TADBIR JURNAL STUDI MANAJEMEN PENDIDIKAN

http://journal.iaincurup.ac.id/index.php/JSMPI
DOI: http://dx.doi.org/10.29240/jsmp.v6i1.4223

The Effect of Reward and Punishment Policy on the Productivity of BPJS Health Employees Kotabumi Branch Office

Fadhilah Faiqoh
Universitas Islam Negeri Syarif Hidayatullah Jakarta
fadhilahfaiqoh9@gmail.com

Sidrotun Naim
IPMI International Business School
Universitas Islam Negeri Syarif Hidayatullah Jakarta
sidrotun.naim@ipmi.ac.id

Deden Rahmanudin
Universitas Islam Negeri Syarif Hidayatullah Jakarta
dedenrahmanudin6@gmail.com

Feb Amni Hayati
Universitas Pamulang
dosen01657@unpam.ac.id

Sabil Mokodenseho
Universitas Islam Negeri Syarif Hidayatullah Jakarta
sabil.mokodenseho@gmail.com

Abstract: *The discipline of employees regarding working hours at the office of BPJS Health Kotabumi Branch is still relatively low. This low discipline of employees towards working hours can cause a lack of employee productivity. Problems concerning discipline in a company or government agency must be solved by making policies to overcome them. This study aimed to analyze the effect of implementing reward and punishment policies as a solution to increase employee productivity. The type of this study was field research with the quantitative method to analyze the obtained data. Samples in this study were 30 employees of BPJS Health for Kotabumi Branch, selected using the total sampling technique. Meanwhile, to analyze the obtained data, the researcher used multiple linear regression analysis. The results of the calculations using the Multiple Linear Regression analysis at a significance level of 0.05 (α) showed as follows. First, the p-value for H_{0A} was 0.02 (< 0.05), meaning that H_{0A} was rejected, concluding that the reward policy had an effect on increasing employee performance productivity. Second, the p-value for H_{0B} was 0.00 (< 0.05), meaning that H_{0B} was also rejected, concluding that the punishment policy had an effect on increasing employee performance productivity. Third, the p-value for H_{0C} was 0.00 (< 0.05), meaning that H_{0C} was rejected, concluding that the reward and punishment policy had an effect on increasing employee performance productivity. These findings contributed to increasing the productivity of employee performance. In addition, they can be used by policymakers in a company for increasing the productivity of employee performance.*
Keywords: *BPJS Health; Employee Productivity; Policy Management*

INTRODUCTION

The Social Security Administration for Health (BPJS) as a government establishment that functions to administer a national health insurance program to hundreds of millions of Indonesians has constantly drawn criticism from various circles, including those voiced by the House of Representatives of the Republic of Indonesia (DPR RI) such as Kurniasih Mufidayati from the PKS faction and Dewi Asmara from the Golkar faction (Pebrianto, 2020). The main criticism nationally relates to the high BPJS Health contributions which are considered burdensome for users, including BPJS governance which needs to be improved. The procedure for increasing contributions and improving the governance of BPJS Health is regulated in the Presidential Regulation Number 64 of 2020 concerning National Health Insurance.

Various criticisms of BPJS Health show that there are many problems that need to be fixed and the government has not been fully successful and that government consistency is needed in the health programs that are implemented. Initially, the government increased BPJS contributions from January 1, 2020 through Presidential Regulation Number 75 of 2019. The Indonesian Dialysis Patient Community (KPCDI) sued the regulation to the Constitutional Court. In February 2020, the Supreme Court granted the lawsuit and stated that the increase in BPJS contributions violated the constitution. Then on May 5, 2020, the government again increased BPJS contributions for the second time through Presidential Regulation Number 64 of 2020. Various criticisms have also come because the government is considered not to heed the Supreme Court's decision (Pebrianto, 2020).

The issue of BPJS Health does not only occur at the level of policymakers, but also in management (Erniaty & Harun, 2020), service quality, and the performance of BPJS employees (Putri, 2021). The initial study assessed that BPJS Health which was formed to improve people's welfare had not been able to meet the expectations of the community (Kholis et al., 2018). In that context, apart from the debate over the issue of BPJS Health at the level of policymakers, it is also necessary to improve the performance of BPJS employees in serving the people, especially employees assigned to various BPJS offices in Indonesia. Because, excellent service to BPJS participants is the main thing (Suryani & Sopiyana, 2020; Sopiyana, 2020).

