

## COMMUNICATION STRATEGY OF BPJS EMPLOYMENT MEDAN BRANCH OFFICE IN DISSEMINATING THE RETIREMENT GUARANTEE PROGRAM

Vanya Nurul Izza<sup>1\*</sup>, Nuri Aslami<sup>2</sup>

<sup>1,2</sup> Management Studies Program, Faculty of Islamic Economics and Business, Universitas Islam  
Negeri Sumatera Utara

E-mail: <sup>1)</sup> [vanyanurul2@gmail.com](mailto:vanyanurul2@gmail.com), <sup>2)</sup> [nuriaslami@uinsu.ac.id](mailto:nuriaslami@uinsu.ac.id)

### Abstract

*The purpose of this study was to describe the communication strategy of BPJS Employment Medan Branch Office in disseminating the retirement insurance program and to find out the obstacles faced by the Manpower Office in disseminating the retirement insurance program. This study uses a descriptive method with a communication approach. Methods of collecting data through observation, interviews and documents. The results showed that (1) the strategies used by BPJS Employment Medan Branch in the socialization of the retirement insurance program were knowing or identifying the target audience, translating messages in this case the BPJS Employment Law, Government Regulations (PP), Minister of Manpower Regulations (PMTK), BPJS Employment Vision and Mission, Benefits of the retirement insurance program, registration procedures, as well as coordination with the local labor government and social services related to the socialization of the retirement insurance program, (2) Obstacles faced by BPJS Employment Medan Branch Office in socializing the retirement insurance program, especially for determine the audience socialized by participants Currently not workers in charge of processing company data, so the message document is not right on target, as well as to determine the method used when BPJS Employment Medan Branch Office and related agencies. Expected search results This can maximize the form of communication strategies in the socialization of the retirement insurance program in the future and become material for the development of further studies related to the retirement insurance program at BPJS Employment at the Medan Branch Office.*

Keywords: *BPJS Employment, Retirement Insurance Program, Communication Strategy*

### 1. INTRODUCTION

A communication strategy is a method for overseeing the successful execution of communication activities. Communication strategy is essentially goal-oriented planning and management (Harahap, 2019). The significance of the communication strategy used by the BPJS Employment office stems from the fact that the Health Social Security Agency (henceforth BPJS) still lacks communication to ensure socialization needs are met. There are both old and new insurance policies.

Obtaining prosperity (for the people) is the goal of every individual, nation, and state (Panjaitan & Rahmat, 2021). Nonetheless, in order to realize the well-being of the people, every individual, every nation, and every nation takes a different road, based on the goals and philosophies upon which it was created. People's welfare cannot be achieved in isolation from the environment in which we live, the condition of the nation and state, and the statutory provisions that underpin it. In other words, a country's economic, political, and sociocultural

systems are essential to its prosperity. According to Noviansyah (2019) state that the social security system is both the means and the ultimate objective (goal) of the current global affluence.

The founding fathers of the Republic of Indonesia pledged to create a welfare state. The state defends the entire Indonesian nation and the entire Indonesian homeland, promotes state interests, teaches the country's life, and contributes to the realization of independence, eternal peace and social justice, and an independent-based world order. Citizenship in accordance with the Indonesian national constitution. It was founded in Indonesia's popular sovereign republic

Based on: Belief in the One and Only God, just and civilized humanity, Indonesian Unity, Democracy guided by wisdom in deliberation/representation, and the realization of social justice for the Indonesian people, as stated in the fourth paragraph of the Preamble to the 1945 Constitution of the Republic of Indonesia. The welfare state in question is a form of democratic government that emphasizes that the state is responsible for the welfare of the people, the population (at least as little as possible), and that the government must regulate the distribution of state wealth so that no one starves or runs out of money due to a lack of social security. Social security that is satisfactory and durable is one of the cornerstones of a welfare state, alongside education for all, open employment possibilities, economic growth, economic stability, and justice (Sukmana et al., 2015). Communication has a crucial function in development. Everest M. Rogers asserts that growth is a beneficial shift toward economic and social systems governed by the state. He also stated that communication is the foundation of social transformation inside a nation. During development, the desirable modifications are, of course, for the better or more advanced than previously (Yandani, 2016).

