
THE INFLUENCE OF PLACEMENT, WORKLOAD, AND COMMUNICATION SKILLS ON EMPLOYEE PERFORMANCE AT BPJS KETENAGAKERJAAN IN MAKASSAR CITY

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ABSTRACT

This study aims to determine and analyze the Influence of Placement, Workload and Communication Skills on Employee Performance of BPJS Ketenagakerjaan Makassar City. This type of research is quantitative research with a sample of 77 respondents using a questionnaire as a source of data collection, the analysis used is Multiple Linear Regression Analysis using the SPSS V.24 application. The results of the study indicate that: 1. Placement has a positive and significant effect on employee performance 2. Workload has a negative but not significant effect on employee performance and 3. Communication skills have a positive and significant effect on employee performance.

KEYWORDS Placement, Workload, Communication Skills and Employee Performance



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INTRODUCTION

The implementation of a social security program is one of the responsibilities and obligations of a state to meet the basic needs of decent citizens and also provide protection and social welfare for all citizens. The social security program is a form of legal protection intended to provide protection to workers and their families against the risks that befall workers / laborers. The form of Labor Social Security Protection is now realized in Law Number 40 of 2004 concerning the National Social Security System and Law Number 24 of 2011 concerning BPJS (BPJS Law), which consists of BPJS Health and BPJS Employment (Suwandi & Wardana, 2022).

The establishment of the Social Security Organizing Agency (BPJS) Employment on January 1, 2014 as a form of transformation of PT Social Security

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Employment (JAMSOSTEK) (Persero) is one of the government's efforts in realizing social security. The establishment of BPJS Employment is based on the Law of the Republic of Indonesia Number 40 of 2004 concerning the National Social Security System and Law of the Republic of Indonesia Number 24 of 2011 concerning the Social Security Organizing Agency. As of July 1, 2015, BPJS Ketenagakerjaan is fully operational to provide Social Security for Employment in the form of Old Age Security (JHT), Work Accident Security (JKK), Pension Security (JP) and Death Security (JKM), (Anggraini, 2021).

BPJS Employment is the Employment Social Security Organizing Agency in Indonesia. BPJS stands for Social Security Organizing Agency, while Employment refers to the social security field managed by this institution. BPJS Ketenagakerjaan is responsible for administering the employment social security program in Indonesia. The main objective of BPJS Employment is to provide social protection to all workers and employers in Indonesia, including formal and informal workers (Pernando & Febriana, 2023).

BPJS Ketenagakerjaan gave birth to work programs as stated in the Law of the Republic of Indonesia Number 11 of 2020, where BPJS Ketenagakerjaan realized 5 (five) programs, namely: 1) Work accident insurance; 2) Old age insurance; 3) Pension insurance; 4) Death insurance, and 5) Job loss insurance. Given the importance of this responsibility, it is emphasized that BPJS Ketenagakerjaan is able to maintain the performance of its employees for the smooth running of their duties and responsibilities to meet organizational goals, starting by improving the quality to competence of all service units in various programs (Hasyim et al., 2023).

Improving employee performance and skills, companies are required to always strive to manage their human resource management in professional ways and in accordance with good employee work standards (Sholeh et al., 2020). According to Sinambela (2017) defines human resource management as the management of human resources as the main resource and asset, through the application of management functions and operational functions so that the predetermined organizational goals can be achieved properly. As the Word of Allah SWT in Surah An-Nahl verse 97, as follows:

مَنْ عَمِلَ صَالِحًا مِنْ ذَكَرٍ أَوْ أُنْثَىٰ وَهُوَ مُؤْمِنٌ فَلَنُحْيِيَنَّهٗ حَيَاةً طَيِّبَةً ۖ وَلَنَجْزِيَنَّهُمْ أَجْرَهُمْ بِأَحْسَنِ مَا كَانُوا يَعْمَلُونَ

Translation: "Whoever does righteous deeds, whether male or female, while believing, We shall surely give him a good life and We shall surely reward him with a better reward than what he has done."

Based on the explanation of Q. S. An-Nahl: 97 which can be interpreted simply "Whoever does good deeds, whether male or female in a state of faith, then indeed We will give him a good life and indeed We will reward them with a better reward than what they have done.". And departing from this all can be drawn a conclusion which when discussed in the context of Human Resource Management that the word (virtue /

piety) can also mean Achievement. This can mean that as a manager, he is expected to be sensitive to the achievements of his subordinates, in other words, if there are subordinates who have achievements compared to others, a manager is expected to be able to give a Gift in return for his achievements (Azwardi & Nasri, 2021).