Various studies mention that one approach that can improve a person's performance to be productive is by implementing a reward and punishment policy (Haynos et al., 2020; Ozono et al., 2020; Sala et al., 2018). Reward means rewards, prizes, rewards, or wages (Echols, 2016). According to Monoarfa (2020), rewards aim to make someone more active in doing a job that is being

done and improve the performance that has been achieved. In line with Monoarfa, Simamora (1999) said that reward is intensive, which links payments on the basis of increasing the spirit of employee productivity in order to achieve a competitive advantage. While punishment is defined as a form of punishment or torture given to someone who violates the constitution or so on. According to Ivancevich et al (2006), punishment is an unpleasant or unwanted consequence as a result of actions that have been taken.

Reward and punishment policies can be applied to improve employee performance in a company. However, what should be noted is that people may expect the impact of reward and punishment to lead to symmetrical results. In that context, the study of Góis et al (2019) is interesting in looking at the dilemma between reward and punishment policies. Their research found that punishment was effective for high cooperation in the same way as a reward was effective for low cooperation. In low cooperation scenarios (under low risk, threshold, or budget), reward alone plays the most important role. However, in the opposite scenario, punishment alone does not have the same impact. Either a favorable scenario occurs, in which any policy yields satisfactory results, or punishment cannot increase outcomes by itself. So, they concluded that the synergy between the two policies, reward and punishment, was important to achieve cooperation.

This study was conducted to answer research questions about whether reward and punishment policies affect employee productivity. So far, studies on reward and punishment policies related to employee productivity have been carried out by many early researchers. At the conceptual level, Podsakoff et al (2010) study suggest that forms of reward and punishment behavior can have a substantial effect on a variety of important employee attitudes, perceptions, and performance measures. This view is evidenced by Panekenan et al (2019), which links reward and punishment policies with the performance of Bank Indonesia Manado Branch employees. They found that using multiple regression analysis of 40 respondents showed that reward and punishment had a significant effect on employee performance simultaneously and partially. Employees feel flattered by the awards given by the company−encouraging employee motivation to work harder and produce better performance. Employees take punishment positively as a lesson and use punishment as an incentive to further motivate them and create better performance. In line with Novarini and Imbayani (2019), which links reward and punishment policies with the performance of employees of the Royal Tunjung Bali Hotel & Spa Legian concluded that of the 35 samples analyzed using multiple linear regression assisted by SPSS version 17.0, it was found that the F-test results were obtained, with F count of 73.737 with a significance value of 0.000 <0.05 then Ho is rejected, this means that the reward

and punishment variables have a simultaneous effect on employee performance variables. The reward has a positive and significant effect on employee performance, it can be seen from the results of the T-test that the T calculated value of significance value is 2.229 of 0.033, while the T value of punishment is 2.196 which means that it has a significant and positive effect on employee performance.

Various initial studies agreed and succeeded in proving that reward and punishment policies affect employee productivity in a company (Efendi et al., 2020; Kellogg et al., 2020; Nazir & Islam, 2019; Balozian et al., 2017) but only slightly, which relates to the performance of BPJS Health employees. At least, the latest study linking reward and punishment policies with BPJS Health was conducted by Nugrahaningsih et al (2021), where they used a population of 1700 respondents and set a sample of 324 respondents using the Slovin formula. By using the statistical method of structural equation modeling with the WarpPLS 6.0 approach, it can be concluded that the reward and punishment policy has a significant effect on BPJS services and employee performance at Abdul Wahab Sjahrani Hospital, Samarinda. The difference with this study, in addition to the number of population and samples, methods, and approaches, also lies in the research subject, namely here the researcher focuses on the employees of BPJS Health Kotabumi Branch as researched by Yudiansyah et al (2018), and Nurbaiti and Saputra (2021), it's just that they do not examine how the effect of reward and punishment policies on employee productivity as in this study.

