

The Influence of Employee Agility on The Performance Employee of BPJS Kesehatan in Sumatera Utara and Aceh Region Deputies

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Abstract. The percentage of the target in BPJS Kesehatan is not up to 100%, but the achievement of performance on BPJS Kesehatan in 2020 does not reach the target. The lowest achievement is in the indicator of the Percentage of Competent Human Resources (HR), which is 63.72% of the 83% target. Therefore, the BPJS Kesehatan organizational agility strategy in dealing with changes and improving employee performance must be re-evaluated. The results of the employee agility test at BPJS Kesehatan Deputy for Sumatera Utara-Aceh Region which were carried out on employees consisting of 13 Heads of Referral Benefit Guarantee (RBG), 13 Heads of Primary Benefit Guarantee (PMP), 55 PMR Verifiers, 17 PMP Verifiers, 12 Staff Utilization of Primary Benefit Review, 13 Staff of Referral Benefit Review Utilization and 48 District/City Verifiers with a total of 171 people with a minimum passing grade target of 70 were not achieved. This shows that there are still many employees who do not have employee agility, especially related to the field of work that is carried out routinely which of course will have an impact on not optimal performance.

Keywords: Employees Agility, Employee performance, and BPJS Kesehatan

1. Introduction

The government-owned organizing agency engaged in the health sector that is most affected by the Covid-19 situation is the Badan Penyelenggara Jaminan Kesehatan (BPJS). The government urges BPJS Kesehatan leaders to be more agile in adapting to the Covid-19 pandemic. This aims to provide protection for the health and safety of BPJS Kesehatan employees and participants from the risk of spreading Covid 19 (BPJS Kesehatan, 2020). According to Mc Kinsey (2019); Arokodare and Asikhia (2020) expressed the opinion that in the current pandemic crisis, what organizations need is the speed of changing individual mindsets (employee agility).

Talking about a crisis will of course always be associated with a large number of changes in the business environment. The dynamically changing business environment is what is relevant today, may become obsolete tomorrow. According to White (2013), the dynamics of changing the business environment is closely related to an environment that is unstable, uncertain, complex and ambiguous, whether during a crisis or not.

Large, national and multinational organizations appear to be better and more agile in adapting, adopting change and dealing with crises than small organizations (Gerald et al, 2020). However, this is inversely proportional to the conditions that occur in BPJS Kesehatan.

Even though BPJS Kesehatan is a government-owned organizing body, the leadership of BPJS Kesehatan stated that the biggest internal challenge facing BPJS Kesehatan today is organizational agility which has an impact on organizational performance not being achieved (Deputy for Change Management and Mental Revolution, 2019). Akhigbe and Onuoha (2019) also state that financial strength or capital no longer guarantees the survival of an organization, but it is the organization's ability to manage change, resilience and high capacity to adapt that can ensure the organization can survive longer and grow forward.

To implement an agility-based strategy, Gehani (2010) recommends planning and implementing activities based on speed of decision making, teamwork between fields, integrated applications for effectiveness and efficiency, evaluation of programs that have not been implemented, product innovation planning and continuous learning at all levels. field. So far, BPJS Kesehatan has attempted to carry out change management in response to the organization's agility, but unfortunately 70% of the changes made by BPJS Kesehatan failed because the changes were not managed properly. (Deputy for Change Management and Mental Revolution BPJS Kesehatan, 2019).

This failure, of course, has an impact on achieving suboptimal performance. That even though the percentage of the target is not up to 100%, the achievement of BPJS Kesehatan performance in 2020 does not reach the target. The lowest achievement is in the indicator of the Percentage of Competent Human Resources (HR), which is 63.72% of the 83% target. Therefore, the BPJS Kesehatan organizational agility strategy in dealing with changes and improving employee performance must be re-evaluated.

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2 Literature Review

2.1 Employee Agility

A. Employee Agility

The following is the definition of agility summarized from various sources, namely:

1. The root or origin of agility (agility) comes from the concept of speed in production activities. Agile and fast production activities are a successful strategy for producers to improve organizational performance (Mehrabi et al., 2013).
2. According to different definitions of the word agility, it can be concluded the concept of speed and quick response as well as the concept of group work and common goals of the organization. Agility can be defined as the speed and rapid response of a harmonious group to changes made by the surrounding environment to achieve a goal (Yeganegi and Azar, 2012).

3. Agility is the ability to survive, develop and transform in a competitive, dynamic and unpredictable environment by utilizing technology, human resources, management and information to survive, grow and meet market needs (Jansen, 2010).
4. Agility is speed, flexibility, agility, agility and effective response to a constantly changing and unpredictable environment for increased profitability (Erande and Verma, 2008).
5. Employee agility includes agility in various dimensions, namely personal learner, feedback orientation, reflection, risk-taking ability and interpersonal risk-taking ability (Berliner and Calfee, 2013).

2.2 Performance Theory

Researchers have adopted various perspectives to study performance. The most common perspective consists of three different perspectives: (1) a divergent perspective that looks for individual characteristics (eg, mental, general abilities, personality) as sources of variation in performance, (2) a situational perspective that focuses on the situational aspect as a facilitator and which become a performance barrier and (3) a performance regulation perspective that describes the performance process. This perspective is not absolute but at least approaches the phenomenon of performance from various angles and can complement each other.

The individual differences perspective focuses on performance differences between individuals and seeks to identify the underlying factors. The main focus is that differences in performance between individuals can be explained by individual differences in ability, personality and/or motivation. According to Campbell (1990) in his model, Campbell distinguishes between performance components (eg, job-specific task proficiency), determinants of job performance components and predictors of performance component determinants. In this case Campbell describes the performance component as a function of three determinants:

1. declarative knowledge,
2. procedural knowledge and skills,
3. motivation.

