Determine the Competency Development Strategy of Labor Social Security Practitioners

Naufal Mahfudz

PT Bogor Life Science and Technology (BLST), Indonesia

email: naufal_mfz@yahoo.com

Abstract

The purpose of this research is to map out the most important and most certain strategic assumptions related to the management of the competence of labor social security practitioners, and to determine the strategies that will be applied in developing the competence of labor social security practitioners at BPJS Ketenagakerjaan. Primary data were obtained from questionnaires, in-depth interviews, and Focus Group Discussions (FGD) involving 13 respondents who were experts on employment social security. The data processing and analysis technique uses the Strategic Assumption Surfacing and Testing (SAST) method to identify the strategic assumptions underlying the determination of the competency development strategy of the labor social security practitioners, and the Analytical Hierarchy Process (AHP) method to determine the priority of the competency development strategies. This study found that the variable of information technology advancement in supporting the competency development process of labor social security practitioners is a very very important and very very definite strategic assumption that influences the determination of competency development strategies for labor social security practitioners. This study also found that the alternative strategy considered to be the primary priority is implementing the technical professional competency standards of employment social security.

Keywords:

AHP, BPJS Ketenagakerjaan, Competence, SAST, Social Security Practitioners

Introduction

A nation is considered advanced and successful if it can transform the country into a welfare state. The welfare state, according to Spicker (2000), is a social welfare system that gives a greater role to the state or government in allocating public funds to ensure the fulfillment of the basic needs of its citizens. The existence and implementation of social security protection for all people are crucial in the context of achieving a welfare state.

The International Social Security Association (ISSA), a global community of social security professionals and experts, is committed to maintaining and expanding social security protection in alignment with the goals of the United Nations Sustainable Development Goals for 2030. ISSA has identified ten key global challenges facing social security system, one of which is closing the coverage gap. This formulation is based on the research and consultations involving more than 280 government departments and social security agencies worldwide.

McKinsey and Company (2019) released research indicating that the future of employment in Indonesia is positive. Some 23 million jobs could be replaced by automation in Indonesia by 2030. On the other hand, 27 million to 46 million new jobs could be created in the same period. The very dynamic changes in the composition of the types of work due to the loss of current jobs and the emergence of jobs in the future are a challenge in the acquisition of participation in the labor social security program that aims to create a welfare state.

Based on Law Number 24 of 2011 concerning the Social Security Administering Body, BPJS Ketenagakerjaan was established to provide protection and welfare programs for all workers and their families through the social security system. The number of Indonesians who work and are eligible to receive labor social security protection is 129,36 million people. Of this number, there are 55,28 million formal workers (42,73%) and 74,08 million informal workers (57,27%). BPJS Ketenagakerjaan data for 2019 shows that the working population registered as participants in the employment social security program amounted to 53,07 million people or 41,03%.

In accordance with the 2017-2021 Strategic Plan Roadmap, the target for total membership coverage in 2021 is 93.923.851 employees, with managed funds amounting to Rp 657,1 trillion. To achieve the short-term and long-term targets that have been set, particularly in terms of membership coverage, BPJS Ketenagakerjaan must be supported by qualified human resources, both in terms of quantity and quality, as well as in the process of developing their competencies.

BPJS Ketenagakerjaan manages human resources based on competence. To provide guidance its implementation, a Human Capital Transformation Road Map was developed for a five-year period (2017-2021), as presented in Table 1.

Table 1.
HR Transformation Roadmap for 2017-2021

Year				
2017	**2018**	**2019**	**2020**	**2021**
Fully Implemented Human Capital Management System (HCMS) and Suply Chain Management	Employer of Choice	Inspiring Organization Culture	Best Leadership	Inspiring Human Capital Management

Source: BPJS Ketenagakerjaan (2017)

The implementation of the roadmap has reached the stage of strengthening the performance culture and strengthening the system. The design of human resource development is

carried out by referring to certain competencies needed to execute the BPJS Ketenagakerjaan strategy as outlined in the dictionary and competency model. Broadly speaking, there are three types of competencies are developed: namely (1) core competencies (2) leadership competencies and (3) technical competencies. To maintain and improve employee competence, education and training related to career development, technical briefing and refresher are conducted periodically throughout the year.