As a community productivity group that aids in the implementation of development, the workforce has a significant role and significance (Ezah, 2019). In various facets of development, the workplace is gaining importance, as the success of development depends on the people who manage it, making humans both the subject and object of development (Sari, 2020). It is acknowledged that a large population without an increase in production will become a burden that can slow the rate of development. However, if people are utilized, encouraged, and deployed as an effective workforce, they will contribute to the success of all development efforts. The quality of the Indonesian populace, which determines the success or failure of efforts to reach the takeoff phase, is one of the country's development's greatest achievements (Fadlillah, 2019). Sastrohadiwiryono & Syuhada (2021) state that human development is impossible without a lifetime guarantee, and the improvement of the quality of the workforce and the protection of workers must be consistent with the dignity of the workforce.

Undoubtedly, employment issues are extremely complex and require prompt resolution. In many countries according to Wisnu (2013) workers are generally economically and socially marginalized. Consequently, workers must have certainty about their employment. Future workers should be provided with guarantees that protect their rights under existing laws. Generally speaking, this social security covers a variety of community and government-run businesses. This employment issue is important to the government because it relates to the needs of all human beings, whose nation is obligated to prosper its citizens under the 1945 Constitution of Indonesia. It has evolved. The government has enacted a

special labor law that provides guarantees to all Indonesian workers in accordance with the internationally recognized Human Rights Charter as part of its efforts to protect workers. Since we are born, we cannot survive by ourselves. Humans are social by nature and cannot survive without assistance from others. One method of achieving a social security system for everyone is ideal for all individuals, all nations, and all nations (Maryani & Nainggolan, 2019). However, in order to achieve the well-being of the people, each individual, country, and nation follows a different path, based on the founding nation's goals and philosophy. Particularly, Article 28D states that "everyone has the right to work and to receive fair and equitable compensation and treatment in employment relations," while Article 28I and Paragraph 4 offer protection to all workers. Promotion, attest that they are eligible for the promotion.

The Social Security Administering Body expressly states in Law Number 24 of 2011 that BPJS is a public body (Widiastuti, 2017). The BPJS is a social security program that protects every worker against certain socioeconomic risks (Adillah & Anik, 2015). By statute, BPJS was established as BPJS of Health and BPJS Employment. The Republic of Indonesia's founders agreed to establish a welfare state. The independence of the Unitary State of the Republic of Indonesia is governed by the Constitution of the State of Indonesia. The state protects the entire Indonesian nation and the entire Indonesian homeland, promotes public welfare, educates the nation's life, and participates in realizing a world order based on peace, independence, eternal and social justice. Indonesian independence in 1945. The four programs administered by BPJS Employment are Work Accident Insurance, Death Insurance, Old Age Security, and Old Age Security (Irdanasari & Wijayanti, 2022).

Based on the preceding explanation, the purpose of this study was to determine and describe the Communication Strategy utilized by BPJS Employment at the Medan Branch Office in promoting the use of the Old Age Security program.

## **2. THEORITICAL REVIEW**

### **2.1. Strategy Definition**

The strategy is a detailed, long-term plan that is implemented by the institution, has a technical plan, and outlines the institution's actions for reference (Putri, n.d.). Institutions to attain objectives. A good strategy comprises the coordination of work teams, the identification of supporting elements that adhere to the principle of rational implementation of themes and ideas, efficient financing, and tactics for achieving objectives effectively and efficiently.

### **2.2. Definition of Communication**

The term effective communication in English comes from the Latin words *Communicationatio* and *Communis*, which mean the same thing. Same here means identical. In this sense, it can be understood that in communication, communication can be effective if the parties share a similar meaning or point of view. In Arabic, communication is represented by the word *Ittasholah – yattashilu – ittisholan*, which means making contact with or communicating with other individuals. Communication is the process of delivering information, messages, ideas, or understanding using symbols that contain meaning or

meaning, both verbal and non-verbal, from one person or group of people to another person or group of people with the goal of achieving mutual understanding.

### **2.3. Communication Strategy**

Communication strategy is the beginning of communication activities that frequently occur in interpersonal communication, group communication, and mass communication in daily life. Similarly, in organizational life, public relations serve as a mode of communication and are consequently reliably colored by direct and indirect public relations activities (Wibawa, 2009). A communication strategy is a combination of communication planning and communication management implemented by an organization to achieve its goals using contextual and conditional approaches. By planning an effective communication strategy, the intended objectives will be attained as anticipated. Regarding the term, numerous experts provide definitions of strategy from a variety of perspectives, but they essentially all have the same meaning, namely achieving goals effectively and efficiently. Formulation of a strategy is one of the steps in achieving goals and objectives. Future-focused interaction in competition to achieve objectives. In order to serve the community effectively, it is necessary to consider the public process's conditions and situations from a strategic standpoint.