RESEARCH METHODS

This study was conducted to determine whether the reward and punishment policy have an effect on the work productivity of BPJS Health Kotabumi employees so that this type of field research with quantitative methods is considered relevant to be applied in this study (Nardi, 2018; Bloomfield & Fisher, 2019). The total population of the study was 30 employees of the BPJS Health Kotabumi Branch. The sample collection technique used is total sampling, which is a sampling technique where the number of samples is the same as the population (Lohr, 2021; Etikan et al., 2016). That is to say, the sample of this study amounted to 30 people as the number of the population was determined. This study uses primary data obtained based on observations, interviews, questionnaires, and documentation; and secondary data obtained from documents available at the Office of BPJS Health Kotabumi Branch, journal articles, and books relevant to the variables of this study. Multiple linear regression analysis was used to analyze the research data, which was aided by SPSS software version 22.0 for Windows.

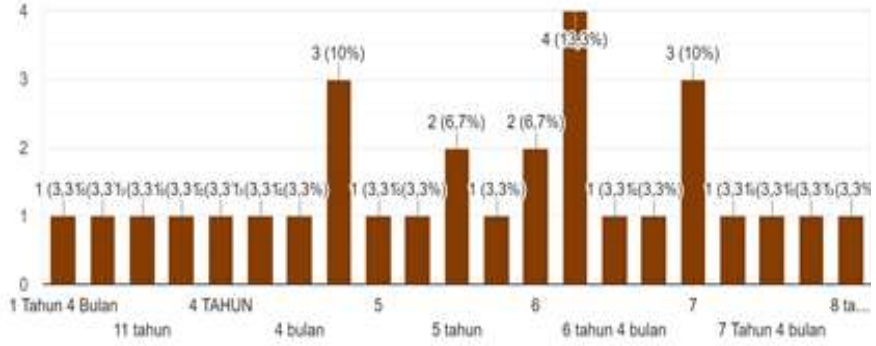
RESULTS AND DISCUSSION

Characteristics of respondents in this study consisted of 30 respondents who participated in filling out the questionnaire. The results of the characteristics of the respondents were seen by gender and length of service for BPJS Health Kotabumi Branch employees.

Diagram 1. Frequency distribution of respondent characteristics by gender

Description:
1: Male
2: Female

Diagram 2. Frequency distribution of respondents' characteristics based on length of work



The research was conducted through a questionnaire using a google form of research respondents in terms of gender and length of work. In Diagram 1, it can be seen that respondents based on gender, from 30 respondents, most of them were 16 respondents (53.3%) while 14 respondents were male (46.7%). Meanwhile, in Diagram 2, in terms of length of service of the respondents, the maximum is 7 years and 4 months, which is 3.31%.

The results of the calculation of the validity of the reward instrument, punishment instrument, and work productivity instrument can be seen in the following table:

Table 1. Test the validity of the reward instrument

No. Question Points	$r_{x(y-1)}$	r_{table}	Description	Decision
1	0,800	0,361	Valid	Used
2	0,813	0,361	Valid	Used
3	0,808	0,361	Valid	Used
4	0,803	0,361	Valid	Used
5	0,786	0,361	Valid	Used
6	0,790	0,361	Valid	Used
7	0,809	0,361	Valid	Used
8	0,802	0,361	Valid	Used
9	0,802	0,361	Valid	Used
10	0,812	0,361	Valid	Used
11	0,792	0,361	Valid	Used
12	0,805	0,361	Valid	Used
13	0,806	0,361	Valid	Used

Table 1. shows that of the 13 questionnaire items, all of them fit into the criteria for a valid test item, because $r_{x(y-1)}$ is more than or equal to r_{table} ($r_{x(y-1)} \geq r_{table}$). This shows that all questionnaire items deserve to be tested for data collection of reward instruments.

Table 2. Test the Validity of Punishment Instruments

No. Question Points	$r_{x(y-1)}$	r_{table}	Description	Decision
1	0,641	0,361	Valid	Used
2	0,651	0,361	Valid	Used
3	0,662	0,361	Valid	Used
4	0,638	0,361	Valid	Used
5	0,593	0,361	Valid	Used
6	0,621	0,361	Valid	Used
7	0,616	0,361	Valid	Used
8	0,604	0,361	Valid	Used
9	0,629	0,361	Valid	Used
10	0,661	0,361	Valid	Used
11	0,633	0,361	Valid	Used

Table 2. shows that of the 11 questionnaire items, all of them fit into the criteria for valid test questions, because $r_{x(y-1)}$ is more than or equal to r_{table} ($r_{x(y-1)} \geq r_{table}$). This shows that all items in the questionnaire deserve to be tested for data collection on the punishment instrument.

