism Agency (BNPT), Republic of Indonesia Civil Service Corps (KORPRI), Organizational Development	This research aims to examine and analyze the Organizational Development of the Indonesian Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT). The research focus includes analysis of supporting and inhibiting factors in organizational development, as well as strategies for overcoming these obstacles. The theoretical framework used is the 4R perspective (Reframing, Restructuring, Revitalize, Renewal) proposed by Gouillart and Kelly in Simangunsong (2014). This research uses a qualitative approach with data collection techniques through interviews, observation and documentation studies. Data analysis was carried out using the Miles and Huberman approach, which includes data reduction, data presentation, and drawing conclusions. Informants in this research included various officials and members of KORPRI BNPT, including the Chair of KORPRI BNPT, Deputy Chair 1 of KORPRI BNPT, Head of the BNPT Personnel Section, as well as members from various fields within KORPRI BNPT. The research results show that the development of KORPRI at BNPT has not been optimal due to obstacles such as low funding allocation, readiness of human resources, participation in supporting organizational activities, and experience in sustainable and integrated KORPRI management.
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INTRODUCTION

Government organizations not only act as policy implementers, but also as agents of social transformation by integrating the values of justice, transparency and accountability to support sustainable community development. Government organizations have distinctive characteristics, namely a hierarchical structure that regulates the flow of command and responsibility, as well as duties and responsibilities determined by law. This structure allows the organization to carry out established public policies effectively. In addition, government organizations operate in the context of the public interest, considering the impact of policies on society, and maintaining transparency and accountability. The focus is on providing service and goodness to society, not just achieving internal profits. Therefore, government organizations must adapt to changes in policy, technology and societal demands to remain relevant and efficient in providing public services, as well as ensuring

the welfare of their employees. Adaptation and continuous improvement are needed so that government organizations can function effectively and efficiently in facing a dynamic environment.

Organizational development in government includes aspects such as developing effective structures, increasing employee competency, applying advanced information technology, developing a public service culture, and improving efficient work processes. Good organizational development is the key to success, enabling organizations to become more adaptive, responsive and innovative in facing changes and challenges. In addition, effective development improves the quality of public services, community satisfaction, as well as the efficiency and effectiveness of government administration. The urgency of organizational development arises to realize effectiveness and efficiency amidst dynamic changes in the business and government environment. Every organization needs to adapt quickly to external and internal changes, making organizational development a strategy that supports innovation and continuous learning. In an effort to increase competitiveness, organizations must understand that development is a continuous process, not a one-time task. Creating an organizational culture that is responsive to the latest developments and efforts to increase employee involvement and competence are the keys to success

In the context of organizational development at BNPT, KORPRI is an important element in creating a work environment that is inclusive, harmonious and oriented towards quality public services. The development of KORPRI at BNPT involves efforts to strengthen an organizational culture that prioritizes democratic, independent, free, neutral and responsible principles. KORPRI development at BNPT also includes increasing employee capabilities and competencies, developing quality leadership, implementing an effective management system, and using adequate information technology. This aims to increase efficiency, effectiveness and accountability in carrying out BNPT's tasks in the context of countering terrorism. However, if the development of the KORPRI organization at BNPT is not carried out well, various negative impacts could occur. For example, low employee morale and motivation, disharmony between work units, especially those from ASN backgrounds.

The KORPRI organizational development process at BNPT is expected to be able to present new values in the formation of a positive work culture and is important for creating a work environment that supports innovation. This includes establishing strong values such as integrity, professionalism and collaboration, as well as providing space for employees to participate in decision making and building good cooperation between employees. By examining the development of the KORPRI organization at BNPT, it is hoped that it can provide a clearer picture of the extent to which this development can improve employee performance at BNPT. Apart from that, this research also provides insight into the dynamics of KORPRI organizational development in an institution consisting of various backgrounds, including ASN, TNI and Polri.

Dynamics in organizational development can also be seen from several studies that have been carried out, as presented in several journals that are referenced by researchers. In research conducted by I Dewa Made Wiratma and Fernandes Simangunsong (2023), with the title Organizational Development of Regional Leadership Coordination Forums in Supporting the Implementation of Duties and Functions in the Implementation of General Government Affairs. This research aims to analyze the organizational development of the Regional Leadership Coordination Forum in supporting the task of administering general government affairs in Bolaang Mongondow Regency, North Sulawesi Province. The focus of the research includes identifying supporting and inhibiting factors for organizational development, as well as efforts made to overcome these obstacles. This research uses a qualitative approach with an inductive method. The research findings show that development has not yet occurred in the Regional Leadership Coordination Forum of Bolaang Mongondow Regency, North Sulawesi Province, but the implementation of the duties and functions of administering general government affairs is still ongoing. In the development process, existing inhibiting factors are not a problem in developing the Regional Leadership Coordination Forum organization in Bolaang Mongondow Regency.