To maintain and improve employee competence, education and training related to career development, technical briefing and refresher are conducted periodically throughout the year. Additionally, BPJS Ketenagakerjaan provides e-learning content facilities to offer employees the broadest the widest opportunity to independently develop their competencies. The competency-based HR system aims to enhance overall employee performance, while also enabling monitoring and evaluation of employee potential development and performance.

Spencer and Spencer (1993) define competence as a fundamental characteristic of an individual that is causally related to criteria referred to as criteria for effective and/or superior performance in a job or situation. Competence consists of five dimensions, namely: (a) knowledge, (b) skills, (c) self-concept and values, (d) traits, and (e) motives. Ganesh (2004) states that competence is the underlying characteristic of a person that enables them to achieve superior performance in a particular job, role, or situation. Ulrich and Smallwood (2011) define talent in an organization as a combination of competence, commitment, and contribution. Competence means that employees have the current and future knowledge, skills, and values to produce the specified performance. Competence focuses on the placement, training and promotion of employees. Competence is important, because without competence it will lead to poor decision making.

Based on the analysis described, the problem raised in this study concerns the increasingly strategic and important role of labor social security practitioners in achieving the target of expanding employment social security coverage in Indonesia. As of December 2019, the total membership coverage was still at 53,07 million workers from the total working population of Indonesia of 129,36 million workers, coupled with the dynamics of the loss of a number of jobs today and the growth of jobs in the future. Practitioners require a proper and adequate development process to become competent practitioners in their fields. A strategy for developing the competence of labor social security practitioners must be determined to enable these practitioners to attracts as many quality BPJS Ketenagakerjaan participants as possible and maintain their sustainability.

This research aims to map out the most important and most certain strategic assumptions related to the management of the competence of labor social security practitioners and to determine the strategies that will be applied in developing the competence of labor social security practitioners to address future work challenges. The employment social security practitioners

referred to in this study are employees of BPJS Ketenagakerjaan who serve as Account Representatives, spread throughout Indonesia, and play a key role in the search for participants in the employment social security program. The competencies focused on in this study are the specific technical competencies required of employment social security practitioners at BPJS Ketenagakerjaan.

Method

The data used in this study consisted of primary data and secondary data. The primary data were obtained through distributing questionnaires, in-depth interviews, and Focus Group Discussions (FGD) with 13 (thirteen) expert respondents in the field of employment social security. The secondary data were gathered from literature reviews, internet browsing, BPJS Ketenagakerjaan, the National Professional Certification Agency, the Indonesian Ministry of Manpower, the National Social Security Council, and other reliable sources. The data processing and analysis technique utilized the Strategic Assumption Surfacing and Testing (SAST) method to identify the strategic assumptions that underlying the determination of competency development strategy for the labor social security practitioner and uses the Analytical Hierarchy Process (AHP) method to determine the priority of the competency development strategy for the labor social security practitioners.

The SAST method is used to surface assumptions in policy formulation. This method is particularly helpful in uncovering critical assumptions that underlie policies, plans or strategies (Mason and Mitrof, 1981). SAST emphasizes on the assumptions behind events, rather than focusing on efficient designs and systems, so that they have the characteristics of using free and argumentative systems thinking. In this study, the SAST method was used to identify strategic assumptions, followed by the AHP method to determine the priority of competency development strategies for labor social security practitioners.

The strategic assumptions which are the opinion of the experts are ranked based on the level of importance and the level of certainty. In this study, the ranking of strategic assumptions related to managing the competence of labor social security practitioners is conducted based on the level of importance, using a scale of 1 to 7, ranging from least important to most important. And also ranking assumptions based on the level of certainty with an answer scale value of 1 to 7, starting from the least certain to the most certain.

The ranking results of strategic assumptions from questionnaires, interviews, and FGDs of labor social security experts that have been processed, then mapped into four quadrants. Based on the quadrant position, these strategic assumptions are used as the basis for determining the competency development strategy of labor social security practitioners. Quadrant I illustrates that

the strategic assumption is the most important assumption and the most certain influence on the choice of strategy to be pursued. Quadrant II illustrates that the strategic assumption is the most certain assumption but least important influence on the choice of strategy. Quadrant III illustrates that the strategic assumption is the least important assumption and the least definite effect on the choice of strategy to be taken. Quadrant IV illustrates that the strategic assumptions are the most important assumptions but the least certain in their influence on the choice of strategy.