Table 3. Test the Validity of Work Productivity Instruments

No. Question Points	$r_{x(y-1)}$	r_{table}	Description	Decision
1	0,921	0,361	Valid	Used
2	0,925	0,361	Valid	Used
3	0,938	0,361	Valid	Used
4	0,939	0,361	Valid	Used
5	0,923	0,361	Valid	Used
6	0,923	0,361	Valid	Used
7	0,922	0,361	Valid	Used
8	0,923	0,361	Valid	Used
9	0,930	0,361	Valid	Used
10	0,927	0,361	Valid	Used
11	0,927	0,361	Valid	Used
12	0,924	0,361	Valid	Used
13	0,928	0,361	Valid	Used
14	0,925	0,361	Valid	Used
15	0,935	0,361	Valid	Used

Table 3. shows that of the 15 questionnaire items, all of them fit into the criteria for a valid test item, because because $r_{x(y-1)}$ is more than or equal to r_{table} ($r_{x(y-1)} \geq r_{table}$). This shows that all questionnaire items are eligible to be tested for data collection on work productivity instruments.

The calculation of the reliability index of the reward instrument, punishment instrument, and work productivity instrument, in the form of a questionnaire is said to be good if it has a reliability coefficient of more than 0,361 ($r_{11} \geq 0{,}361$). Based on the results of the calculations carried out, it shows that the reward questionnaire item has a reliability index of 0.815 ($r_{11} = 0{,}815 \geq 0{,}361$). These results indicate that the instrument used is reliable (the measurement is consistent and accurate), so that the results of the questionnaire to measure the rewarding instrument can be trusted and deserve to be used to collect data. While the results of the calculations carried out on the questionnaire items giving punishment have a reliability index of 0.654 ($r_{11} =$

0,654 ≥ 0,361). These results indicate that the instrument used is reliable (the measurement is consistent and accurate), so the results of the questionnaire to measure the instrument of punishment are reliable and appropriate to use to collect data.

Then the results of the calculations that have been carried out on the work productivity questionnaire items have a reliability index of 0,932 (r_{11} = 0,932 ≥ 0,361). These results indicate that the instrument used is reliable (the measurement is consistent and accurate) so that the results of the questionnaire to measure the work productivity instrument are reliable and appropriate to use in collecting data.

Multiple Linear Regression Analysis is a linear relationship between two or more independent variables (X) and the dependent variable (Y). This analysis is to determine the effect of reward and punishment on work productivity. The calculation of the Multiple Linear Regression test in this study uses the SPSS 22 program. The first test performed in the Multiple Linear Regression analysis is the t-test. The t-test aims to see the effect of two variables X on variable Y partially. The results of the t-test in the Multiple Linear Regression analysis can be seen in the table below:

Table 4. Results of t-test in Multiple Linear Regression Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-6,051	9,677		-,625	,537
Reward	,314	,214	,223	1,465	,02
Punishment	1,160	,291	,609	3,993	,000

Dependent Variable: Work Productivity

Based on table 4, it can be seen that the p-value (Sig.) for the effect of giving rewards on work productivity at a significance level of $a = 0,05$, obtained a $p - value = 0,02$. This shows that $p - Value \leq 0,05$, so H_{0A} is rejected and H_{1A} is accepted. The conclusion is that there is an effect of giving rewards on work productivity. Then it can be seen that the $p - value$ (Sig.) for the effect of giving punishment on work productivity at a significance level of $a = 0,05$, the $p - value = 0,000$ is obtained. This shows that $p - Value \leq 0,05$, so H_{0B} is rejected and H_{1B} is accepted. The conclusion is that there is an effect of giving punishment on work productivity.