Based on the research above, it provides an overview of organizational development efforts to support the implementation of duties and functions in administering general government affairs at the regional level. According to Maulydiana & Simangunsong (2021) the information provided can be a basis for identifying supporting and inhibiting factors and formulating efforts to overcome obstacles in the development of the Regional Leadership Coordination Forum organization. Based on the results of research in the field, it can be concluded that the implementation of Government Regulation Number 12 concerning Regional Financial Management in Preparing APBD in South Sumatra Province has been carried out well, but in its implementation there are still several obstacles, lack of coordination between the legislative and executive parties, as well as employee awareness to learn more detailed updated regulations regarding new regional financial management including ministerial regulations which are derivatives of them and regulate technically.

Researchers analyzed various previous studies that examined the influence of leadership, organizational development, and organizational culture on employee job satisfaction, as well as organizational development in general. Juan Gabriel Kaseger et al. (2018) found that these factors influence job satisfaction at the Manado City Education and Culture Office. Sahadi et al. (2022) identified that organizational development involves using resources to achieve organizational goals with ideal leaders. Hardiyansyah et al. (2021) analyzed the obstacles in tax services at KPP Pratama Palembang Ilir Timur, showing the need to pay attention to the reward variable. Mustafid (2017) emphasized the importance of organizational culture in improving employee performance. Hilda Salma Jundia et al. (2023) stated that increasing the competence of government officials is important for realizing good governance. Irwan Raharja (2016) used SWOT analysis to

identify strategic issues for BAPPEDA Central Java Province in improving employee performance.

Based on the results of previous research that have been revealed by the researcher above, it can be understood that the development of an organization like KORPRI in the National Counter-Terrorism Agency will have many challenges and dynamics in its development, especially since the BNPT organization which is about to enter its 13th year does not yet have an institution capable of bringing together BNPT ASN employees. in this case it is Kopri. Based on the problems above, researchers will carry out research on "Organizational Development of the Republic of Indonesia Civil Servant Corps at the National Counterterrorism Agency".

RESEARCH METHODS

The approach that researchers use in research to analyze the development of the Republic of Indonesia Civil Servant Corps Organization (KORPRI) at the National Counterterrorism Agency (BNPT) is a qualitative approach. This research uses a qualitative approach with a descriptive method with the aim of being able to better explain the problems studied based on facts found in the field, by collecting data through interviews, observation and documentation with related parties regarding analyzing the development of the Civil Service Corps Organization. Republic of Indonesia (KORPRI) at the National Counter-Terrorism Agency (BNPT).

This is intended as an effort by researchers to describe the processes of analyzing the development of the Republic of Indonesia Civil Service Corps Organization (KORPRI) at the National Counterterrorism Agency (BNPT) so that a clear and systematic picture is obtained in order to solve problems based on problem formulation through the theoretical approach used by researcher. Simangunsong (2016) stated that for every qualitative government research, the form of research design can vary, adapted to the natural form of qualitative research itself which has an emergent nature where phenomena suddenly appear as they are in accordance with natural principles. Qualitative research can also be seen as participatory research whose design is flexible or can be changed to adapt the plan that has been prepared to the symptoms that exist in the actual research location.

RESULTS AND DISCUSSION

ORGANIZATIONAL DEVELOPMENT OF THE REPUBLIC OF INDONESIA STATE SERVANT CORPS (KORPRI) IN THE NATIONAL COUNTERING TERRORISM AGENCY (BNPT)

The organizational development of the Republic of Indonesia Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT) researchers refer to the concept of organizational development according to Gouillart and Kelly's perspective, namely the 4R model consisting of 1) Reframing; 2) Restructuring; 3) Revitalization; and Renewal. The

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following is an analysis of research results discussing the organizational development of the Indonesian Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT) as follows:

Reframing (Change in Frame of Mind)

According to Simangunsong, reframing in the context of organizational development may refer to changes in the way an organization sees and understands challenges or changes. This may involve a fundamental shift in paradigm, perspective, or understanding of how the organization operates or interacts with its environment. In the implementation stage, organizational development needs to adopt a new understanding of the role of BNPT, which can require increasing the capacity and expertise of employees. KORPRI is a forum for providing more in-depth training related to expertise, risk analysis and skills that are utilized to ensure that employees have a comprehensive understanding.