The AHP method is used to determine the priority of the selected strategy. The AHP process is designed to organize information and expert opinions or judgments in selecting the most preferred alternative (Saaty 1983 referred to by Marimin, 2011). By using AHP, a problem can be addressed in an organized frame of mind, so that it can be expressed to make effective decisions on the issue. The working principle of AHP is the simplification of an unstructured, strategic and dynamic complex problem into parts and arranged in a hierarchy. Each variable is Importance is assigned a numerical value, subjectively about the significance of the variable and relative to other variables. Based on various considerations, a synthesis is then conducted to identify variables with high priority and play a role in influencing the results of the system (Marimin and Maghfiroh 2010). The AHP method in this study was used to determine the priority of the competency development strategy of the labor social security practitioners.

Results and Discussion

By using the SAST method, strategic assumptions are ranked. Graphically, the results of ranking the level of importance and the level of certainty of each strategic assumption are positioned in four quadrants, as presented in Figure 1. The analysis and synthesis are carried out on the strategic assumptions that are in Quadrant I, which represents the highest level of importance and level of certainty. This process aims to sharpen the considerations necessary for determining the choice of competency development strategies for labor social security practitioners.

In Quadrant I, strategic assumptions are identified with a value of 7.7 (very very important and very very certain) for the variables related competency management or information technology advancement variable that support the competency development process of labor social security practitioners. Strategic assumptions with a value of 7.6 (very very important and very certain) are identified for three variables: (1) BPJS Ketenagakerjaan management supports the development of practitioners' competencies, (2) practitioners' contributions in the expansion and management of employment social security program participation, and (3) the level of practitioners' understanding of expansion and management of employment social security program participation.

Figure 1.
Ranking of Strategic Assumptions for Managing the Competence of Labor Social Security Practitioners
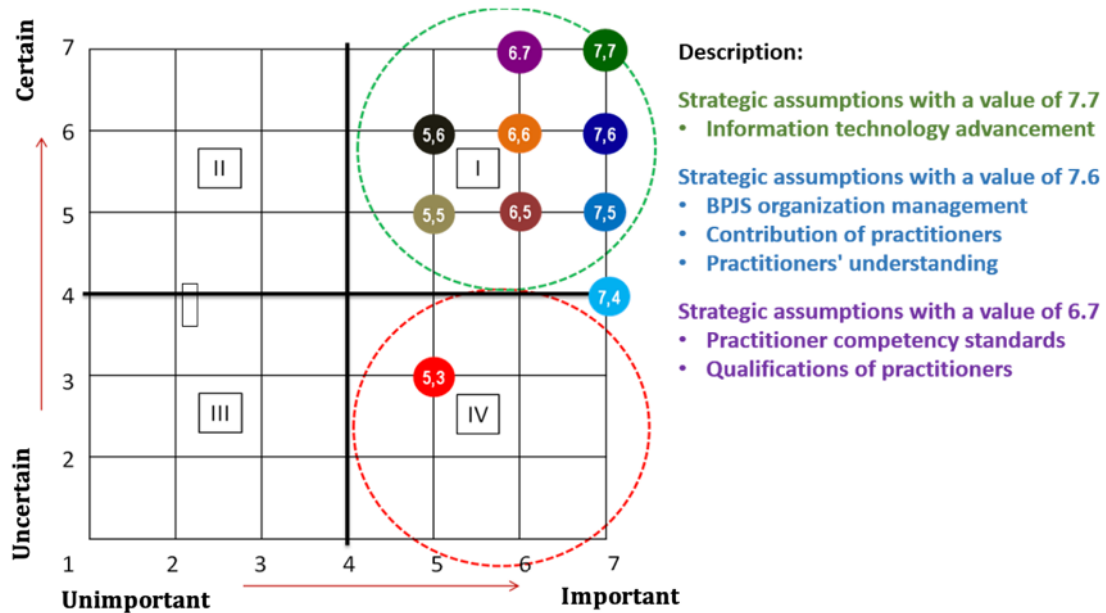
Strategic assumptions with a value of 6.7 (very important and very very certain) are identified two variables: the professional competency standard of labor social security practitioners as a reference in developing the competence of practitioners, and the qualifications of labor social security practitioners as the spearhead of the function of expansion and management participation in the employment social security program.