According to Setiawan Hari Purnomo, the term "strategy" is derived from the Greek words *stratus* (military) and *Ag* (to lead). Therefore, strategy in its original context refers to the actions of generals who intend to conquer the enemy and win the war. According to Koontz and Kreitner, strategy is a plan of action with the intention of maximizing the use of available resources to accomplish the organization's primary mission. Rogers stated that the media have always been viewed as an extension of government planners, and that their primary purpose is to gain public support and participation in the implementation of development plans. According to Rogers, development is of utmost importance, so the government, when facilitating communication, must pay close attention to the strategies that will be used to convey messages so that the desired results are achieved. The performance matches the intended and expected outcomes. According to Anwar Arifin, strategy is the overall conditional fulfillment of actions to be taken to attain goals. Based on some of the comments made above, we can conclude that strategy is a necessary step for achieving a goal. A good strategy will reveal the key actions and decision patterns that will be selected to achieve organizational objectives. Strategy is also the formulation of an organization's or business's vision and mission. A communication strategy consists primarily of media planning (communication planning) and media management (communication management) in order to accomplish a specific objective. Communication strategies must be structured dynamically so that operational communication tactics can be adapted directly to their influencing factors. To accomplish this, a communication strategy must be capable of dictating its tactical operations in the sense that the approach (approach) can vary based on the situation and conditions.

Communicators must comprehend the nature and message of the communication in order to determine the type of media to be used and the communication method to be selected. Communication strategy is largely responsible for the success or failure of an effective communication tool. The communication strategy of Anwar Alifin has four objectives: (1) Ensuring comprehension or ensuring that communication is comprehended.

(2) Establishing acceptance, i.e., the method for appropriately promoting acceptance. (3) Motivational behavior, specifically activation to motivate himself, and (4) How to achieve the goals that the communicator desires to achieve, specifically the goals attained by the communicator through the communication process. According to Effendy, strategy also serves two purposes. 1) Systematically disseminating informative and engaging educational communication messages to the target audience for optimal results. 2) If it is permitted to fill the "cultural gap," a condition that arises because it is simple to maintain and the media is so powerful, it destroys the value that has been created. A strategy is a comprehensive, conditional determination of how to achieve one's objectives. In addition to developing clear objectives, one must consider about audience's situation and circumstances when developing a communication strategy.

#### **2.4. Communication Process**

The communication process is essentially the transfer of thoughts or emotions from one person (the communicator) to another (the receiver) (the communicator). His thoughts can take the form of ideas, information, and opinions, among other things. Heart-based emotions include belief, certainty, doubt, anxiety, anger, and happiness, among others.

- 1) Process of face-to-face communication Face-to-face communication is referred to because, during communication, the communicator and the recipient face each other while looking at each other. In this type of communication situation, the communicator can immediately see and examine the recipient. Face-to-face communication is therefore commonly referred to as face-to-face communication. The communicator is always aware of the outcome of his communication. The response/feedback of the communicator is directed directly at the communicator. Thus, it is commonly stated that face-to-face communication involves direct feedback. The communicator is aware of the recipient's response to the message conveyed to him. The benefit of face-to-face communication is that the communicator can observe positive or negative feedback during the interaction. If the response is positive, the communicator will be receptive to the notification. In contrast, if the response is negative, the communicator must improve the delivery of the message.
- 2) The media communication process Media communication (media communication) refers to the use of channels or media to send messages to distant and/or numerous communicators. Media communication is also known as indirect communication, so when communication is initiated, there is no feedback. The communicator is unaware of the recipient's response when communicating. Therefore, to facilitate media-based communication, communicators must demonstrate greater maturity in planning and preparation in order to ensure communication success. Press communication is the interaction between the sending and receiving of messages using cyberspace. The benefit of communication by means of communication is that it is more efficient because, thanks to communication tools such as telephones, it can be conducted at any time without regard to time constraints.

## **2.5. Communication Problem**

Effective communication is not easy. Even some communication experts say that it is impossible for someone to communicate effectively. Many obstacles can hinder communication. Here are some communication barriers that communicators need to overcome if they want their communication to be successful.

1) Poor communication

communication Poor speaking, writing or composing, reading or listening skills.

2) Attitude of Communicators

An inappropriate attitude can hinder communication, so in this case it is necessary to be understanding, humble but firm enough and show trust.