Reaching the Mobilization Stage (Achieving Mobilization)

At the mobilization stage in the development of the KORPRI organization at BNPT, this research analyzes the process of mobilizing the resources needed to achieve goals. Informants stated the importance of joint commitment, intensive management, and strong relationships with other ministries/institutions. KORPRI management must be more than just a formality and become a forum that supports ASN in their duties and functions. BNPT as a new organization requires synergy and commitment from all parties, with a focus on effective collaboration and coordination. The importance of developing training programs and increasing individual capacity was also emphasized to ensure optimal contribution from all personnel. The connection between understanding KORPRI's vision and mission and relations between ASN and ministries/institutions is a crucial basis for achieving effective mobilization. An inspiring vision and well-defined mission can provide solid direction and purpose, while effective communication and active engagement of the entire team establishes an organizational culture that supports change. Mobilization does not only talk about structural existence, but also the active involvement of all members of the organization, changing attitudes and values. KORPRI can be a forum for developing national insight, improving BNPT's reputation, and establishing close relationships with ministries, institutions and regional governments. Awareness of challenges and determination to work hard are the core in realizing the vision and mission, making the organization more adaptive and responsive. The conclusion of this research emphasizes the importance of internalizing the vision and mission to create positive energy, encourage collaboration, innovation and greater involvement. Recommendations include a focus on understanding the vision and mission, effective communication, and building a supportive work culture to proactively face challenges.

Creating a Vision (Creating the Vision)

Developing a vision at KORPRI BNPT requires hard efforts and cooperation from all parties to integrate employees from various backgrounds. The unique challenges faced by BNPT in establishing KORPRI required adaptation to new organizational dynamics. The

financing aspect is also a challenge in realizing KORPRI's vision and mission at BNPT, affecting the organization's ability to implement planned programs and activities. The process of creating a vision and mission requires dialogue and active involvement of organizational members to determine strategic roles in supporting BNPT's goals. A strong vision provides a foundation for empowering all KORPRI members, while the mission details the duties and responsibilities in achieving that vision. Active participation in formulating the vision and mission helps strengthen KORPRI's collective identity and ensures that each member understands their role and contribution.

The results of this research indicate that a participatory and inclusive approach in creating a vision and mission can increase member involvement and direct organizational energy towards achieving the desired vision. Modern and inclusive regular meetings, as well as open communication, can strengthen shared identity and ensure that the vision and mission are reflected in the daily practices of the organization. The author's recommendation is to improve the approach by integrating the vision and mission into daily practices, adopting regular meetings which is more modern and inclusive, and encourages open and collaborative communication. This will strengthen a shared identity, stimulate member engagement, and direct the organization's energy toward achieving the vision more effectively.

Building a Performance Measurement System (Building the Measurement System)

Efforts to build a performance measurement system (building the measurement system) are an important process in increasing the operational effectiveness and efficiency of KORPRI at BNPT. Informants stated that performance indicators must be measurable and tracked over time to ensure goal achievement and work strategy improvement. The importance of establishing immediate key performance indicators and benchmarking with similar organizations was also expressed. Involving ministries and other institutions in evaluating work programs can improve coordination and performance. Evaluations in biannual deliberations can be used to review ongoing programs and formulate new policies. The initial step is to identify performance indicators that are relevant to KORPRI's mission and vision at BNPT. These indicators must include aspects of security, human resource development, and program effectiveness. Involving ministries and other institutions in program evaluation, as is done in the National Working Meeting, ensures program accountability and effectiveness. Awareness of the need for adaptation to change and continuous improvement is demonstrated through regular review and policy making.

The importance of benchmarking to gain valuable insights and measure performance indicators effectively was also emphasized. This reflects a commitment to continuous learning and improvement in organizational development. Financing challenges are also recognized as an obstacle in the formation stage of KORPRI at BNPT. Without adequate financial support, implementation of the organization's vision and mission will be difficult to achieve. The success of the performance measurement system is reflected in increasing the organization's capacity and adaptability. Continuous evaluation and

adjustment of the system is necessary to remain relevant and support changing national security dynamics. This research recommends ongoing evaluation and adjustments to the performance measurement system to ensure KORPRI at BNPT remains at the forefront in overcoming the threat of terrorism in Indonesia

Restructuring (Change of Structure)

According to Simangunsong, restructuring or structural adjustment, this stage of the organization's size transformation process, aims to increase operational flexibility. The stages of the organizational development model with restructuring generally involve changes in the organizational structure, whether in terms of hierarchy, function or relationships between departments. The aim may be to increase efficiency, increase responsiveness, or align the structure with organizational goals and strategies. Development of the Indonesian Civil Servant Corps (KORPRI) organization at the National Counterterrorism Agency (BNPT), the stages of the organizational development model with restructuring are crucial for facing the complexity of the challenge of terrorism . Changes in organizational structure, including hierarchy, functions and relationships between departments, are strategic steps to achieve efficiency and effectiveness.