A strategic assumption with a very very important and very very certain value (7.7) is that advances in information technology support the process of developing the competence of labor social security practitioners. Assumptions at this level are the most important and most certain strategic assumptions. Gasco et al. (2004), in their research, stated that the implementation of information technology-based training programs in a company can identify success factors. These factors include flexibility in managing learning time, active participation of instructors, development of control mechanisms to ensure training effectiveness, preparation of high-quality content, and strengthening elements interactions among instructors, among trainees, as well as between the two. Al-Hariri and Al-Hattami (2016), in their research, suggest that many college students rely on technology for their academic needs. The use of technology correlates directly and statistically significantly with student achievement in carrying out their studies.

The analysis of determining strategic priorities using the AHP method is conducted to identify the best alternative strategy based on an analysis of influential criteria according to the

perspective of interests. In the analysis using the AHP, priority factors that play a role, the actors who play a role, the main objectives obtained, and the competency development strategies for labor social security practitioners facing future work are considered. This is done to find out the dominant factors, the main actors, the main objectives, which are strong reasons and can influence the priority strategy for developing the competence of labor social security practitioners to face future work.

Based on the synthesis of the results of justification by labor social security experts using the AHP method, this resulted in an alternative sequence of strategies for developing the competency of labor social security practitioners to face future work as presented in Table 2.

Table 2.
Alternative Priority Strategies for Competency Development of Labor social security Practitioners Facing Future Work

No.	Strategy Alternative	Weight Value	Priority
1.	Implementing the technical professional competency standards of labor social security consequently	0,312	1
2.	Strengthening regulations and institutional standards for technical professional competence of labor social security	0,205	3
3.	Improving the quality of education and training institutions referring to the technical professional competence standards of employment social security	0,245	2
4.	Increasing the number of training institutions, training institutions referring to professional competency standards of technical social security for employment in the regions	0,134	4

Source: Results of questionnaires, interview and FGDs with Expert Respondents

The priority alternative strategy is to implement the technical professional competency standard of labor social security, with a value of 0,312. According to Wijaya and Yudiningrum (2016) in their research, optimizing the application of human resource competency standards for journalists includes awareness competencies, knowledge competencies, and absolute skill competencies to be implemented immediately. This aims to improve the competence and quality of human resources journalists as the key contributors to news production. If the quality of the human resources of journalists is guaranteed, then the news produced is also of good quality. And, in turn, will make the press influential, enlighten the public, and contribute to the nation's enlightenment.

The second alternative strategy is to improve the quality of educational and training institutions, referring to the technical professional competence standards of labor social security (0,245). Educational and training institutions that conduct activities based on competency standards are always expected to consistently provide quality programs, enhance the quality of human resources, make organizational changes, and utilize technology to be able to adapt to current conditions. Madjid (2019), in his research, states that to improve the quality of educational and training institutions, it is necessary to prepare the implementation of the right Instructional Systems Design (ISD), which must be understood by all parties related to education and training, including the educational and training institutions themselves and other stakeholders.

The third alternative strategy is to strengthen the regulation and institutional competence standards for the technical profession of labor social security (0,205). The successful implementation of the competency standards of labor social security is determined by the quality of the regulations and the effectiveness of their implementation and enforcement. Quality regulations enable organization to functions properly with the support of all stakeholders. Adam and Hidayatina (2017) asserted that institutional strengthening, in terms of both regulations and institutions, is essential to maximize the role and function of these institutions. Harmonious and well-integrated inter-institutional relations will prevent overlapping authorities in implementing the established regulations.

The fourth alternative strategy is to increase the number of educational and training institutions referring to the technical professional competence standards of labor social security in the regions (0,134). The absence of educational and training institutions in the regions can make it difficult to implement competency standards in a complete and comprehensive manner. By establishing and multiplying educational and training institutions that refer to professional competency standards, the process of developing practitioners' competencies can be more efficient in terms of time and cost and can reach practitioners in remote areas.