3) Lack of knowledge

Lack of knowledge or imbalance becomes an obstacle in providing information, as well as in delivering material, to overcome this the speaker must adapt to the listener.

4) Unfounded Prejudice

For smooth communication, negative suspicious attitudes need to be eliminated.

5) Misunderstanding of language

There is a misunderstanding or misunderstanding due to differences in the meaning of a term or word. This language error causes interference with communication events carried out by communicators and communicators.

6) Physical distance

Communication often becomes disorganized when the distance between the communicator and the communicator is too far.

7) Verbal presentation

Communicating excessively and only conveying words will be boring, obscuring the content and purpose of communication. This can be fixed by using props.

8) One-way communication

One-way communication often fails to produce the desired results because the communicator does not have the opportunity to ask questions or ask to receive messages or messages that are not clear, may even lead to misinterpretation or not entirely correct. People who engage in communicative activities may be more prepared to deal with or avoid them. Efforts to overcome these obstacles inevitably require an open mind, an open mind, a humble attitude, communicating by considering the conditions and intentions of the other party (both and reciprocal communication). Each of them must carry out, carry out and carry out the obligations of the communicator and the obligations of the communicator correctly and responsibly.

## **2.6. Marketing Communication**

Marketing Communication is the dissemination of messages to the general public, particularly consumers, regarding the existence of a product on the market. Whereas the primary objective of marketing communication is to imprint the brand's image in the minds of the target demographic (Karta, 2014). The problem of marketing communication arises not only in the consumers' minds, but must also be addressed so that consumers retain a memory of the product in question. This creates effective consumer marketing communications.

### **2.7. BPJS Employment (BPJS *Ketenagakerjaan*)**

State responsibilities and obligations include the implementation of the social security program to ensure the socioeconomic development of the community. It is contingent upon the state's financial resources. Similar to other developing nations, Indonesia has developed a social security program based on funded social security, that is, social security that is financed by participants and is still restricted to formal sector workers.

BPJS Employment is the result of Social Security transformation. Before becoming BPJS Employment, *PT. Jamsostek* underwent a lengthy process, beginning with the promulgation of Law No. to support employee health insurance efforts, PMP No. 15 of 1957 concerning the Establishment of the Social Security Personnel Organization, PMP No. 5/1964 concerning the Establishment of the Social Security Fund (hereinafter referred to as YDJS), and Law No. 14 of 1969 concerning Manpower Principles. The birth of labor insurance is more transparent from a chronological standpoint.

In 1977, a significant step was taken with the issuance of Government Regulation (PP) No. 33 of 1977 concerning the Implementation of the Employment Social Security Program (ASTEK). This regulation requires all entrepreneurs/private entrepreneurs and state-owned enterprises to participate in the ASTEK program. PP No. 34 of 1977 establishing the ASTEK organization, namely Perum ASTEK.

The adoption of Labor Social Security Law No. 3 in 1992 was the next significant development (hereinafter referred to as JAMSOSTEK). And by virtue of PP No. 36/1995, *PT. Jamsostek* serves as a labor social security agency. The Social Security program provides basic protection to meet the minimum needs of workers and their families, ensuring a steady flow of family income to replace a portion or all of the income lost due to social risks.

In addition, the government issued Law Number 2004 regarding the National Social Security System at the end of 2004. The Law on Amendments to the Constitution of 1945 regarding Amendments to Article 34 paragraph 2 now reads: "The state develops a social security system for all and grants the weak and incompetent the right to dignity." The benefits of this protection can provide workers with a sense of security, allowing them to concentrate more on boosting their motivation and productivity.

*PT. Jamsostek (Persero)* prioritizes the interests and rights of Indonesian workers by protecting 4 (four) programs, namely the Manpower Benefit Guarantee (hereinafter referred to as JKK), Death Insurance (hereinafter referred to as JKM), Old Age Security (hereinafter referred to as JHT), and Health Insurance (hereinafter referred to as JPK). Until the enactment of Law No. 24 of 2011, the benefits for all employees and their families will remain in effect. In 2011, Law Number 24 of 2011 was enacted regarding the Implementation of Social Security. According to the law, *PT. Jamsostek* will become a public legal entity on January 1, 2014. *PT. Jamsostek (Persero)* has been renamed BPJS (Social Security Administering Agency). Employment is still entrusted with the implementation of social security programs for employees, including JKK, JKM, and JHT, with the addition of the Retirement Guarantee (JP) commencing on July 1, 2015.