In producing the output to be achieved, it is closely related to the quality of human resources in it. Human Resources are individuals who work as drivers of an organization, both institutions and companies and function as assets that must be trained and developed (Prasetyo et al., 2021). HR is also the key that determines the development of the company. In essence, HR is in the form of humans employed in an organization as movers, thinkers and planners to achieve the organization's goals (Rahman, 2020). As the Word of Allah SWT in Surah Ar-Rum Verse 30, as follows:

فَأَقِمْ وَجْهَكَ لِلدِّينِ حَنِيفًا فِطْرَتَ اللَّهِ الَّتِي فَطَرَ النَّاسَ عَلَيْهَا لَا تَبْدِيلَ لِخَلْقِ اللَّهِ ذَلِكَ الدِّينُ الْقَيِّمُ وَلَكِنَّ أَكْثَرَ النَّاسِ لَا يَعْلَمُونَ

Translation: "So set your faces straight to the religion (Islam); (according to) the fitrah of Allah for He has created man according to it. There is no change in the creation of Allah. (That is the straight religion, but most people do not know".

Based on the explanation of the verse above regarding the essence of the creation of human nature that has been created by Allah SWT. And if the word (fitrah / creation) is drawn in the context of Human Resource Management, it can be interpreted as the Lahiriyah Potential of a human being. It can be concluded that every human being born into the world has different potentials. And this is the task for managers to be able to see the potential of each of their subordinates and place them according to their respective potential (Azwardi *et al.*, 2021).

Performance basically focuses on problems in the process of planning, implementing, and also seeing the ability of employees to do work in accordance with the responsibilities of each employee (Harahap & Falahi, 2021). Performance is said to be a person's success obtained in carrying out his duties, the results of work that have been achieved in an agency or organization with their respective authorities and responsibilities or related to how a person can benefit and behave in accordance with the work given to him along with the quantity, quality, and time required in carrying out tasks (Soetrisno, 2016). Some literature and research studies show that performance in employees can be influenced by job placement (Sawad & Idris, 2023; Tobing & Zamora, 2018), workload (Rolos et al., 2018; Surijadi & Musa, 2020) and communication skills (Fransiska, 2019; Sinambela et al., 2019).

Job placement is defined as the compatibility (ability) between individuals and the jobs or tasks they perform in the workplace (Iskandar, 2020). Success in labor procurement lies in the accuracy of placing new employees and old employees in new positions. The placement process is a process that is very decisive in getting competent employees needed by the company, because the right placement in the right position will be able to help the company achieve its goals (Bahri, 2019). The results showed that job placement had a positive and significant effect on employee performance

(Muhammad & Frianto, n.d.). The results of this study are supported by the results of research conducted by Agusri (2018) which shows that there is a positive and significant effect of job placement on employee performance. However, research conducted by Sumiyati, I., & Siregar, E. (2021) shows different results, that job placement has no direct and insignificant effect on employee performance. Apart from the job placement factor, performance can also be influenced by workload factors.

Workload is a workload that is too much and can cause tension in a person, causing stress. This can be caused by the level of expertise that is demanded too high, the level of work speed that is too high, the volume of work that is too much and so on (Nabawi, 2019). Employee workload is one of the factors taken into consideration in determining employee performance. What must be avoided is that the employee workload is too excessive as a result of not balancing the work with the number of employees, or the employee workload is too low due to too many employees. Workload that is too heavy or light will have an impact on work inefficiency (Lukito & Alriani, 2019). The results showed that workload is able to have a significant effect on the performance of employees (Emalia, 2022; Paundan & Arhas, 2022). However, the results of research conducted by Rolos, J. K., *et al.* (2018) explains that workload has a negative and significant effect on employee performance. Then, communication skills can also be one of the factors that can affect employee performance.

Effective communication occurs when the meaning intended by the sender of the news and the meaning captured by the receiver of the news are the same and one. This optimal and effective performance improvement is not possible if there is no effective communication carried out by employees (Zakaria & Leiwakabessy, 2020). Improved employee communication skills will have an impact on messages that can be conveyed clearly and will avoid misunderstandings that may occur while working. The results of previous research show that there is a positive and significant influence between the communication skills possessed by employees on the performance possessed by employees (Bimantara *et al.*, 2021). Meanwhile, the results of research conducted by Lustono, L., & Hasnaeni, A. D. (2019) show that communication variables have no positive and insignificant effect on employee performance.

