

## **Work Discipline, Work Motivation and Training Encouraging Performance Improvement of Social Security Administering Employees**

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**Abstract:** Research Background: Human Resources is the main driver of the organization, understanding the things that can drive organizational success including the human element is expected to assist management in making effective decisions, managing HR and planning goals. Objective: This study aims to examine the effect of work discipline, work motivation and training in an effort to improve employee performance. Method: Through a quantitative approach to all employees at the Employment Social Security Administration Agency (BPJS) in Surakarta City, we conducted a multiple regression analysis to find out things that can encourage increased employee performance. Results: Through analysis and measurement we found the magnitude of the influence of all variables in encouraging employee performance improvement, where the work discipline variable is the best predictor in ensuring employees work well and professionally.

**Keyword:** Work Discipline, Work Motivation, Training, Employee Performance, Health Insurance, Employment BPJS

### **I. Introduction**

Human Resources are the prime mover of the organization and are heavily influenced by employees, leaders, tasks and work functions in supporting organizational success (Meyer & Xin, 2018; Orba, et al., 2020). By understanding the measures of success, organizations can make effective decisions (Al-Dabbagh, 2020), good HR management (Sitopu, et al., 2021) and plan the company's long-term goals (Werdhiastutie, et al., 2020). Human resources (HR) refers to all human elements in an organization or company, including all employees, workers, managers and other staff who are involved in various operational and strategic aspects of the organization (Schuler, 1992). Several literatures suggest employee performance measurement as one of the key factors that can contribute significantly to organizational success. For example, Chen, et al (2020) explain that employees with high work discipline can complete their work in less time and increase overall organizational productivity. Zhang, et al (2020) explain that employees who perform well tend to provide quality service to customers and this can increase customer satisfaction and help organizations retain and attract more customers. Koziol-Nadolna (2020) explains that employees showing high performance are often more open to thinking creatively and contributing innovative ideas and this can help organizations develop new products or processes that can increase competitiveness. Alavi, et al (2005) explained that employees who perform well can also play a role in building a positive organizational culture and this built work culture can be a source and role model for other employees in helping create a collaborative and innovative work environment.

This study aims to examine things that can improve employee performance in health insurance service organizations (such as the Social Security Administration Agency - BPJS). Previous literature explains the influence of the importance of work discipline in supporting employees to carry out the tasks and responsibilities that have been set in their work (Irfan, 2022; Sitopu, et al., 2021). Kim, et al (2017) explained that the accuracy of data and information provided by employees is key in providing health insurance services and employee indiscipline in managing data and information from customers can result in errors in managing claims, payments, and management of customer health information (Appari & Johnson, 2010). In the health insurance sector, the smooth process of claims is very important because delays or non-compliance in handling claims can disrupt relationships with health

service providers and insurance participants (Kilgour, et al., 2015). Employee discipline in carrying out claim procedures is key in ensuring good service to customers (Mejia, et al., 2021). According to Home, et al. (2020) that discipline in providing consistent and responsive services to health insurance and social security customers is very important in maintaining customer satisfaction.

Other literature also mentions other influences in improving employee performance in the health insurance environment, for example: Kirchmer & Franz (2019) explains that motivated employees tend to work better in processing insurance claims faster, providing more responsive customer service (Mahmoud, et al. al., 2021), and more efficient management of health cases (Johnson, et al., 2020). Kipo-Sunyehti, et al (2023) explains that employees who are highly motivated at work may be more likely to seek new ways to overcome challenges in the health insurance industry, such as developing technological solutions (Nayak, et al., 2021; Sengan, et al., 2021) or a more efficient process (Yip, et al., 2019). Apart from that, other opinions were also conveyed, Belias, et al. (2020) explains that employees who are properly trained will provide better service, and assist customers in solving health policy issues and other health questions (Limna & Kraiwanit, 2022). Training provides an opportunity for employees to understand health insurance products and services in more depth (Settersten, et al., 2020), so as to be able to provide accurate and relevant information to customers (Tzenios, 2019).