The second test performed in the Multiple Linear Regression analysis, namely the F-test. This test aims to see the effect of two variables X on variable Y simultaneously. The results of the F-test in Multiple Linear Regression analysis can be seen in the table below:

Table 5. F-test Results in Multiple Linear Regression Analysis

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	455,536	2	227,768	18,225	,000[b]
Residual	337,431	27	12,497		
Total	792,967	29			

a. Dependent Variable: Work Productivity
b. Predictors: (Constant), Punishment, Reward

Based on the table above, it can be seen that the $p - value$ (Sig.) for the effect of giving rewards and punishments on work productivity at a significance level of $a = 0{,}05$, obtained a $p - value = 0{,}000$. This shows that $p - Value \leq 0{,}05$, so H_{0C} is rejected and H_{1C} is accepted. The conclusion is that there is an effect of giving rewards and punishments on work productivity.

CONCLUSION

Reward and punishment policies are essential to encouraging someone to work because they affect an employee's work discipline. Every company should pay attention to rewards and punishments that are balanced with the workload of employees. From the results of data analysis and hypothesis testing, this study concludes three things about whether there is an effect of reward and punishment policies on the productivity of BPJS Health Kotabumi Branch employees. (1) The implementation of the reward policy affects the increase in productivity of BPJS Health Kotabumi Branch employees. (2) The implementation of the punishment policy affects the increase in productivity of BPJS Health Kotabumi Branch employees. (3) The implementation of the reward and punishment policy affects the productivity of BPJS Health Kotabumi Branch employees. This research contributes to increasing the productivity of employee performance and can be used by policymakers in a company.■

REFERENCES

Balozian, P., Leidner, D., & Warkentin, M. (2017). Managers' and Employees' Differing Responses to Security Approaches. *Journal of Computer Information*

Systems, *59*(3), 197–210. https://doi.org/10.1080/08874417.2017.1318687

Echols, J. M. (2016). *Kamus Inggris-Indonesia*. PT. Gramedia Pustaka Utama.

Efendi, R., Rifa'i, M. N., Bahrun, K., Milla, H., & Suharmi, S. (2020). The Mediation of Work Motivation on the Effects of Work Discipline and Compensation on Performance Batik MSMEs Employees in Yogyakarta City, Indonesia. *International Journal of Multicultural and Multireligious Understanding*, *7*(1), 689–703. https://doi.org/10.18415/IJMMU.V7I1.1375

Erniaty, E., & Harun, H. (2020). Understanding the impacts of NPM and proposed solutions to the healthcare system reforms in Indonesia: the case of BPJS. *Health Policy and Planning*, *35*(3), 346–353. https://doi.org/10.1093/heapol/czz165

Góis, A. R., Santos, F. P., Pacheco, J. M., & Santos, F. C. (2019). Reward and punishment in climate change dilemmas. *Scientific Reports 2019 9:1*, *9*(1), 1–9. https://doi.org/10.1038/s41598-019-52524-8

Haynos, A. F., Lavender, J. M., Nelson, J., Crow, S. J., & Peterson, C. B. (2020). Moving towards specificity: A systematic review of cue features associated with reward and punishment in anorexia nervosa. *Clinical Psychology Review*, *79*, 101872. https://doi.org/10.1016/J.CPR.2020.101872

Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2006). *Organizational Behavior and Management*. McGraw Hill.

Kellogg, K. C., Valentine, M. A., & Christin, A. (2020). Algorithms at Work: The New Contested Terrain of Control. *Https://Doi.Org/10.5465/Annals.2018.0174*, *14*(1), 366–410. https://doi.org/10.5465/ANNALS.2018.0174

Kholis, N., Ratnawati, A., & Farida, Y. N. (2018). Customer satisfaction on the performance of social security administrator (BPJS) Health in Central Java, Indonesia. *The International Journal of Organizational Innovation*, *10*(4), 150–165.