The Makassar City Employment Social Security Agency (BPJS) Office is a government agency tasked with promoting the interests and normative rights of workers in Indonesia by providing protection for 5 (five) programs, which include the Work Accident Insurance Program (JKK), Death Insurance (JKM), Old Age Insurance (JHT) and Pension Insurance (JP), and Job Loss Insurance (JKP) for all workers and their families continuing until the enactment of Law. No. 24 of 2011. As an organization that is a basic protection program for workers, by providing security and certainty against socio-economic risks, and is a means and infrastructure for the flow of income for workers and their families due to social risks that occur, in accordance with the programs mandated by the Law, with a vision of becoming a Social Security Provider Agency that is the pride of the nation that is trustworthy, well-managed, and superior in operations and services. However, in the management of activities, especially at the

Makassar City Employment BPJS, which shows that employee performance is not as expected.

Based on the results of pre-research conducted, it was found that there were indications of employee performance that was not optimal at the Makassar City Employment BPJS. The problems seen include indications of inaccurate job placement with the education or abilities of some employees where public health graduates are placed in secretarial positions and there are also pharmacy graduates but placed in the position of case manager. This can affect the work given by employees if the position they get is not in accordance with their skills or abilities. Then, related to workload at the Makassar City Employment BPJS office considering that Makassar city as a large city with many economic and industrial activities can cause a high number of social security claims. This can increase the workload for officers who have to handle the many claims from participants seeking protection from BPJS Ketenagakerjaan. The process of checking and verifying data on social security beneficiaries can also be intensive in Makassar City. Due to the large number of participants and claims that must be processed, officers must ensure that the data submitted is valid and in accordance with applicable regulations, which requires additional time and effort. In addition, there is also a lack of good communication between employees for each field so that information often does not reach evenly to all employees, which in this case can lead to misunderstandings. BPJS Employment Makassar City requires high employee performance in order to be able to work optimally in carrying out agency activities. Therefore, the success of employees to carry out each of these obligations is highly dependent on personal or group interests, especially employees and leaders so that the goals of the agency can be achieved.

RESEARCH METHOD

This type of research uses quantitative methods, then the practice in this study is based on *explanatory research*. According to (Sugiyono, 2017), quantitative is research based on data that can be calculated to produce robust assessments using SPSS. The location in this research was conducted at the South Makassar City Employment BPJS located on Urip Sumorarjo KM road. 4.5 Pampang Raya, Makassar City, South Sulawesi, 90232. The time duration of this research is 2 months. With details of the first month carried out by obtaining research permits and distributing questionnaires, the second month was carried out with data collection and data analysis, then the third month was carried out by analyzing the interpretation of the research results. The population in this study were all employees at the Makassar City Employment BPJS, totaling 77 employees. Determination of the number of samples taken in this study is by using saturated sampling. So the number of samples to be taken is 77 people. The data collection methods used in this study were observation, questionnaires, interviews, and document studies. Some quantitative data analysis techniques used in this study are descriptive and inferential analysis.

RESULT AND DISCUSSION

RESULTS

Validity Test

Table 1. Recapitulation of Validity and Reliability Test Results

Variables	Item	R	sig.	Description	Reliability	Description
Placement	X1.1	0,892	0,000	Valid	0,744	Reliable
	X1.2	0,718	0,000	Valid		
	X1.3	0,884	0,000	Valid		
Workload	X2.1	0,700	0,000	Valid	0,708	Reliable
	X2.2	0,845	0,000	Valid		
	X2.3	0,839	0,000	Valid		
Communication skills	X3.1	0,846	0,000	Valid	0,824	Reliable
	X3.2	0,908	0,000	Valid		
	X3.3	0,825	0,000	Valid		
Employee performance	Y1.1	0,637	0,000	Valid	0,786	Reliable
	Y1.2	0,793	0,000	Valid		
	Y1.3	0,875	0,000	Valid		

Based on Table 1, it can be seen that the research instruments for all items and variable indicators are valid. In addition, the results of testing the reliability of research instruments, as in Table 1, the test results show that all research instruments are reliable. This can be seen that all of these research variables have a reliability coefficient / alpha greater than 0.6. When the results of this reliability test are associated with the reliability coefficient index criteria according to Arikunto (1998), it shows that the reliability/alpha of the research instrument is high. Thus the research data is valid and suitable for testing the research hypothesis.