By using discipline, motivation and training variables, we will test their effect on improving the performance of BPJS Ketenagakerjaan employees. This research is expected to assist human resource management in identifying strengths and weaknesses, as well as the possibility for the development of employees who are more focused in carrying out the tasks and responsibilities that have been set in their work. In addition, this research is expected to help BPJS Employment organizations achieve their goals and improve customer service.

## **II. Literature Review**

### **2.1. Work Discipline**

Work discipline refers to the attitudes, behavior and actions of employees at work that comply with the norms, rules and policies that apply in the organization (Maryani, et al (2021)). Work discipline is the willingness of employees to comply with all regulations, carry out their duties and responsibilities properly, and maintain ethical and professional standards expected by the company or institution where they work (Appelbaum, et al., 2007). Work discipline can be an important factor in creating an efficient, professional and productive work environment (Sudja & Yuesti, 2017). In addition, the high work discipline shown by employees in health insurance services such as BPJS for employment is expected to encourage the achievement of organizational goals (Rifai & Susanti, 2021), maintain the quality of health insurance services (Fahlevi & Alharbi, 2021), and avoid conflicts and problems with claims and insurance policies (Rogers & Schill, 2021). In addition, good work discipline is also an important aspect of human resource management and the development of a positive work culture. In her research report, Maryani, et al (2021) divided the size of work discipline into five dimensions, namely: presence, high level of vigilance, obedience to work rules, obedience to work standards, and work ethically.

### **2.2. Work motivation**

According to Widarko & Anwarodin (2022) that motivation is a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved. Another opinion about motivation is conveyed by Basalamah & As'ad (2021) explaining work motivation as an internal or external encouragement from someone to do a job or task better, enthusiastically, and with determination. Motivation is related to a person's level of energy, focus, and desire to achieve work goals or personal achievements in a work context (Kooij, et al., 2020). Work motivation is very important in a business and organizational context because it can affect employee productivity, employee retention, and achievement of company goals (Al-Suraihi, et al., 2021; Jufrizen, et al., 2021). In the BPJS context, where service to the community is very important (Ratnawati & Kholis, 2020), employee motivation can have a significant impact on service quality and participant satisfaction (Aburayya, et al., 2020). Therefore, measuring and understanding work motivation is a very important step in human resource management and strategic planning (Alzoubi, et al., 2022). According to Robbins (2006) explaining the dimensions of the right size to find out employee motivation is through awards given by the company, social relations, necessities of life, and success in carrying out work.

### **2.3. Training**

Training is the process of teaching new or existing employees the basic skills they need to carry out their jobs (Fischer, 2000). Employee training is designed to increase the knowledge, skills, abilities and competencies of employees in an organization (Karim, et al., 2019). Choudhary (2016) explained that the main purpose of employee training is to prepare employees to be more effective in carrying out their duties and responsibilities at work. BPJS is an institution that provides social security services to the community (Ratnawati & Kholis, 2020). Effective

training ensures that BPJS employees have a good understanding of the products and services they offer (Ratnawati, et al., 2021), besides that, employee training is not only a tool for measuring individual employee performance, but also a way to measure the impact of training on the quality of services provided to social security participants and the ability of the organization to meet its social and business goals (Waqanamaravu & Arasanmi, 2020), because this can help BPJS management in maintaining the level of professionalism and competence of employees (Kurnianto, et al., 2023), which is very important in the public service sector (Ogbonnaya, et al., 2018). According to Dessler (2004) that the size of the training can be done on the type of training, training objectives, training materials, training methods, and participant qualifications.

**2.4. Employee Performance**

Measurement of employee performance is expected to help companies evaluate the extent to which employees work and carry out their job responsibilities (Riyanto, et al., 2021). Evaluation of employee performance is usually carried out periodically (Zainal, et al., 2020), such as in annual performance reviews, and can be used as a basis for making decisions about payroll (Kipnis & Schmidt, 2016), promotions (Grabner & Moers, 2013), training (Min, et al., 2022), or further employee development (Diamantidis & Chatzoglou, 2019). It is important for organizations to have a fair and transparent performance appraisal system to motivate employees to achieve better results (Chieng, et al., 2019) and support the company's long-term growth and success (Mykhailichenko, et al., 2021). In order to provide quality and sustainable services and to remain competitive in the dynamic health insurance market, companies such as BPJS Kesehatan must ensure that employee performance remains high and in accordance with established standards. DeCenzo, et al., (2016) divided 5 dimensions of employee performance, namely: quality, quantity, effectiveness, timeliness and independence.