The hierarchical framework and the alternative weights of priority competency development strategies for labor social security practitioners facing future work are presented in Figure 2.

Figure 2.
Hierarchical Framework and AHP Weights Values Based on the Results of Labor Social Security Experts' Justification
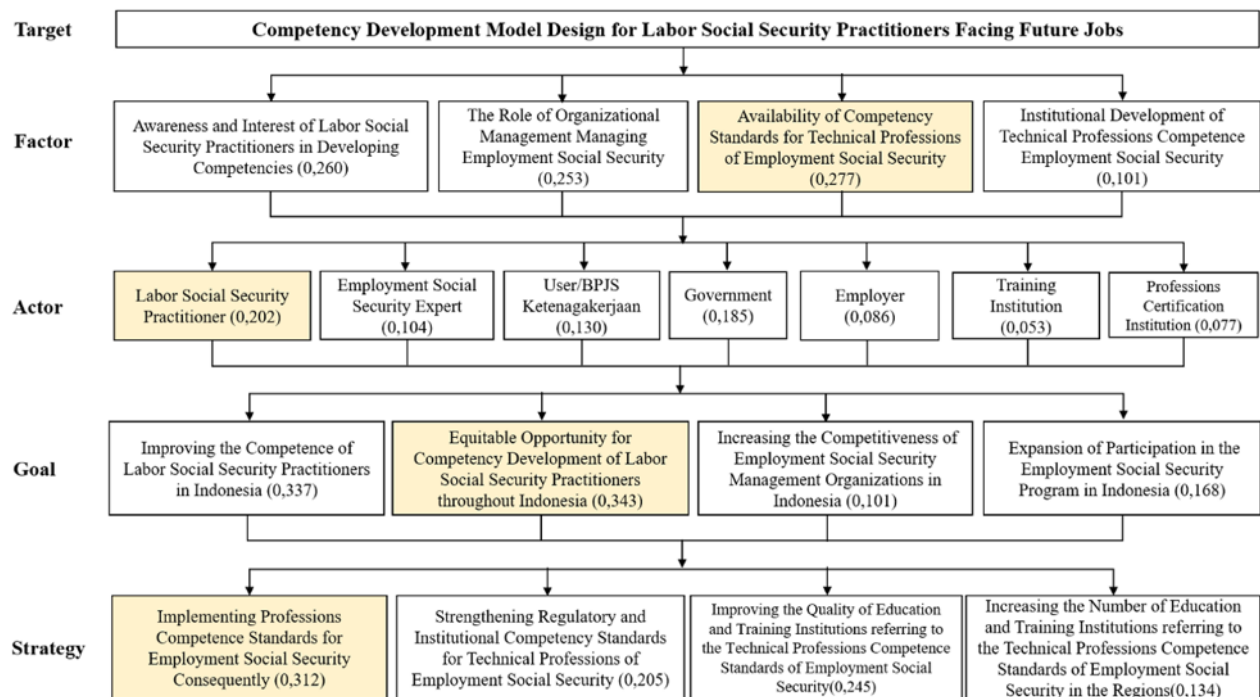
Conclusion

The results of the analysis and synthesis conducted using the Strategic Assumption Surfacing and Testing (SAST) method on strategic assumptions positioned in Quadrant I, which holds the highest level of importance and level of certainty, conclude that the strategic assumption of advancements in information technology supporting the competency development process of labor social security practitioners is a strategic assumption that very very important and very very certain (score 7.7). This assumption significantly influences in determining the competency development strategy of labor social security practitioners.

The results of the synthesis of the labor social security experts' justifications using the AHP method resulted an alternative sequence of strategies for developing the competence of labor social security practitioners to face future work challenges. The alternative strategy that is considered to be the main priority is implementing the technical professional competency standards of employment social security as a consequence weighted value 0,312. The second alternative strategy

involves improving the quality of educational and training institutions referring to the technical professional competence standards of employment social security (0,245). The third alternative strategy focuses on strengthening regulations and institutional competence standards for the technical profession of employment social security (0,205). Lastly, the fourth alternative strategy is increasing the number of educational and training institutions referring to the technical professional competence standards of labor social security in the regions (0,134).