Developing an Organizational Model (Constructing The Organization Models)

This constructing process creates a solid foundation for the implementation of terrorism prevention policies and programs at BNPT. KORPRI functions as a holistic platform for developing the welfare, career and empowerment of ASN. Top management support and inclusivity in the organizational model promote employee values and sustainable growth. In conclusion, the organizational model must focus on empowering and empowering ASN, creating an environment that supports professional and personal growth. An inclusive and progressive model encourages collaboration, motivation and involvement of KORPRI members, strengthening the foundation of the organization to achieve goals effectively. The recommendation is to direct the KORPRI organizational model towards empowering ASN, creating an environment that supports growth, and encouraging collaboration and member involvement to achieve organizational goals more effectively

Improving the Physical Infrastructure (Configuring the Physical Infrastructure)

Infrastructure improvements are key to progress, with the KORPRI Secretariat a fundamental need. Observations show that structural changes also include the creation of special units and adjustments to personnel placement. The existence of adequate infrastructure will increase the exchange of information and operational effectiveness of KORPRI at BNPT. In conclusion, changes to the organizational structure of KORPRI at BNPT, especially in the aspect of physical infrastructure, are very important to increase member involvement and identity. Adequate infrastructure creates better working conditions, supports collaboration, and increases organizational efficiency. The main challenge is limited land and facilities, but with the support and participation of members, KORPRI at BNPT can achieve extraordinary results. The author's recommendation is that

KORPRI members work together to encourage structural changes, especially in physical infrastructure, to achieve organizational progress. It is important to emphasize adequate infrastructure supervision and support, as well as increasing practical support to ensure the success of KORPRI at BNPT. Collaboration in infrastructure changes will provide a strong foundation for achieving organizational goals.

Rearranging Work Architecture (Redesign the WorkArchitecture)

Redesigning the work architecture in KORPRI at BNPT involves redesigning the work structure, tasks, responsibilities and roles. This research shows the importance of innovative leadership and the strategic role of ASN. Informants emphasized that the visionary leadership and strategic role of ASN is very important. They also highlighted the importance of socializing KORPRI programs, joint learning, and increasing cooperation between agencies. Structural changes must include integration and coordination between units, efficient exchange of information, and accelerated decision making. Insufficient documentation is still an obstacle. Flexibility and compatibility with existing main tasks and functions must be considered so that changes support organizational effectiveness. The structure of KORPRI at BNPT, especially in the secretariat, provides opportunities for ASN to occupy important positions. In conclusion, the development of KORPRI at BNPT is not only a physical transformation but also operational, increasing efficiency and empowering personnel. Best practices can be adopted by other units, creating an innovative and achievement-oriented work culture. The author's recommendation is to see the development of KORPRI as an operational and physical transformation, increasing efficiency and empowering personnel, as well as reflecting a balance between new innovations and proven practices.

Revitalization (Re-empowering)

According to Simangunsongrevitalization or re-empowerment, this stage is an aspect of organizational rejuvenation efforts, where the organization maintains its development by linking the organizational structure to the organizational environment, strengthening existing functions, improving the atmosphere, mechanisms and organizational culture so that they are in line with society's demands. In an organization the revitalization stage can also involve efforts to increase employee morale, motivation and involvement. This may involve training programs, employee development, or cultural changes to create a more positive and productive work environment. The development of the KORPRI organization at BNPT, talking about increasing skills, knowledge and motivation, is the key in facing increasingly complex challenges. The revitalization process involves reviewing empowerment strategies that include training that is relevant to the current security context. Empowerment can also involve members' active participation in decision making, creating a climate where new ideas are encouraged, and individual initiative is valued. Re-empowerment can also include establishing effective communications networks, ensuring information can flow quickly and appropriately throughout the organization.