Hypothesis Testing

Based on the empirical model proposed in this study, it can be tested on the hypothesis proposed through testing the regression coefficient. The test results in Table 2 are hypothesis testing by looking at the p value, if the p value is smaller than 0.05, the effect between the variables is significant. The test results are presented in the following table:

Table 2. Hypothesis Testing

HIP	Independent Variable	Dependent Variable	B	Beta	T	Sig	Description
H1	Placement	Employee performance	0,253	0,372	3,322	0,001	Significant
H2	Workload	Employee performance	-0,090	-0,095	-0,797	0,428	Not Significant

H3	Communicati on skills	Employee performance	0,193	0,213	2,098	0,043	Significant
R = 0,671							
R Square = 0.450							
t _{table} = 1.993							
F = 19,737		Sig = 0.000					
Regression Equation		Y = 2.677 + 0.253X ₁ + -0.090X ₂ + 0.193X ₃					

Of the entire model of three hypothesized direct effects, two are significant and one is not significant. The interpretation of Table 5.8 can be explained as follows:

- a. Placement has a significant positive effect on employee performance with $P = 0.001 < 0.05$ with a coefficient value of 0.253, this coefficient indicates that the more appropriate the placement is felt, the performance of employees at the Makassar City Employment BPJS will also increase.
- b. Workload has a negative and insignificant effect on employee performance with $P = 0.428 > 0.05$ with a coefficient value of -0.090, this coefficient indicates that the workload felt by employees does not affect employee performance at the Makassar City Employment BPJS office.
- c. Communication skills have a significant positive effect on employee performance with $P = 0.043 < 0.05$ with a coefficient value of 0.193, this coefficient indicates that the better an employee's communication skills, the better employee performance will be.
- d. Significant F test with Sig < 0.05 , meaning that the model built describes the conditions at the research site or the results of this study can be generalized to the Makassar City Employment BPJS office.
- e. R Square produces a value of 0.450, meaning that the model built describes the conditions in the research site by 45% and the remaining 55% is a fact beyond the ability of researchers or there are still things that researchers do not include as indicators of each research variable.

Classical Assumption Testing

- a. Multicollinearity

Multicollinearity is a condition where there is a very high correlation between the independent variables in the regression equation. To detect the presence or absence of multicollinearity is done by looking at VIF (Variance Inflating Factor), if the VIF value is less than 5, then there is no multicollinearity in the model (Santoso, 2003 and Sulaiman, 2004).

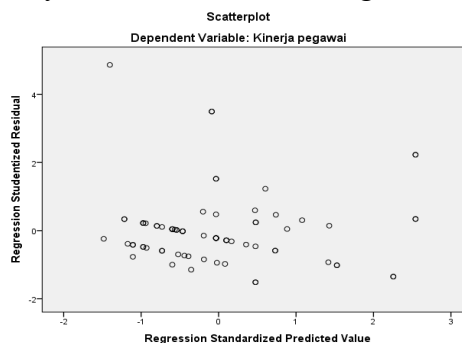
Table 3. Multicollinearity Test

Independent variable	Tolerance	VIF	Description
Placement	0,894	1,118	Non Multicollinearity
Workload	0,780	1,283	Non Multicollinearity
Communication skills	0,838	1,193	Non Multicollinearity

Based on Table 3, it is known that the VIF value does not exceed the value of 5, thus it can be concluded that there is no multicollinearity.

b. Heteroscedasticity

Heteroscedasticity will make the estimation of regression coefficients inefficient. The results of the estimation will be less than they should be. Diagnosis of Heteroscedasticity can be done by looking at the residuals (*ZRESID) and the predicted variable (*ZPRED). If the distribution of points in the plot is scattered around zero (0 on the Y-axis) and does not form a particular pattern or trend line, it can be said that the model does not meet the assumptions of heteroscedasticity or the regression model is said to be qualified to predict (Santoso, 2003 and Sulaiman, 2004). Heteroscedasticity is tested using the *Scatterplot* graph. The results of the heteroscedasticity test are shown in the figure below:



Heteroscedasticity Test Results

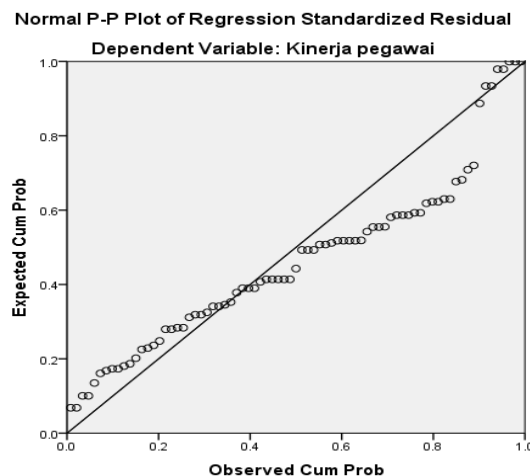
Based on this picture, it can be seen that there is no heteroscedasticity because there is no clear pattern and the points spread out. The basis for making this decision is:

1. If there is a certain pattern that forms a regular pattern, then heteroscedasticity occurs.
2. If there is no clear pattern and the dots spread out then there is no heteroscedasticity.