**III. Research methods**

**3.1. Population and Sample**

The approach method used in this study is quantitative and the research data is in the form of numbers that will be measured using statistics as a calculation test tool. The object studied is the effect of discipline, motivation, and training on improving the performance of each employee at the BPJS Ketenagakerjaan area of Surakarta - Central Java. The total population is all employees, totaling 55 people and designated as a research sample because the number is less than 100 respondents (Piotrowski, 2017). We obtained research data with the help of a questionnaire and each question item in the questionnaire was compiled based on literature and other supporting theories. Before distributing the questionnaires, we asked permission from the company leaders and then we distributed the questionnaires directly to all research samples. To get a good measurement, we use a Likert scale for each question item.

**3.2. Data analysis**

In the data analysis stage in this study, we carried out several research analysis processes to get the best results, namely: First, in the early stages of the analysis we conducted validity and reliability tests to ensure that there was no correlation between question indicators and data reliability in each research construction variable. . Second, the next step is for us to ensure that the regression equation obtained has accuracy in estimation, is not biased and is consistent through (multicollinearity test, heteroscedasticity test, and normality test). Third, we test the direct effect of the regression coefficients both partially and together (partial test & simultaneous test). Fourth, at this final analysis stage we carry out a coefficient test to determine the size of the independent variable in influencing the dependent variable.

**IV. Result**

**4.1. Validity and Reliability Test**

According to Taber (2018) that the requirement for a data to pass the validity test is to compare the value of  $r_{count} > r_{table}$ , where the provisions of the  $r_{table}$  in this study are 0.266, then to get data that passes the reliability test is a Cronbach Alpha value that is higher greater than stated conditions and tests or  $CR > 0.70$  (Taber, 2018).

Table 1. Results of validity and reliability tests

Variable indicator		r count >0,266	Cronbach Alpha	Variable indicator		r count >0,266	Cronbach Alpha
<b>Work (X1)</b>	<b>Discipline</b>			<b>Training (X3)</b>			
	X1_1	0,685			X3_1	0,674	
	X1_2	0,712			X3_2	0,794	
	X1_3	0,712	0.755		X3_3	0,826	

X1_4	0,780		X3_4	0,747	0.777
X1_5	0,366		X3_5	0,498	
<b>Work motivation (X2)</b>			<b>Employee Performance (Y1)</b>		
X2_1	0,891		Y_1	0,466	
X2_2	0,768		Y_2	0,604	
X2_3	0,702	0.805	Y_3	0,714	0.704
X2_4	0,697		Y_4	0,624	
			Y_5	0,307	

The results of the validity and reliability tests are shown in table 1, where all Cronbach Alpha values for each construction variable are greater than the provisions and the reliability test is declared valid. Other results from the correlation value for the validity test between question indicators on each question item are stated to be valid because the critical coefficient value ( $r\text{-count} > r\text{-table}$ ).

**4.2. Classic assumption test**

**A. Normality test**

A good regression model is a normal distribution seen or close to normal, which can be seen by looking at the shape of the data distribution in the probability plot through plotting (dots) of the actual data following the diagonal line (Taber, 2018).

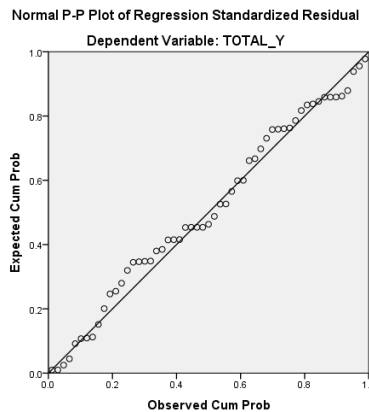


Figure 1. Research Regression Distribution Figure

The results shown in Figure 1 from the normal plot graphical display show that the data points are scattered around the diagonal line, so that the data distribution is assumed to follow or approach the normal distribution.

