

# Relationship Of Employment Policy Related to Rotation and Mutation with Communication in The Public Legal Board of Bpjs Ketenagakerjaan Towards Readiness for Digital Transformation

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## Abstract

This study examined empirically ascertain the relationship of the RM placement policy applied to the communication pattern provided to the BPJS Employment public legal entity, as well as to provide solution considerations in implementing the RM placement policy with appropriate communication in order to be ready for digital transformation. This research is correlational with an empirical normative approach, namely examining RM policies and communication at the BPJS Employment public legal entity. This type of research is library research and field research. Data were taken using structured interview techniques and surveys to 4,523 workers at BPJS Ketenagakerjaan. Primary data is only used to complete secondary data. The results show that the RM placement policy is related to existing communication patterns. Thus, it is very important for stakeholders to develop clear and accurate KPIs, then communicate them with employees so that the RM placement policy can be clearly implemented, obtain appropriate talent, and avoid collusion and nepotism. In addition, clear company policies and communications will greatly assist the realization of digital transformation in the BPJS Employment public legal entity.

**Keywords:** digital transformation; public legal entities; rotation and mutation policy, communication

## 1. INTRODUCTION

The rapid development of information technology has brought the world into the digital era. Digital revolution is driven by four technology namely, the presence of the service cloud, sensor technology, analytical skills on Big Data, as well as the Internet of Things are growing several years and continues to have a significant impact on the global economy (Das et al., 2016 ). Globally, the digital revolution can be seen in the last three years, namely 2018, 2019 and 2020. In 2018 as many as 4,021 billion people (53%) used the internet and 3,196 billion people (42%) actively used social media. Then in 2019, as many as 4,388 billion people (57%) used the internet and 3,484 billion people (45%) actively used social media. The increase will continue to occur in

2020, with 4.54 billion people (59%) using the internet and 3.80 billion people (49%) actively using social media (Kemp, 2018; Kemp, 2019; Kemp, 2020). Furthermore, Das et al. (2016) said that the digital revolution also occurred in Indonesia, although the adoption of digital potential was a bit slow when compared to other countries. In 2018 as many as 132.7 million people (50 %) used the internet and as many as 130.0 million people (49%) actively used social media. Then in 2019, 150.0 million people (56%) used the internet and 150.0 million people (56%) actively used social media. The increase will continue to occur in 2020, where as many as 175.4 million people (64%) use the internet and as many as 160.0 million people (59%) actively use social media (Kemp, 2018; Kemp, 2019; Kemp, 2020).

The increasing use of the internet and social media has certainly

had an impact on various fields of life such as economics, politics, social and culture, defense and security. However, the economy getting more attention because it relates directly to the people's livelihood, especially in the business sector. The business sector is experiencing very basic business process changes in the development of the digital era (McKinsey & Company, 2018). Hammer and Champy (2009) stated that there are three pressures or factors that cause business changes, namely customers (customers), competition (competition) and change (change). The first pressure comes from customers, where customers today like the ease of access to information on the goods and services they want. The second pressure comes from competition between companies, where increasingly sharp business competition makes companies have to do new and innovative things in the face of changes in information technology. Furthermore, the third pressure comes from change. These three pressures encourage business changes from traditional systems to digital-based systems. Company must make changes to digital system, as competitors continually adjust the new technology, and the technology has empowered consumers to be more demanding and set the higher standard of satisfaction than usual, such as better service and faster whenever and wherever and with any device (Fitzgerald et al., 2014).

This change is better known as digital transformation. Digital transformation is adopting technology to increase productivity, value creation and social welfare (Ebert & Duarte, 2018). Digital transformation also will do a lot of innovations that transform the company into a more effective and efficient in carrying out the business of his (Westerman, Bonnet & McAfee, 2014). Successful digital transformation requires organizations to clicking eloped a wide range of capabilities that will

vary in importance, depending on the business context and needs of a particular organization. Digital technology needs to be central to how businesses operate, and organizations need to effectively rethink and reinvent business models to remain competitive (Carcary, Doherty & Conway, 2016).

Furthermore, Westerman et al., (2011) identified that digital transformation includes three main areas, namely customer experience, operational processes and business models. Experience pelanggan consists of three sub-segments, namely customer understanding, top line growth and customer touchpoints. In this section, the most obvious transformation is a new way to interact with customers in the digital realm with the use of pages and mobile, thus allowing the company to understand customers better and deliver co-creation (Gray et al., 2015). Lin, Hsia and Wu (2009), said that the digital makes the company better in identify customers effectively on a large scale, as well as to develop and improve the customer experience better. Organizations can also use digital technology to improve operational processes which are divided into three segments, namely the digitization process, employee empowerment and performance management. In this section, the company bought the system digital for the purpose of aligning IT with the business, and then process them in a digital format. It is very enables organizations to monitor and manage performance in order to more accurately with the help of Key Performance Indicators (KPI). All important company information can be more easily shared across the organization to increase transparency and assist in decision making. The third area of transformation is the business model, namely the use of digital in the form of adding value, adding products or services with digital components.