c. Normality

The normality test is used to detect whether the data distribution of the independent variable and the dependent variable is normal. The

normality test is intended to see whether the data being analyzed has a residual value that is around zero (normal data) or not. If it is around zero, then the normality assumption is met, and vice versa (Yarnest, 2004). A good regression model is to have a normal or near normal data distribution. To test or detect this normality, it is known from the *normal probability plot* display. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model fulfills the assumption of normality. If the data spreads far from the diagonal line, the regression model fulfills the assumption of normality. If the data spreads far from the diagonal line and / or does not follow the direction of the diagonal line, then the regression model does not fulfill the assumption of normality. Based on the normal probability plot graph as presented in the image below:



Normal Probability Plot Test

It can be seen that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line. So the regression model deserves further analysis.

Discussion

The Effect of Placement on Employee Performance

Based on the formulation of the problem and the first hypothesis, it can be observed from the results of the regression analysis in Table 2. The table shows that placement has a positive and significant effect on employee performance. This finding shows that the better the placement owned by employees, the more employee performance at the Makassar City Employment BPJS office will increase. This finding is in accordance with the results of research conducted by Agusri (2018) which shows that there is a positive and significant effect of job placement on employee performance at PT.X. However, it is not in line with the results of research conducted by Sumiyati,

I., & Siregar, E. (2021) the results showed that job placement has no direct and insignificant effect on employee performance.

The descriptive statistical results of the placement variable show that the work knowledge indicator is the indicator that has the highest mean value of the placement variable. This shows that placement in accordance with work knowledge has a very positive impact where employees can carry out their duties efficiently and effectively.

Based on the observations of researchers, the facts at the research site show that there are several employees whose placement is still not in accordance with their educational background, but this does not necessarily reduce the performance of the employees. HR training and development that is usually carried out is a solution for employees to improve skills and knowledge supported by work experience so that employee performance continues to increase.

The Effect of Workload on Employee Performance

Based on the formulation of the problem and the first hypothesis, it can be observed from the results of the regression analysis in Table 2. The table shows that workload has a negative and insignificant effect on employee performance. This finding shows that employees at the Makassar City Employment BPJS have workload but are not significant to employee performance. This finding is in accordance with the results of research conducted by (Uma & Swasti, 2024) which shows that there is a negative and insignificant effect between workload and employee performance. However, it is not in line with the results of research conducted by Suprianto et al. (2022) which shows workload has a positive and significant effect on performance.

The results of descriptive statistics of workload variables show that the indicator of the use of working time is the indicator that has the highest mean value of the workload variable. This proves that the use of working time is one of the most dominant or important aspects in determining the level of employee workload at the Makassar City Employment BPJS.

The facts at the research site show that although high workload is felt by employees, the impact is not large enough to affect employee performance. This can be caused by various factors, such as the provision of compensation for additional working time, compensation can be in the form of money, additional leave, other gifts, or even promotions. The ability to manage time and priorities is also one of the ways employees so that the tasks and obligations given can be completed on time so that employees can avoid work stress and employee performance remains stable.

The Effect of Communication Skills on Employee Performance

Based on the formulation of the problem and the first hypothesis can be observed from the results of regression analysis in Table 2. The table shows that communication skills have a positive and significant effect on employee performance. The findings of this study indicate that the better the communication skills of employees, the better employee performance will be. This finding is in accordance with the results of

research conducted by Bimantara, A. M., et al (2021) which shows that there is a positive and significant relationship between communication skills and employee performance. However, it is not in line with the results of research conducted by Lustono, L., & Hasnaeni, A. D. (2019) which shows that communication skills have no positive and insignificant effect on employee performance.

The results of descriptive statistics of communication ability variables show that the communication motivation indicator is the indicator that has the highest mean value of the communication ability variable. This shows that employees with good communication motivation skills can create an effective work environment.

Based on the results of the researcher's observations, the facts at the research site show that there are good communication skills possessed by employees. Employees are able to communicate clearly and effectively with various types of people in various situations so that it makes it easier to achieve the desired goals.

CONCLUSION

Based on the results of research and data analysis, it can be concluded that: 1. Placement has a positive and significant effect on employee performance, this coefficient indicates that proper placement of employees can improve their performance. 2. Workload has a negative but insignificant effect on employee performance, this coefficient shows that even though high workload is felt by employees, the impact is not large enough to affect employee performance. 3. Communication skills have a positive and significant effect on employee performance, this coefficient shows that good communication skills can help improve collaboration, coordination, and understanding of fellow employees with other parties inside and outside the organization so that younger employees achieve their work goals.

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