**2. Heteroscedasticity Test**

We conducted a heteroscedasticity test in this study to find out whether in the regression model there is an inequality of variance from one residual observation to another. The requirement for decision making from the heteroscedasticity test (Pratiwi, et al., 2020) is to look at the scatterplot graph where the dots spread without a clear pattern at the top and bottom or around the number 0.

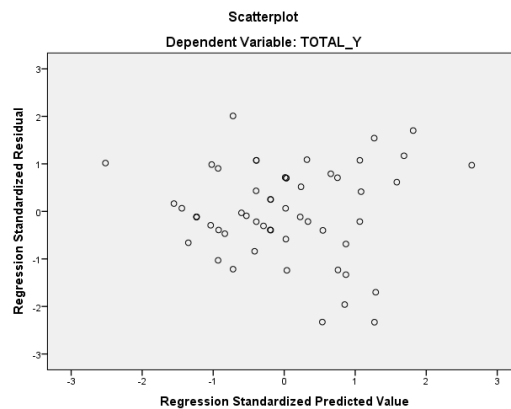


Figure 2. Research Scatterplot Display

The results shown in Figure 2 display the scatter plot of the research, it can be seen that the dots spread randomly and are spread both above and below the number 0 on the Y axis.

**3. Multicollinearity Test**

The multicorrelation test is carried out by looking at the Tolerance and VIF scores on the output coefficients, while the data requirement to pass the multicollinearity test is by looking at the tolerance values > 0.10 and VIF values < 10 (O'brien, 2007).

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Work Discipline	0,953	1,050
Work Motivation	0,955	1,047
Training	0,997	1,003

The results of calculating the tolerance value are as shown in table 2 where all independent variables have a tolerance value > 0.10, which means there is no correlation between the independent variables. Other results from calculating the Variance Inflation Factor (VIF) values also show the same thing, namely that there are no independent variables that have a VIF value > 10. These results can be concluded that there is no multicollinearity between the independent variables in the regression model.

**4.3. Regression Analysis of Research Data**

In this study, partial regression tests were carried out to determine the influence and magnitude of the influence of the independent variables on the dependent with the help of SPSS version 23 software.

Table 3. Partial Test Results of the Research Model

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.195	3.107		.063	.950
	TOTAL_X1	.436	.103	.451	4.246	.000
	TOTAL_X2	.283	.105	.286	2.697	.009
	TOTAL_X3	.287	.094	.316	3.051	.004

a. Dependent Variable: TOTAL\_Y

The results shown in table 3 show that the value of the variable X1 (work discipline) has a positive beta value of 0.436, a t-statistic of 4.246 and a significance of 0.000, which means that work discipline has a positive, strong and significant effect in supporting employee performance improvement. Furthermore, the value variable X2 (work motivation) obtained a positive beta value of 0.283, a t-statistic of 2.697 and a significance of 0.009, which means that work motivation has a positive, strong and significant effect in supporting employee performance improvement. Finally, the value of variable X3 (training) was found with a positive beta value of 0.287, t-statistic of 3.051 and a significance of 0.000, which means that training has a positive, strong and significant effect in supporting employee performance improvement.

The next step is to test the joint effect of the independent variables on the dependent variable by looking at the Annova table of test results with SPSS software version 23.

Table 4. Results of the Research Model Simultaneous Test

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.442	3	33.814	14.059	.000 <sup>b</sup>
	Residual	122.667	51	2.405		
	Total	224.109	54			

a. Dependent Variable: TOTAL\_Y

b. Predictors: (Constant), TOTAL\_X3, TOTAL\_X2, TOTAL\_X1

The results shown in table 4 obtained the ANOVA value obtained by the calculated F value of 14.059 > F table 3.18 with a sig value of 0.000, where the value is smaller than the sig value of 0.05 (0.000 < 0.05). it can be concluded that there is a significant influence together (work discipline, work motivation, training) on employee performance.