An organizations can implement digital transformation to begin initiation ranging from customer experience, then think about how to optimize operational processes, and enhance the business model of his. BPJS Ketenagakerjaan is no exception. Previously, PT. ASKES and PT. JAMSOSTEK is a private legal entity in the form of a Persero which is now a Social Security Administering Agency (BPJS), this is stipulated in Pasal 5 Undang-Undang Nomor 40 Tahun 2004 tentang Sistem Jaminan Sosial Nasional (UU SJSN). Then in the year 2011, formed Undang-Undang Nomor 24 Tahun 2011 tentang BPJS. The contents of UU BPJS discuss about two BPJS , namely BPJS Kesehatan and BPJS Ketenagakerjaan which are public legal entities. Where the change in the form of a private legal entity to a public legal entity does not follow the rules in private law. The UU BPJS stipulates that the two company are dissolved without being followed by liquidation, but followed by the transfer of assets and liabilities to each BPJS. Where it should be , the dissolution of the Company is carried out by liquidation. The implication is that there are differences in the powers of BPJS Persero and BPJS public legal entities.

The difference in power that occurs can cause various problems for the public legal entity itself. However, this problem indicates a development in the company's line of business. Developments in the company's line of business are also expected to be followed by developments in employee performance, adequate facilities and infrastructure , and reliable resource management. Human resources have an important meaning because employees play an active and dominant role in every activity of the organization.

Employees are important assets for the company, because human resources (HR) are an integral part of the organization (Situmorang, 2009; Priyati & Fakhruddin, 2014). Martin and Lekan

(2008) say that employees have a major role in every company activity, because employees become planners, actors, and determinants of the realization of the company's system goals. Company goals will be easier to achieve if employees are placed in positions that match their competencies and abilities. Placing HR is the process of matching or comparing qualifications possessed with job requirements and at the same time giving job assignments to prospective employees to be carried out (Ardana , Mujiati & Utama , 2012). According to Hasibuan (2007) , placement must be based on the job description and job specifications that have been determined and are guided by the principle of " The right man on the right place and the right man behind the job ".

Company that have and put employees with talent corresponding needs, of course, will make the company more competitive (Endratno, 2013). This is called talent management. Groves (2007) said that talent management is generally related to training on development strategies, identification of talent gaps, succession planning, as well as recruiting, selecting, educating, motivating and nurturing talented employees through various initiatives. Talent management will not succeed if there is no selection system, one of which is a system for identifying performance results (Endratno, 2013). Performance results are determined by performance standards that have been set by each company, through Key Performance Indicators (KPI). KPI assesses the quality and quantity of employee work, through the level of efficiency and effectiveness at work, knowledge related to work, tasks performed, timeliness, and other indicators that will have an impact on employee interpersonal to improve performance at work (Nisa, Astuti & Prasetya, 2016).

Based on the results of the FGD , most of the employees felt that the

communication applied to the BPJS Ketenagakerjaan public legal entity was not optimal and appropriate. This results in less than optimal employee performance. Additionally, other result indicates that a work placement that apply to public legal entity BPJS Ketenagakerjaan is still considered less appropriate. Some employees are not placed in positions that match their background of abilities, and most of them have not been rotated or transferred for a long time (more than 5 years). Though the placement of employees becomes important in which when an employee is placed pad a position corresponding to kem am pared with the background they have, then the employee will produce their maximum performance.

One of the important factors in the establishment of activities in the company is good and appropriate communication. Where humans can relate to each other in everyday life, in society or wherever humans are. There is no human who will not be involved in communication (Muhammad, 2005). Moreover, employee's placement are expected to contribute adequate for the organization, in addition to an effort to develop the competence of human resources within the organization. Work placement is one of the important factors that should not be ignored in achieving the goals of the agency or institution. Today, most of organization conduct the procurement (recruitment) employees through a system of proximity (nepotism) and also through a system of bribes (collusion). That is, the company does not pay attention to correct the background of the level of education, experience, physical and mental health, as well as the age of the prospective employees themselves. If the institution places employees in places that are not their expertise, the employee's performance is not optimal so that the goals of the institution are not effective and efficient. In fact, there

must be several factors that must be considered by the company in the work placement. One of them is the achievement, academic, and educational factors.