### **3. RESEARCH METHOD**

The qualitative descriptive research method utilized in the preparation of this thesis proposal aims to describe the problem formulation. Qualitative descriptive research is research that aims to comprehend the phenomenon of what the research subject experiences (for example, behavior, perception, motivation, action, etc.) holistically and by way of description in the form of words and language, in a particular context that occurs naturally, and by employing a variety of scientific methods.

### **4. RESULT AND DISCUSSION**

BPJS Employment is a public program that provides protection to workers from certain socioeconomic risks and is implemented through mechanism security social as government agency engaged in the employment BPJS Employment, formerly known as *PT. Jamsostek (Persero)* is the Law Enforcer of Labor and Social Security. BPJS aims to provide guarantees that meet the basic needs of each participant and/or a decent living for the family. BPJS Employment participants are everyone who has worked in Indonesia for at least 6 months and is paying contributions, including foreigners.

BPJS operates a national social security system based on the following principles:

- 1) Mutual cooperation
- 2) Profit
- 3) Transparency
- 4) Attention
- 5) Responsibilities
- 6) Transferable
- 7) Participation Mandatory
- 8) Results of the management of the Social Security Fund are fully used for program development and maximum benefits for participants.

BPJS Employment is a legal entity formed to administer social security programs: insurance compensation work accident death insurance, and old age insurance. Corporations are endowed with laws and regulations governing the implementation of social security for the people of Indonesia. The provisions that underlie BPJS Employment are Law Number 24 of 2011 concerning Implementation of Social Security.

#### 1) Old Age

The Old Age Security Program aims to replace the income lost by workers as a result of death, disability, or old age and is administered through an old age insurance program. When an individual reaches the age of 56 or meets certain requirements, the Old Age Security Program guarantees a steady income. The following are the retirement system's contributions:

- a) Expenses = 3,7%
- b) Worker Expenses = 2%

Retirement Benefits contributions cumulative plus the result of the development. Old age protection, if there is work, will be contributions of collected and the results development.

- a) 55 years of expiration or death, or permanent integrity dysphoria
- b) Retirees who have passed the five-year membership waiting one month
- c) I didn't come back even though I went abroad, or became a civil servant/police/ABRI

2) Program Insurance Work Accident

Injuries at work, including occupational diseases are a risk faced by employees in carrying out their work. Accident insurance Work required to cover part or all lost income of caused by social risks such as death or disability due work accidents or mental because the health and safety of the workforce is the responsibility of the employer, the employer obliged to pay contributions insurance accident. This ranges from 0.24% to 1.74%, depending on the type of business group.

3) Death Insurance Program

Death insurance is a cash benefit to be given to the heirs when the participant dies not due to a work accident. Death insurance is used to provide relief to the family in the form of funeral costs and financial concessions. Employers are required to pay a death benefit contribution of 0,3% for a death benefit of Rp. 21.000.000 which consists of a death benefit of Rp. 14000.000.00 and funeral expenses and fixed compensation of Rp. 2.000.000.00.

4) Retirement Security Program Retirement

Retirement insurance is administered at the national level based on the principle of mandatory savings or social insurance. Retirement Security is a social security intended to maintain a decent standard of living for participants and/or their heirs by providing income after the participant reaches retirement age, is permanently disabled, or dies. Participants in the Retirement Security Program are registered workers and have paid contributions. Participants are workers who work for employers other than state officials, namely wage recipients consisting of: 1) Workers in companies, 2) Workers in individuals.

In addition, employers can also participate in the Retirement Guarantee Program according to the stages of participation. Work registered by the employer has a maximum retirement age before the retirement age of 1 (one) month. The retirement age was first set at 56, and starting January 1, 2019, the retirement age will be 57, then every 3 (three) years the retirement age will increase by 1 (one) year until you reach the retirement age of 65 years.

In the event that the employer is clearly negligent in not registering his workers, the worker can register directly with the BPJS Employment. In this case the participant changes place of work, the participant must notify the employer of his participation in the new workplace by showing the BPJS Employment participant card. In addition, employers in new locations will continue to involve workers.

The retirement benefit contribution is calculated at 3% consisting of 2% employer contribution and 1% employee contribution. The monthly salary used as the basis for calculating contributions includes basic salary and fixed allowances. For 2015, the maximum salary limit used as the basis for the calculation is set at Rp 7 million (seven million rupiah).