References

Adam L, Hidayatina A. 2015. Peran Kelembagaan dalam Pelaksanaan KPS Penyediaan Air Minum. *Jurnal Ekonomi dan Pembangunan LIPI.* Vol.23, No.2, hal. 85-94.

Al-Hariri MT, Al-Hattami AA. 2017. Impact of students' use of technology on their learning achievements in physiology courses at the University of Dammam. *Journal of Taibah University Medical Sciences.* Volume 12, Isscue 1, February 2017, Pages 82-85.

Andersen JG. 2012. *Welfare States and Welfare State Theory.* Copenhagen (DK): Centre for Comparative Welfare Studies (CCWS). Department of Political Science. Aalborg University.

Boyatzis RE. 1982. *The Competent Manager: A Sistem for Effective Performance.* New York (US): Wiley.

[BPJS Ketenagakerjaan] Badan Penyelenggara Jaminan Sosial Ketenagakerjaan. 2015. Peraturan Direksi BPJS Ketenagakerjaan Nomor: Perdir/127/092015 Tentang Model, Kamus, Profil dan Pedoman Pengelolaan Kompetensi BPJS Ketenagakerjaan. Jakarta (ID): BPJS Ketenagakerjaan.

[BPJS Ketenagakerjaan] Deputi Direktur Perencanaan Strategis. Badan Penyelenggara Jaminan Sosial Ketenagakerjaan. 2017. Rencana Strategis 2017-2021. Jakarta (ID): BPJS Ketenagakerjaan.

[BPJS Ketenagakerjaan] Direktorat Kepesertaan. Badan Penyelenggara Jaminan Sosial Ketenagakerjaan. 2018. Laporan Manajemen 2018. Jakarta (ID): BPJS Ketenagakerjaan.

Checkland P., Scholes J. 2007. *Soft Systems Methodology in Action.* Chichester (UK): Wiley.

Eriyatno, Larasati L. 2013. *Ilmu Sistem: Meningkatkan Integrasi dan Koordinasi Manajemen.* Jilid 2. Surabaya (ID): Guna Widya.

Ganesh S. 2004. *Competency Based HRM. A Strategic Resource for Competency Mapping, Assessment and Development Centre.* New Delhi (IN): Tata McGraw-Hill.

Gasco JL, Llopis J, Gonzalez MR. 2004. The Use of Information Technology in Training Human Resources: An E-Learning Case Study. *Journal of European Industrial Training. 28(*5), 370-382. Retrieved June 28, 2021.

Hager P, Gonczi A. 1996. What is Competence? *Medical Teacher*. Vol. 18, No. 1.

Hermann M, Pentek T, Otto B. 2015. Design Principles for Industrie 4.0 Scenarios: A Literature Review. *Dortmunt (GE): Technische Universität Dortmund.*

Husodo SY. 2009*. Menuju Welfare State*. Jakarta (ID): Baris Baru.

Janowski A. 2016. From Competency Management to Organizational Effectiveness: Evidence for Live Insurance Industry in Central Europe. *Przedesiebiorczosc I Zarzadzanie 2016 Wydawnictwo San*, ISSN 1733-2486 Tom XVII, Zeszyt 10, Czesc II, ss. 37-52.

Kagermann H, Lukas WD, dan Wahlster W. 2013. Recommendations for Implementing The Strategic Initiative Industry 4.0: A Final Report. *Frankfurt (DE): National Academy of Science and Engineering.*

Klemp GO. 1980. *The Assessment of Occupational Competence.* Washington DC (US): National Institute of Education.

Kasali R. 2017. *Disruption*. Jakarta (ID): PT Gramedia Pustaka Utama.

Li AT, Lin YJ, Lai YP. 2011. The Building of the Competency Model for the Health Care Consultants: An Example Based on a Teaching Hospital in Central Taiwan. *International Journal of Social Science and Humanity*. 1(3): 199-2014.

Lindbeck A. 2006. *The Welfare State – Background, Achievements, Problems.* Stockholm (SE): Research Institute of Industrial Economics.

Madjid MC. 2019. Tantangan Menghasilkan Diklat yang Berkualitas dan Berdampak Luas. *Jurnal Inspirasi.* 10(1): 49-55.