Thus, a strategy is needed that can be carried out by the BPJS Employment public legal entity to prepare policies or regulations that can anticipate or minimize inequality that may occur. The required strategy can be seen through three aspects, namely the social/people aspect, the process (regulation, business model, business process and governance), and the technology used. Based on the explanation in above, researcher suspect if RM placement policies can be communicated appropriately then be one contributing factor to the successful performance of employees and companies, as well as the determinants of a company/organization is ready to go digital transformation. Therefore, this study aims to empirically ascertain the relationship of the RM placement policy applied to the communication pattern provided to the BPJS Employment public legal entity, as well as to provide solution considerations in implementing the RM placement policy with appropriate communication in order to be ready for digital transformation.

## 2. METHOD

This research method is descriptive with an empirical normative approach, namely examining RMP policies at the BPJS Ketenagakerjaan public legal entity. This type of research is library research and field research. The data was collected by the Organizational Performance Management Policy Committee and Human Resources (KPKOS HR Committee) using structured interview and survey techniques, to 4,523 workers (about 70% of the population) at BPJS Ketenagakerjaan throughout Indonesia. Data collection was carried out from 18

May – 29 May 2020 using seven SurveyMonkey accounts.

### 3. RESULT AND DISCUSSION

#### 3.1 Respondents Overview

Based on Table 1. it is known that in this study, the majority of respondents were male, with mostly is millennial. Respondents with

married marital status, as well as last education status S1 dominate. More national recruitment, with the longest working period of 0-5 years. Officer is the most dominating rank, with the placement of working units in the largest branches. West Java will be the placement of the most areas. The other types of career training are the most frequently used.

**Table 1.**  
*Results Overview*

	Total	Percentage (%)		Total	Percentage (%)
<b>Gender</b>			<b>Working Unit</b>		
Male		60	Branch		71
Female	4.523	40	Pioneer Branch	4.523	18
<b>Age</b>			Headquarter		7
<i>Baby Boomers</i>		0	Region		4
X Generation		21	<b>Working Area</b>		
Y Generation		72	West Java		16
Z Generation		7	Special Capital Region of Jakarta		12
<b>Marital Status</b>			East Java		11
Married		67	Central Java & Special Region of Yogyakarta		10
Not married yet		32	Sulawesi & Maluku		8
Other		1	Kalimantan		7
<b>Last Education</b>			West Sumatra Riau		7
Associate Degree (D3)		8	Headquarter		7
Associate Degree (D4)		0	Sumbagut		7
Bachelor Degree (S1)		80	Sumbagsel		5
Master Degree (S2)		10	Banten		5
Doctoral Degree (S3)		0	Banuspa		5
Other		2	<b>Career Training</b>		
<b>Recruitment</b>			BLDP		25
National		85	ILDLP		8
Outsourcing		8	ALDP		3
Region/Branch		6	Other		64
<i>Pro Hire</i>		1			
<b>Years of Service</b>					
0-5 years		88			

6-15 years	10
16-25 years	1
>25 years	1
<b>Rank</b>	
Staff	21
Officer	40
Sr. Officer	18
Ass. Manager	4
Jr. Manager	5
Manager	10
Sr. Manager	2
AVP	1
VP	0
SVP	0

### 3.2. Survey Result

Based on Table 2. found that the survey results complement FGD results . Where is the lack of certainty over RM's policy. For five years, TK 1944-1964 1980-1994 1995-2012 with unmarried status as well as S3 S1 D4 D3 education status as well as recruitment at the national never participated in the RM program. While TK 1965-1979 with married and other status as well as postgraduate education status as well as recruitment in regions/branches have participated in the RM program 1-2 times in five

**Table 2.**

*Survey Result*

years . The term of the mutation is four years or more.

Sometimes there is communication between the authorities and employees before the RM is held. No one has ever had a complete and objective evaluation on which to base the RMP plan. Only men with D4 educational status and others with regional/branch recruitment who get good performance evaluation results (above average) will always get an increase in class/ grade, the rest sometimes get an increase in class/ grade even though they get the evaluation result good performance (above average).