**4.4. Determination Coefficient Test**

The coefficient of determination test can be seen in the R-Squared value which is one of the criteria for determining that the selected independent variable can correctly explain the magnitude of the influence on the dependent variable.

Table 5. Results of the Research Model Determination Coefficient Test

<b>Model Summary</b>				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.673 <sup>a</sup>	.553	.420	1.551

a. Predictors: (Constant), TOTAL\_X3, TOTAL\_X2, TOTAL\_X1

The results shown in table 4 for the R-Square value of 0.553, where the variation of employee performance variables can be explained by the variables of discipline, motivation and training of 55.3% and the remaining 44.7% is explained by other factors outside the research.

**V. Discussion**

The results obtained in this study indicate that all independent variables have a strong and significant relationship to improving employee performance either partially or simultaneously. Work discipline was found to have the strongest, positive and significant effect ( $\beta=0.436$ ,  $t = 4.246$ ,  $\rho < 0.000$ ) in improving employee performance. In accordance with previous findings that work discipline is an important factor in creating an efficient, professional and productive work environment (Sudja & Yuesti, 2017). In addition, work discipline can help create consistent standards for evaluating employee performance (Esthi & Savhira, 2019) because clear rules and work standards allow HRD managers at BPJS Ketenagakerjaan to measure the performance of all employees in the same way so as to enable fair assessments (Sinambela, et al., 2022). It is important for BPJS Employment employees to maintain interactions with participants and other stakeholders. Through high work discipline, employees are expected to gain a level of trust in good, professional customer service and maintain public trust in this institution.

Furthermore, it was found that the influence of work motivation had a strong, positive and significant effect ( $\beta=0.283$ ,  $t = 2.697$ ,  $\rho < 0.009$ ) in an effort to improve employee performance. In line with previous findings which explain that work motivation is an important element in the context of business and organizational services because it can affect employee productivity, employee retention, and achievement of company goals (Al-Suraihi, et al., 2021; Jufrizen, et al., 2021) . In the context of work and service delivery, health insurance management often requires complex analysis and handling of complex problems (Oleribe, et al., 2019), a high level of productivity (Gibbs, et al., 2021) so it is important for BPJS management to have employees with great motivation because they are more likely to think creatively and seek new solutions to deal with job demands and overcome problems that arise at work (Irsyadi, 2023).

The influence of the training variable was also found to have a strong, positive and significant impact ( $\beta=0.287$ ,  $t = 3.051$ ,  $\rho < 0.004$ ) on improving employee performance. Supports previous findings regarding Effective training ensures that BPJS employees have a good understanding of the products and services they offer (Ratnawati, et al., 2021). In the context of this study, the work environment and rules in the employment insurance service sector often experience changes (Ganong, et al., 2020), it is important for BPJS Employment management to continue to carry out ongoing training (Okuzu, et al., 2022), because this this can ensure that employees are abreast of the latest developments in labor law and the best health insurance service practices (Jackson, 2015), in addition, ongoing training is expected to be able to encourage organizational management such as BPJS Ketenagakerjaan to adapt to service demands and changes related to services. health (Baweja, et al., 2021).

Together, the three elements in this study are able to create a healthy and productive work environment. Work discipline ensures employees work efficiently, work motivation keeps their spirits up, and training equips them with the necessary skills. Employment BPJS management needs to identify the needs of employees and develop appropriate strategies to improve their performance.

## **VI. Conclusion**

Human resources (HR) refers to all human elements that exist in an organization or company, by understanding the elements that can increase organizational success, management can make effective decision-making, good HR management and planning the company's long-term goals. Through testing things that can improve employee performance in health insurance service organizations (such as BPJS Employment), we found the importance of work discipline in ensuring employees work well and professionally, work motivation allows employees to think creatively and solutively, training equips employees readiness for changes in insurance services and healthcare demand.

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