Achieving Market Focus (Achieving Market Focus)

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The process of empowering an organization through achieving market focus involves efforts to focus attention and effort on certain interests for organizational growth. This research analyzes how to achieve market focus in the development of KORPRI at BNPT through interviews with five key informants. The interview results highlight the importance of KORPRI's participation in national activities and program adaptation according to individual needs. Strengthening is given to BNPT's external involvement activities and the use of programs as a breeding ground for sports. Challenges and opportunities must be carefully identified, and strategies adjusted to be more responsive to actual needs. Focus on empowerment targets covering various fields such as sports, arts, welfare, law, which are supported by adequate resources. The success of empowerment depends on effective management, including appropriate budget management to overcome obstacles. By focusing on program targets and sustainability, KORPRI development at BNPT can be more effective. In conclusion, achieving market focus allows organizations to optimize efficiency and effectiveness, as well as maintain strategic engagement with relevant stakeholders and partners. The recommendation is for organizations to focus on the market to achieve sustainable and high-impact results amidst complex market competition

Developing New Businesses (Inventing New Businesses)

Developing a new business (inventing new business) is the process of creating, designing and launching innovative concepts that have not existed before to increase the effectiveness and competitiveness of an organization. This research analyzes new business development efforts in KORPRI at BNPT, by interviewing five main informants. They emphasized the importance of diverse and flexible work programs, management efficiency, and responsiveness to members' needs. Dr. Ofie stated the need for a diverse and responsive work program. Oni Bibin Bintoro highlighted the importance of relevant employee training and development. Dewi Mustika Sari emphasized the use of external experts to strengthen the legal basis. Catur Pratignyo sees great potential in online business and digital marketing. Suniah Setiyawati proposed the formation of LBH, savings and loan cooperatives, and other welfare programs.

Developing new businesses at KORPRI BNPT includes the formation of legal aid institutions, support for national sports activities, and savings and loan cooperatives. This approach directly touches ASN, creating a real impact in improving the welfare and sustainability of the organization. Identification of new opportunities and wise risk management are the keys to success, with cross-sector collaboration opening the door to innovation. In conclusion, organizational empowerment is not only about internal growth, but also cross-sector collaboration and resource optimization. Success lies in identifying new opportunities, wise risk management, and creating an environment that is responsive to market dynamics. The recommendation is that KORPRI members must be open to change and innovation, with LBH for ASN responding to employees' legal needs. Involvement in designing and implementing new ideas improves performance and achieves organizational goals.

CHANGING REGULATIONS THROUGH INFORMATION TECHNOLOGY (CHANGING THE RULES THROUGH THE INFORMATION TECHNOLOGY)

Empowerment through information technology (IT) changes rules, practices and ways of working, becoming the key to increasing organizational efficiency. This research analyzes how KORPRI at BNPT uses IT to change regulations in organizational development. Informants stated that involving individuals with specific skills, adoption of online training platforms, and digital document management systems are critical to ensuring consistent understanding and efficient dissemination of new regulations. Putri Susilawati emphasized the importance of specific skills in research and development. Oni Bibin Bintoro sees the benefits of online training platforms. Bangbang Surono highlighted the importance of a digital document management system. Leebarty Taskarina noted the use of technology in the CPNS selection process which is fair regardless of gender. Catur Pratigny emphasized the importance of clear SOPs to maintain consistent implementation of activities.

IT integration in changing regulations includes the development of an integrated information management system to facilitate access and distribution of the latest information. This increases efficiency and ensures consistent implementation of policy changes. The adoption of information technology creates an objective and equitable selection process, promotes inclusivity and gender justice, and minimizes the potential for misinterpretation of regulations. In conclusion, IT adoption in KORPRI BNPT is not only effective in changing regulations but also creates an organizational environment that is adaptive and able to face security challenges. The author's recommendation is to continue adopting IT, which can improve the quality and effectiveness of public services in the digital era, as well as creating an efficient and easily accessible archiving system at any time.

Renewal (Renewal)

According to Simangunsong, renewal or renewal, at this stage, focuses on individual change and spirit within the organization, which is achieved through developing new skills and goals so that the organization can overcome its own challenges, renewing human resources, either through replacing personnel or renewing its perspective and spirit. Organizational renewal includes efforts to adopt innovations, new technologies, or best practices to keep the organization relevant and competitive. This can involve updating systems, business processes or strategies to ensure the organization continues to grow with demands.

A focus on individual change and organizational passion are the foundations for achieving comprehensive transformation. This renewal includes developing individual skills and setting new goals that suit the dynamics of the evolving organizational environment. The importance of renewal lies in the organization's ability to overcome its own challenges through renewing human resources. Personnel replacement that is not only based on formal criteria, but also on adaptability and innovation, is key in renewing organizational strength. Apart from that, renewal also involves changes in the perspective and enthusiasm

of KORPRI members, which can be achieved through coaching, motivation and leadership development programs.