No	Question	Gender	Age	Martial Status	Last Education	Recruitment
1	According to your observations, how is the certainty of the Rotation and Mutation policy at BP Jamsostek	Not sure	Not sure	Not sure for unmarried & married Definitely for others	Not sure for S3, S2, S1, D4 & D3 Definitely for others	Not sure
2	In the last 5 years, how many times have you participated in the rotation and mutation program within BP Jamsostek	Never	Never for TK 1944-1964, TK 1980-1994 & TK 1995-2012 1-2 times for TK 1965-1979	Never for unmarried 1-2 times for married & others	Never for S3, S1, D4 & D3 1-2 times for S2 & others	Never for national & pro hire 1-2 times for outsourcing & region/branch
3	What is the average	4 years or	4 years or	4 years or	4 years or	4 years or more

	time for mutation from one place to another	more	more	more	more	
4	According to your observations, was there any communication between the authorities and you or the employee in question prior to the rotation and transfer	Sometimes	Sometimes	Sometimes for unmarried & married	Sometimes for S2, S1 & D3	Sometimes
				Never for others	Never for D4 & others	
					Rare for S3	
5	Have you ever got a complete and objective evaluation result as the basis for your Rotation/Mutation or Promotion plan	Never	Never	Never	Never	Never
6	Will every BP Jamsostek employee who get a good increase	Always for male	Sometimes	Sometimes	Always D4 & others	Always for region.branch
		Sometimes for felame			Sometimes for S3, S2, S1 & D3	Sometimes

No	Question	Years of service	Rank	Working Unit	Working Are	Career Training
1	According to your observations, how is the certainty of the Rotation and Mutation policy at BP Jamsostek	Not sure	Not sure	Not sure	Not sure	Not sure

			Never for Staff, Officer, Sr. Officer, Ass. Manager, Jr. Manager, Manager, Sr. Manager, AVP & VP	Never for branch & pioneer branches offices	Never for Banten, Banuspa, DKI Jakarta, Jateng dan DIY, Jawa Barat, Jawa Timur, Kalimantan, Sulawesi Maluku, Sumbagut & Sumabar Riau	
2	In the last 5 years, how many times have you participated in the rotation and mutation program within BP Jamsostek	Never		1-2 times for head office & region	1-2 times for Sumbagsel & Lainnya	Never
3	What is the average time for mutation from one place to another	4 years or more	4 years or more	4 years or more	4 years or more	4 years or more
4	According to your observations, was there any communication between the authorities and you or the employee in question prior to the rotation and transfer	Sometimes	Sometimes	Sometimes for head office, region & branch	Sometimes for Banten, Banuspa, DKI Jakarta, Jateng dan DIY, Jawa Barat, Kalimantan, Sulawesi Maluku, Sumbagsel, Sumbagut, Sumbar Riau & Lainnya	Sometimes
5	Have you ever got a complete and objective evaluation result as the basis for your Rotation/Mutation or Promotion plan	Never	Never	Never for a pioneer branch offices	Never for East Java	Never



6	Will every BP Jamsostek employee who get a good increase	Always for >25 years	Always for Sr. Officer	Always for head office & region	Always for intermediate leadership development career training
		Sometimes for 0-5 years, 6-15 years & 16- 25 years	Sometimes for Staf, Officer, Ass. Manager, Jr. Manager, Manager, Sr. Manager, AVP, VP & SVP	Sometimes for branch offices & pioneer branches	Sometimes for career training, advanced leadership development programs , basic leadership development programs and others

### 3.3. Correlation Results

Correlation test was conducted to see if there was a relationship between the RM placement variable and communication. The

technique used to determine the correlation between research variables is the Pearson correlation. The interpretation of the correlation value.

**Table 3.**

*RM Placement and Communication Correlation Test Results*

<i>Pearson Correlation</i>	<i>Sig. (2-tailed)</i>
0,05	0,187

In Table 3. the value of sig. <0.05 so that RM placement and communication are positively related ( $R = 0.187$ ). That is, the better the placement of RM, the better the communication

to stakeholders and employees in improving performance towards digital transformation.

## 4. CONCLUSION

Communication is the first important tools towards the success of the workplace. Effective communication ethics increases workplace productivity in various ways, because management and employees alike are able to make the right decisions regarding various problems in the workplace (Alyammahi, et al., 2020). Robbins (2001) says, the organization is a form of systemic cooperation between a number of people to meet the goals that have been set. It is called cooperation because in the inside it, relationships, and communication are formed

between a number of people who have the same or different tasks and functions and then form a system to fulfill mutually agreed goals. While the placement process is a very decisive process in getting the needed employees, because the right placement in the right position can achieve the goals set (Mathis & Jackson, 2015).

Thus, it is very important for stakeholders to develop clear and accurate KPI, then communicate them with employees so that the RM placement policy can be clearly implemented, obtain appropriate talent, and avoid collusion and nepotism practices. The result can be one of the processes of the BPJS

Employment public legal entity towards digital transformation readiness.

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