Declarative knowledge includes knowledge of facts, principles, goals and self. It is assumed to be a person's abilities, personality, interests, education, training, experience and interactions. Procedural knowledge and skills include cognitive and psychomotor skills, physical skills, self-management skills and interpersonal skills. The predictors of knowledge and procedural skills were once again abilities, personality, interests, education, training, experience and interaction skills of treatment and also practice. Motivation consists of the choice to do, the level of effort and persistence of effort.

In his model, Campbell (1990) largely ignores situational variables as predictors of performance and summarizes studies that identify job knowledge and job skills as measured by work sample tests as predictors of individual performance. In addition, ability and experience are predictors of job knowledge and job skills, but have no direct effect on job performance. Cognitive abilities affect task knowledge, task skills, and task habits. However, personality variables are assumed to have an effect on contextual knowledge, contextual skills, contextual habits and task habits.

In 1990, Campbell described the literature on the structure and content of performance. Where when conceptualizing performance one must distinguish between aspects of action (behavior) and aspects of performance outcomes (Campbell, 1990; Kanfer, 1990; Roe, 1999). The behavioral aspect refers to what a person does in a work situation. Not every behavior is

included in the concept of performance. Behavior that is included in the concept of performance is only behavior that is relevant to organizational goals and performance is what the organization is ordered to do and the command is carried out well (Campbell et al., 1993).

Therefore, performance is not determined by the act itself but by the process of assessment and evaluation (Ilgen and Schneider, 1991; Schmit, 1997). In addition, only measures that can be measured are considered performance (Campbell et al., 1993). Aspects of performance results in addition to referring to the consequences or results of individual behavior, also depends on factors other than individuals. According to Sonnentag and Frese (2005) despite the general agreement that aspects of behavior and performance outcomes must be distinguished, there is a debate over which of these two aspects should be labeled 'performance'. But in this case Campbell et al. (1993) stated that when talking about performance, it refers to the behavioral aspect, namely the individual's performance in the organization which is a derivative of the individual's behavior towards the organization.

In 1990 Campbell described the literature on matters relating to performance in the form of work structure and understanding of performance itself. Even if we examine the last 10-15 years the definition and concept of performance is constantly evolving. In order to facilitate the reader's understanding of the concept of performance, performance can be divided into two aspects, namely: (1) aspects of action (ie behavior) and (2) aspects of performance results.

3 Research Method

3.1 Location and Time of Research

The location of this research was carried out at BPJS Kesehatan Sumatera Utara and Aceh which consisted of 1 regional deputy office and 13 branch offices, namely the Sumatera Utara and Aceh Regional Deputy, Banda Aceh Branch Office, Langsa Branch Office, Langsa Branch Office, Lhokseumawe Branch Office, Branch Office Meulaboh, Tapak Tuan Branch Office, Medan Branch Office, Kabanjahe Branch Office, Sibolga Branch Office, Pematang Siantar Branch Office, Padang Sidempuan Branch Office, Tanjung Balai Branch Office, Lubuk Pakam Branch Office, and Gunung Sitoli Branch Office. This research was conducted for 3 months from February 2022 to May 2022.

3.2 Population and Research Sample

Population refers to the whole group of people, events or things of interest that the researcher wants to investigate. Population is also a group of people, events or statistics (Sekaran and Bougie, 2020). The population in this study were all Assistant Managers of BPJS Kesehatan in Sumatera Utara and Aceh as many as 122 people.

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4 Discussion

Facing the problems as described in the introduction, employees must be able to be dynamic in a highly volatile business environment (Gerald, 2020). Therefore, the organization should always be aware of any changes in order to respond appropriately to any changes that occur in all operational activities. This description is in line with Tende and Ekanem (2018) who argue that employee agility is the ability of an organization to predict, anticipate, forecast trends and events in the business environment to make proactive responses that are appropriate to changes. The statement of the two researchers does not completely contradict the statement of Gerald et al (2020) but, according to Arokodare and Asikhia in a pandemic situation even though employees have employee agility, most organizations are very difficult to always maintain positive performance in the economic crisis phase, because there is a phase of cessation of activities. commercial as a result of the Covid-19 pandemic.

Organizational leaders encourage everyone to be able to express the ability to think and work as well as possible. Agile leaders encourage organizations to understand, take responsibility for organizational performance and employee performance and create acceptable solutions. Agile leaders encourage collaboration and employee communication within the organization. Agile organizational leaders also closely monitor processes that hinder employee agility in employee readiness for change.

According to Vernal Management Consultant (2015) assessing change readiness is the same as assessing the agility of the change itself, where the assessment considers three interrelated keys, namely commitment, capability and culture. These three things are the drivers that help or can even hinder the adaptation of change.

The drivers of organizational change agility, namely commitment, capability and culture, are broken down into change agility, namely the readiness of employees to implement organizational strategies (Combe, 2014). Organizational change agility is a deliberate assessment of these three drivers throughout the organization. It is also a trigger for strategic planning to improve the organization's ability to make employees adapt quickly and effectively in the face of change. These driving factors can be used as a basis for assessing employee change readiness. Change readiness applies a just-in-time perspective to drivers, asking more limited questions, "What does the organization need to provide and what impact will it have on employees if changes are made?" Based on this, readiness in dealing with change is not only about ensuring project success or specific program, but it is best if the organization has the agility of change.

5 Conclusion

This study provides information, input and suggestions to BPJS Kesehatan Management throughout Indonesia in optimizing employee performance through self-mental driving agility and employee readiness to change. Where self-mental driving agility can help improve organizational agility that can be implemented by leaders and practitioners in the health sector. In addition, it can help plan organizational strategies to achieve superior employee performance at BPJS Kesehatan.

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