Creating a Reward System (Create a Reward Structure/System)

The process of organizational renewal through the creation of a reward/reward system aims to provide recognition and encouragement to individuals or groups who perform well. This research analyzes how the reward system is implemented in the development of the KORPRI organization at BNPT by interviewing five key informants, including the Head of the Spiritual, Sports & Socio-Cultural Division of KORPRI BNPT and Members of the Public Relations & Publications Division of KORPRI BNPT. The results of the interviews revealed that Umrah programs and other religious activities can be a useful form of appreciation. The implementation of this reward system is also seen in activities such as gymnastics competitions, which shows support from the BNPT leadership. An inclusive program-based approach, such as the Umrah program and religious activities for Christian ASN, reflects KORPRI's efforts to accommodate the needs of its members. The success of this activity shows BNPT's readiness to support organizational development and empowerment, as well as building a positive and proactive work culture. This research concludes that developing a reward system at BNPT can increase members' active participation and strengthen their enthusiasm and commitment, becoming a strong foundation for improving the quality of the organization as a whole. The recommendation from this research is to continue developing reward systems to create a positive and supportive work environment

Individual Learning (Build Individual Learning)

The renewal process by building individual learning within the KORPRI organization at BNPT aims to enable members to learn independently and develop themselves. This research analyzes how individual learning is implemented through interviews with five key informants, including the Chair of the Spiritual, Sports & Socio-Cultural Division of KORPRI BNPT, and Members of the National KORPRI Council. The interview results show the importance of organizational transformation by strengthening relationships between colleagues, awareness of pluralism, and active involvement of ASN in key activities. Implementation of this reform includes adopting existing programs, identifying priority programs, and preparing clear work plans. The individual learning-based approach is expected to improve members' skills, knowledge and capacity, as well as encourage positive contributions in developing BNPT. The conclusion of this research is that strengthening individual capabilities will make organizations more responsive to change, increase flexibility, and create a competent workforce, ready to face complex challenges. The author recommends continuing to develop the individual capabilities of KORPRI members to create a proactive and supportive work environment, as well as achieving organizational readiness to face future challenges

Developing Organization (Develop Organization)

The organizational development process aims to improve the organization's capabilities and efficiency in order to achieve better goals, adapt to environmental changes, and ensure the growth and continuity of the organization. This research analyzes the development of the KORPRI organization at BNPT through interviews with five key informants. The results of the interview highlight the importance of developing KORPRI as a forum for ASN to strengthen unity and cooperation in BNPT. Programs that directly benefit ASN can increase their sense of belonging and solidarity. Adapting successful programs from other organizations and adapting them to the needs of KORPRI BNPT is also considered a smart move. Adapting and adopting development models from other, more established agencies is important to strengthen and develop KORPRI at BNPT. Inclusive physical and spiritual activities, such as sports and spiritual activities, are also encouraged to maintain members' physical and spiritual health. In conclusion, holistic organizational development will increase the effectiveness of BNPT in preventing terrorism and national security. The recommendation for BNPT is to adopt a holistic approach in organizational development with a focus on cross-sector collaboration, risk management, and adaptation to change to become more resilient and responsive to the dynamics of ever-evolving terrorist threats.

SUPPORTING AND INHIBITING FACTORS FOR THE ORGANIZATIONAL DEVELOPMENT OF THE REPUBLIC OF INDONESIA STATE SERVANT CORPS (KORPRI) IN THE NATIONAL COUNTER TERRORISM AGENCY (BNPT)

Organizational development is a critical aspect in ensuring the effectiveness and efficiency of an institution or agency. This also applies to the Indonesian Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT). In this context, there are a number of supporting and inhibiting factors that can influence the development of the organization. The following is an analysis of research results on the discussion of supporting and inhibiting factors for the organizational development of the Indonesian Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT) as follows

Supporting factors

Internal factors

In this research the author was able to analyze the internal supporting factors in the development of the Indonesian Civil Servant Corps (KORPRI) organization at the National Counterterrorism Agency (BNPT). Competent informants were interviewed regarding the sub-sub theme "Internal supporting factors" there were 5 (five) informants, Deputy Chair II of KORPRI BNPT (Head of BNPT Civil Service), Member of the Division of Increasing the Role of Women & Community Service KORPRI BNPT (Head of BNPT Personnel), Member of Protection & Legal Assistance of KORPRI BNPT, Member of Public Relations & Publications of KORPRI BNPT, and Official of the National KORPRI Council. Internal supporting factors are the main basis regarding the nature of the workplace. In essence, the workplace can play a crucial role as a supporting factor in the organizational development of the Indonesian Civil Servant Corps (KORPRI) in the National Counterterrorism Agency (BNPT). A workplace that supports development creates an environment that facilitates

innovation, learning, and individual growth. Based on observations, internal support factors ranging from personnel, documentation, financing, to equipment can facilitate this support.