Mansfield, R.S. (1996). *Building Competency Models: Approaches for HR Professionals. Human Resource Management*. New York (US): John Wiley & Sons, Inc

Marimin, Maghfiroh N. 2010. *Aplikasi Teknik Pengambilan Keputusan dalam Manajemen Rantai Pasok*. Bogor (ID): IPB Press.

Mason RO., Mitroff II. 1981. *Challenging Strategic Planning Assumptions: Theory, Cases, and Techniques*. New York (US): Wiley.

McClelland DC. 1973. Testing for competence rather than for 'intelligence'. *American Psychologist*. 28(1):423-447.

Merkel A. 2014*. Speech by Federal Chancellor Angela Merkel to the OECD Conference*. https://www.bundesregierung.de/breg-en/chancellor/speech-by-federal-chancellor-angela-merkel-to-the-oecd-conference-477432

Palan R. 2003. *Competency Management: A Practitioner's Guide*. Kuala Lumpur (MY): SMR.

[PT Jamsostek] 2013. Undang-undang Republik Indonesia Nomor 40 Tahun 2004 Tentang Sistem Jaminan Sosial Nasional dan Undang-undang Republik Indonesia Nomor 24 Tahun 2011 Tentang Badan Penyelenggara Jaminan Sosial. Jakarta (ID): PT Jaminan Sosial Tenaga Kerja (Persero).

Prifti L, Knigge M, Kienegger H, Krcmar H. A Competency Model for Industry 4.0 Employees. *Technical University Munich. Chair of Information Systems, Munich*, Germany.

Rekola M, Nippala J, Tynjala, VirtanenA. 2018. Modelling Competences and Anticipating the Future Competence Needs in The Forest Sector. *Silva Fennica*. Vol. 52 No. 3 article id 9983. 19 p.

Saaty TL. 1980. *The Analytical Hierarchy Process*. New York (US): McGraw Hill.

Schwab K. 2017. *The Fourth Industrial Revolution*. New York (US): Currency.

Skinner C. 2019. *Manusia Digital: Revolusi 4.0 Melibatkan Semua Orang*. Jakarta (ID): PT Elex Media Komputindo.

Skorkova Z. 2006. Competency Models in Public Sector. *Procedia-Social and Behavioral Sciences*. 230(2016)226-234.

Spencer LM Jr, Spencer SM. 1993. *Competencies at Work: Sistems for Superior Performance*. New York (US): J Wiley.

Spicker P. 2000. *The Welfare State: A General Theory*. California (US): Sage Publications.

Srivasta S, Chouchan VS. 2014. Understanding Competencies and Competency Modeling-A Literature Survey. *IOSR Journal of Business and Management* (IOSR-JBM). 16(1): 14-22.

Stor M. 2014. Reconceptualizing Strategic International Human Resources Management in Pursuing Sustainable Competitive Advantage of MNCs. *Human Resource Management*. 6 (10).

Tong H, Ye Y, Pan Y, Lu S, Zhang J. 2010. Analysis and Evaluation for Core Competence of Insurance Company Based on SEM. *iBusiness*. 2010, 2, 178-182 doi:10.4236/ib.2010.22021 Published Online June 2010 (http://www.SciRP.org/journal/ib).

Ulrich D, Smallwood N. 2011. What is Talent? *Executive White Paper Series*. Executive Education. Michigan Ross School of Business.

West DM. 2018. *The Future of Work: Robots, AI. And Automation*. Washington, DC (USA): Brooking Institution Press.

White RW. 1959. Motivation Reconsidered: The Concept of Competence. *Psychological Review*. 66(5):297-333.

Wijaya B, Yudiningrum FR. 2016. Meningkatkan kecerdasan bangsa melalui optimalisasi penerapan standar kompetensi wartawan. *Jurnal Komunikasi Ikatan Sarjana Komunikasi Indonesia*. E-ISSN: 2503-0795. Vol. 01 (02), 2016. 97-101.

Zingheim PK, Ledford GL, Schuster JR. 1996. Competencies and Competency Models: Does One Size Fit All? *ACA Journal*. Spring 1966, Volume 5 No. 1, pages 56-65.