## 5. CONCLUSION

Based on the description in the previous chapter, the author can draw the following conclusions:

- 1) The communication strategy used by BPJS Employment Medan Branch Office to socialize the retirement insurance program includes identifying or identifying the target audience, compiling messages, determining methods and using media.
- 2) Obstacles faced by BPJS Employment Medan Branch in socializing the old-age insurance program are identifying the audience that the socialization participants visit who are not corporate data processors, in compiling messages because non-current people are not capable data processing companies so that the message material is not on target and determine the time adjustment method between the BPJS Employment branch office in Medan and the relevant agencies.

## REFERENCES

- Adillah, S. U., & Anik, S. (2015). Kebijakan jaminan sosial tenaga kerja sektor informal berbasis keadilan sosial untuk meningkatkan kesejahteraan. *Yustisia Jurnal Hukum*, 4(3), 558–580.
- Ezah, W. (2019). *Analisis Upaya Badan Penyelenggara Jaminan Sosial (Bpjs) Ketenagakerjaan Kantor Wilayah I Riau Dalam Meningkatkan Kepesertaan Tenaga Kerja Informal Di Kota Pekanbaru*. Universitas Islam Negeri Sultan Syarif Kasim Riau.
- Fadlillah, L. S. (2019). *Strategi komunikasi Badan Penyelenggara Jaminan Sosial Ketenagakerjaan dalam sosialisasi Program Jaminan Hari Tua: studi pada BPJS Ketenagakerjaan Surabaya Cabang Rungkut*. UIN Sunan Ampel Surabaya.
- Harahap, B. H. (2019). Penerapan Strategi Komunikasi Dalam Program Corporate Social Responsibility. *Al-Mau'izhah: Jurnal Ilmu Keislaman Dan Ilmu-Ilmu Sosial*, 5(1), 54–67.
- Irdanasari, R. V., & Wijayanti, I. (2022). Analisis Sistem Informarsi Akuntandi Ditinjau dari Prosedur Pembayaran Klaim Jaminan Hari Tua, Jaminan Pensiun, Jaminan Kecelakaan Kerja, dan Jaminan Kematian pada BPJS Ketenagakerjaan Cabang Madiun. *JAPP: Jurnal Akuntansi, Perpajakan, Dan Portofolio*, 1(02), 111–122.
- Maryani, D., & Nainggolan, R. R. E. (2019). *Pemberdayaan masyarakat*. Deepublish.
- Noviansyah, A. (2019). Pelaksanaan Prinsip Kepesertaan Bersifat Wajib Pada Sistem Jaminan Sosial Ketenagakerjaan. *Solusi*, 17(3), 203–222.
- Panjaitan, H., & Rahmat, R. (2021). Pelaksanaan Jaminan Sosial Bagi Masyarakat Bagi Badan Penyelenggaraan Jaminan Sosial (BPJS)(Studi Di Kantor BPJS Kota Tanjung Balai). *Citra Justicia: Majalah Hukum Dan Dinamika Masyarakat*, 22(1), 1–18.
- Putri, M. L. (n.d.). *Strategi Public Relations Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan Pusat Dalam Membangun Citra Perusahaan*. Jakarta: Fakultas Ilmu Dakwah Dan Ilmu Komunikasi UIN Syarif Hidayatullah.
- Sari, P. (2020). *Strategi Komunikasi Humas Bpjs Ketenagakerjaan Rengat Dalam Mensosialisasikan Program Jaminan Kecelakaan Kerja*. Universitas Islam Negeri Sultan Syarif Kasim Riau.

- Sastrohadiwiryo, S., & Syuhada, A. H. (2021). *Manajemen tenaga kerja Indonesia*. Bumi aksara.
- Sukmana, O., Kurniawan, L. J., Masduki, M., & Abdussalam, A. (2015). *Negara kesejahteraan dan pelayanan sosial*. Intrans Publishing.
- Wibawa, D. A. S. (2009). *Aktivitas kehumasan Rumah Sakit Islam Surakarta (YARSIS) dalam memberikan informasi dan publikasi kepada publik internal dan eksternal demi meningkatkan citra positif perusahaan*.
- Widiastuti, I. (2017). Pelayanan Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan di Jawa Barat. *Public Inspiration: Jurnal Administrasi Publik*, 2(2), 91–101.
- Wisnu, D. (2013). *Politik sistem jaminan sosial*. Gramedia Pustaka Utama.
- Yandani, N. I. (2016). *Strategi Komunikasi BPJS Ketenagakerjaan KCP Pangkep dalam Menyosialisasikan Program Jaminan Pensiun*. Universitas Islam Negeri Alauddin Makassar.