KORPRI is not a new unit, and its existence is similar to a labor union within a company. Even though it is not included in the organizational structure directly, KORPRI has an important role in uniting civil servants in BNPT. This role is considered very supportive, and it is necessary to encourage them to actively participate in KORPRI. By joining KORPRI, civil servants at BNPT can unite in one forum, creating unity in various aspects. This approach reflects support and commitment to organizational development aimed at strengthening the solidarity and identity of civil servants at BNPT through KORPRI. The idea within KORPRI at BNPT came from an initiative that not only received support from leadership or superiors, but also emerged from awareness and initiative from members of the organization itself.

External Factors

In this research the author can analyze how external supporting factors are in the development of the Indonesian Civil Servant Corps (KORPRI) organization at the National Counterterrorism Agency (BNPT). Competent informants were interviewed regarding the sub-sub theme "External supporting factors" there were 5 (five) informants, Deputy Chair I of KORPRI BNPT (BNPT Inspector), Deputy Chair II of KORPRI BNPT (Head of Personnel Division of BNPT), Member of Protection & Legal Assistance of KORPRI BNPT, Member of the BNPT KORPRI Discipline and Code of Ethics Development Division, and Official of the National KORPRI Council. The results of the interview are used as primary data, and the author can present and describe them as follows

With the adoption of technology, the implementation of an electronic reporting system can make it easier for KORPRI members to report violations or non-compliance with the code of ethics. This system can speed up the reporting process, ensure the accuracy of information, and increase transparency in handling cases of ethical violations. In addition, by using digital platforms, KORPRI members can report violations anonymously, which can increase trust and openness in the work environment. External supporting factors are the influence of technology. The influence of technology has a central role in supporting the development of the KORPRI organization at BNPT. Information technology (IT) integration is key in the renewal stage, accelerating organizational adaptation to the dynamics of the organizational environment. The use of IT can update work processes, optimize performance and speed up the flow of information, so that BNPT can respond quickly to problems. The technological factor as a support for the development of the KORPRI organization at BNPT, which refers to awareness of the importance of digital transformation in the government context, where the previously manual way of working is slowly changing.

Obstacle factor

Internal factors

This research analyzes the internal inhibiting factors in the organizational development of the Indonesian Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT). The informants consisted of five people who were competent in this subtheme. Interview results revealed structural challenges, such as weaknesses in rigid organizational structures, unclear policies and procedures, and threats to members' specialized skills. The transformation of the secretariat and the organization of activities are important concerns. Unclear direction from non-KORPRI leadership and resistance to structural change also became significant obstacles. Additionally, factors such as equipment requirements, financing, and documentation also hinder development. Research suggests that ASNs should focus on increasing expertise and developing skills to support adaptation to change and improve organizational performance.

External Factors

This research analyzes external inhibiting factors in the development of the KORPRI organization at BNPT using interviews with five competent informants. The main challenges identified include resistance to change, especially from millennials and Generation Z who are more focused on personal satisfaction and technology. Fear and discomfort in facing new things, as well as a lack of clarity in policies and procedures, are significant barriers. Economic factors are also an obstacle, with dependence on the State Revenue and Expenditure Budget (APBN) which is not always sufficient. Lack of understanding or fear of change also hinders organizational adaptation. The digital transformation needed to replace manual ways of working is the main issue that needs to be addressed. The recommendation of this research is to increase the socialization of KORPRI's roles and functions to all members to overcome obstacles, strengthen collaboration, and increase work effectiveness within the organization.

Direct Effort

Internal Efforts

This research analyzes direct internal efforts in developing the KORPRI organization at BNPT with interviews from five informants. Efforts to strengthen internal communication are the main key, as stated by Moch. Andriansyah and Leebarty Taskarina, who emphasized the importance of effective communication to create mutual understanding, motivate employees, and facilitate collaboration. Dr. Ofie said that socialization and official communication helped overcome internal obstacles. Strengthening communication is not only a means of information but also to change paradigms, improve skills, and build awareness regarding the changes needed. In addition, active participation in KORPRI national activities, as stated by Bangbang Surono and Catur Pratigny, shows BNPT's efforts to increase member participation, strengthen organizational identity, and build connections between employees. This research concludes that strengthening internal communication and active participation in national activities are important steps to overcome obstacles to the development of the KORPRI organization at BNPT. Recommendations include education to overcome old habits, encouraging innovation

through training programs, and increasing active participation in national KORPRI activities to build connections and synergies.