Monoarfa, R. (2020). Penerapan Reward and Punishment dalam Upaya Peningkatan Disiplin Kehadiran Mengajar Guru Di SDN 03 Duhiadaa. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, *4*(2), 159–168. https://doi.org/10.37905/aksara.4.2.159-168.2018

Nazir, O., & Islam, J. U. (2019). Influence of CSR-specific activities on work engagement and employees' innovative work behaviour: an empirical investigation. *Current Issues in Tourism*, *23*(24), 3054–3072.

https://doi.org/10.1080/13683500.2019.1678573

Novarini, N. N. A., & Imbayani, I. G. A. (2019). The Influence of Reward and Punishment on Employee Performance at Royal Tunjung Bali Hotel & Spa Legian. *International Journal of Applied Business and International Management*, *4*(3), 33–44. https://doi.org/10.32535/ijabim.v4i3.681

Nugrahaningsih, R., Setyadi, D., Mintarti, S., Rochaida, E., Suharto, R. B., Faturrahman, F., & Awaluddin, M. (2021). Effect of Organizational Commitment and Employee Empowerment and Reward and Punishment of Motivation BPJS Services and Performance of Employees in Hospital Abdul Wahab Sjahranie Samarinda, Indonesia. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, *12*(13), 4301–4314.

Nurbaiti, N., & Saputra, R. (2021). Sistem Informasi Pembayaran Klaim BPJS FKTP Persalinan Puskesmas di Kabupaten Lampung Utara Pada BPJS Kesehatan Kotabumi Menggunakan Metode Waterfall. *Jurnal Ilmiah Informatika & Komputer Surya Intan (JIIKSI)*, *8*(1), 36–46.

Ozono, H., Kamijo, Y., & Shimizu, K. (2020). The role of peer reward and punishment for public goods problems in a localized society. *Scientific Reports 2020 10:1*, *10*(1), 1–8. https://doi.org/10.1038/s41598-020-64930-4

Panekenan, R. M., Tumbuan, W. J. F. A., & Rumokoy, F. S. (2019). The Influence of Reward and Punishment Toward Employee's Performance at Bank Indonesia Branch Manado. *Jurnal EMBA*, *7*(1), 471–480. https://doi.org/10.35794/emba.v7i1.22436

Pebrianto, F. (2020). *DPR Kritik BPJS Kesehatan dan Menkes Naikkan Iuran Saat Reses*. TEMPO.CO. https://bisnis.tempo.co/read/1352468/dpr-kritik-bpjs-kesehatan-dan-menkes-naikkan-iuran-saat-reses/full&view=ok

Podsakoff, N. P., Podsakoff, P. M., & Kuskova, V. V. (2010). Dispelling misconceptions and providing guidelines for leader reward and punishment behavior. *Business Horizons*, *53*(3), 291–303. https://doi.org/10.1016/j.bushor.2010.01.003

Putri, F. R. J. (2021). Literature Review: Analysis of Factors Related to User Satisfaction on The Online Reference System for BPJS Health Participants in Semarang City. *Muhammadiyah International Public Health and Medicine Proceeding*, *1*(1), 149–158. https://doi.org/10.53947/miphmp.v1i1.41

Sala, M., Egbert, A. H., Lavender, J. M., & Goldschmidt, A. B. (2018). Affect, reward, and punishment in anorexia nervosa: a narrative overview. *Eating*

and Weight Disorders - Studies on Anorexia, Bulimia and Obesity 2018 23:6, *23*(6), 731–737. https://doi.org/10.1007/S40519-018-0588-9

Simamora, H. (1999). *Manajemen Sumber Daya Manusia*. Balai Pustaka.

Sopiyana, M. (2020). The Effect Payment Methods and Services on The Satisfaction BPJS Health Members South Tangerang. *EAJ (Economics and Accounting Journal)*, *3*(3), 154–162. https://doi.org/10.32493/eaj.v3i3.y2020.p154-162

Suryani, N., & Sopiyana, M. (2020). The Influence of BPJS Health Payment and Service Method for Satisfaction of BPJS Health Members in South Tangerang. *Proceedings of the 2nd International Seminar on Business, Economics, Social Science and Technology (ISBEST 2019)*, 93–96. https://doi.org/10.2991/aebmr.k.200522.019

Yudiansyah, Y., Purnama, H., & Fahrizi, F. (2018). Pengaruh Sarana Prasarana terhadap Produktivitas Kerja Pada BPJS Kesehatan Cabang Kotabumi. *Jurnal Manajemen Mandiri Saburai (JMMS)*, *2*(4), 9–17. https://doi.org/10.24967/jmms.v2i04.554