External Efforts

This research analyzes direct external efforts in developing the KORPRI organization at BNPT with interviews from five informants. This effort involves a strategy to build support and commitment from various related parties. Informants, such as Catur Pratignyo and Leebarty Taskarina, emphasized the importance of a healthy environment and structured programs. Moch. Andriansyah stated the importance of a wide network and effective communication to facilitate the KORPRI movement, while Yogie Indra Kurniawan highlighted the importance of collaboration with ministries/institutions and regional governments to face challenges. Fadia Naufa Nasution noted that although there were obstacles in forming the team, the process could run smoothly with good communication. Building positive relationships through effective communication and concrete actions to strengthen relationships is the key to creating an external environment that supports KORPRI's growth. However, the financing aspect is still a problem that requires attention. This research concludes that building external support and commitment through strategic partnerships, communication campaigns, policy advocacy, and internal commitment are important steps to overcome obstacles to KORPRI's organizational development at BNPT. Recommendations include building external support, communication campaigns, policy advocacy, and strengthening positive relationships to create an environment that supports KORPRI's growth

Indirect Efforts

Internal Efforts

This research analyzes indirect efforts internally in developing the KORPRI organization at BNPT through interviews with five informants. These efforts include methods that emphasize fairness and transparency, as presented by Suniah Setiyawati and Leebarty Taskarina, who highlight the importance of equal rights and legal protection for members. Bangbang Surono emphasizes a meticulous approach with the millimeter method, which requires a deep understanding of goals and processes. Moch. Andriansyah emphasized the importance of a wide network to facilitate KORPRI's movement, while Oni Bibin Bintoro suggested clear responsibilities in reporting performance. These indirect efforts involve creating fair reward and performance appraisal systems, as well as clear and accountable policies to apply pressure to members who do not comply with changes. Based on observations, the financing aspect is still a challenge. The research concludes that implementing change fairly and wisely, with balanced pressure, can minimize resistance, increase member involvement, and create a strong foundation for the growth and development of KORPRI at BNPT. Recommendations include applying integrated pressure with ongoing organizational development efforts to achieve desired change

External Efforts

This research analyzes external indirect efforts in developing the KORPRI organization at BNPT through interviews with five informants. These efforts include manipulation and co-optation strategies carried out ethically and wisely. Informants such as Catur Pratignyo and Oni Bibin Bintoro emphasized the importance of funding and the use of careful tactics to influence the perceptions and behavior of organizational members. Bangbang Surono stated that a budget was needed to form a secretariat and provide facilities. Manipulation is used to change perceptions and build a positive understanding of change, while co-optation involves providing incentives to KORPRI members who support change. Putri Susilawati highlighted opportunities for KORPRI to progress in a civil environment, and Fadia Naufa Nasution emphasized the importance of the spirit of nationalism and togetherness. This effort also includes selecting individuals who are ready to accept and support change. Based on observations, the availability of financing needs to be strengthened to support appropriate organizational development. This research concludes that external indirect efforts through manipulation and co-optation can overcome obstacles to the development of the KORPRI organization at BNPT if carried out wisely, ethically and transparently. Recommendations include using these strategies to change perceptions, build positive understanding, provide incentives, and ensure positive impact and organizational integrity through continuous evaluation and adjustment of strategies according to organizational dynamics and the external environment

CONCLUSION

Based on research regarding "Organizational Development of the Indonesian Civil Servant Corps (KORPRI) at the National Counterterrorism Agency (BNPT)", the main conclusions include four aspects: reframing, restructuring, revitalization and renewal. Challenges in reframing include a lack of member commitment, a vision that has not been internalized, and the absence of performance indicators. Restructuring noted the weaknesses of the top-down model, the absence of a secretariat, and the unclear work structure. Revitalization shows a lack of coordination in empowerment, a lack of focus on internal networking, and the adoption of information technology that has not been optimal. Renewal noted a lack of transparency in awards, limited individual learning programs, and inappropriate work procedures. Supporting factors include open internal dialogue and formulating a distinctive external organizational culture and values. Inhibiting factors include internal structural weaknesses and the dominance of new members who lack commitment. To overcome these obstacles, policy reform, increased member involvement, and recruitment and training that strengthen commitment to KORPRI's vision and mission are needed. Efforts to overcome obstacles internally involve strategies that continuously involve members through regular programs and coaching, while externally involve communication platforms that more structure and incentives for cross-agency collaboration. Indirect efforts involve building organizational culture and adequate budget allocation. With recommendations intensive education and communication about the role of KORPRI,

integration of vision in daily practice, development of performance indicators, bottom-up approach in organizational models, infrastructure investment, clarifying work structures, strengthening coordination between units, increasing member participation, initiating policies for information technology integration, transparency in awards, strengthening individual learning, and strategic budget allocation for the development of KORPRI at BNPT.

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