



**THE IMPACT OF BPJS OF EMPLOYMENT
ON EMPLOYEE PERFORMANCE
(CASE STUDY ON PT. DUTA MEDIA MANDIRI, CIBITUNG,
INDONESIA)**

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Abstract. The BPJS of Employment program plays a vital role in providing social protection for workers, particularly in the logistics sector, which involves high occupational risks. This study aims to examine the impact of BPJS of employment on employee performance at PT Duta Media Mandiri, Cibitung, Indonesia. The research employed a quantitative approach with an associative method, in which data were collected through questionnaires distributed to 44 respondents who are employees of PT Duta Media Mandiri, Cibitung, and are also registered as active participants of BPJS of Employment. The data were analyzed using a simple linear regression test with the assistance of SPSS software. The results indicate that BPJS of Employment implementation has a positive and significant influence on employee performance. This finding suggests that better implementation of BPJS of Employment leads to higher employee performance. The study highlights that social protection, by creating a sense of security and well-being, can enhance motivation, loyalty, and overall productivity among employees.

Keywords: BPJS of Employment; Employee Performance; Social Protection; Productivity.

1. Introduction

Occupational safety and social protection for workers have become essential concerns in modern labor systems. At the global level, the International Labour Organization emphasizes that social protection is not merely a state obligation but also a strategic investment in building a productive and competitive workforce. According to the World Social Protection Report (World Social Protection Report 2024-26, 2024), approximately 52.4 percent of the world's population has access to at least one form of social protection, while 47.6 percent remain uncovered. On average, countries allocate about 12.9 percent of their GDP to social protection outside the health sector, reflecting the significance of social security in maintaining economic stability and improving workers' welfare.

This global condition aligns with Indonesia's current reality. Data from BPJS of Employment shows a notable increase in work accident cases from 221,740 cases in 2020 to 265,334 in 2022, and over 360,000 cases in 2023. These figures illustrate the high-risk nature of the Indonesian work environment, necessitating a comprehensive protection system. Dewita et al. (2024) confirmed that occupational health and safety (OHS) are positively associated with employee productivity. Meanwhile, Indonesia's national labor productivity index, which remains at 87.96 (Kemnaker RI, 2022) indicates the urgent need to improve human resource quality through effective social security systems.

Previous studies on BPJS of Employment have predominantly focused on the implementation of social security programs within sectors such as manufacturing, healthcare, and the general formal workforce. This concentration of research has resulted in limited scholarly attention toward the unique and dynamic occupational safety risks present in the logistics sector, thereby creating a research gap that warrants deeper

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examination. In this regard, warehouse operations have been shown to involve substantial accident potential, including the risk of being struck by heavy materials, exposure to iron dust, and injuries caused by improper use of heavy equipment (Palengka & Liperda, 2022). Furthermore, land-based logistics transportation activities exhibit heightened vulnerability to work-related accidents due to factors such as driver fatigue, suboptimal vehicle conditions, and intense operational pressures (Vera et al., 2025). Additional evidence from warehouse-focused studies also reveals that activities such as forklift operation, manual handling, and material storage fall within high to extreme risk categories, underscoring that the complexity of risks within the logistics sector remains underexplored in existing BPJS-related literature despite its critical relevance (Allo, 2025). Therefore, this study seeks to address this gap by directing specific attention to the logistics sector, offering an empirical contribution that is more contextually relevant for strengthening Indonesia's employment social security framework.

The logistics sector exemplifies a high-risk industry where workplace safety directly influences employee performance. One such company is PT Duta Media Mandiri, operating under Mayasari Group in Cibitung. Supported by a large fleet such as Wing Box Tronton, Head Tractor Trailers, and Fuso Box Trucks, the company relies on skilled, disciplined, and committed workers. Employee performance is crucial for ensuring timely distribution and sustaining supply chain efficiency (Mangkunegara, 2017). To support this, the company has implemented BPJS of Employment for all employees as a form of social protection expected to enhance their sense of security, well-being, and ultimately, work performance (Sutrisno, 2020).

The relationship between social security implementation and improved employee performance can be explained by two classical theories, Maslow's Hierarchy of Needs (1943) and Herzberg's Two-Factor Theory (1959). In Maslow's framework, social security falls under safety needs, which must be satisfied before individuals can focus on achievement and self-actualization. Meanwhile, Herzberg classifies social protection as part of hygiene factors, external conditions that may not directly motivate but are vital for job satisfaction and performance stability. When employees feel secure, they can work with greater focus, confidence, and contribution to organizational goals (Armstrong & Taylor, 2020). Social protection in high-risk occupations is defined as a system of occupational safety measures designed to reduce work-related hazards and promote employee stability, which in turn contributes to improved performance outcomes (Segbenya & Yeboah, 2022).

Several prior studies reinforce this view. (Putri et al., 2024) and (Kushariyadi et al., 2025) found that well-being and work-life balance significantly enhance employee performance. Similarly, Kunto Atmojo et al. (2025) and Suryani (2021) emphasized the importance of social security in fostering loyalty and motivation. However, most of these studies have focused on manufacturing and banking sectors, with limited empirical research addressing BPJS of Employment implementation within the private logistics sector, an industry with distinct operational characteristics and higher occupational risks (Nusraningrum et al., 2024).

This research aims to fill that gap by examining the influence of BPJS of Employment implementation on employee performance at PT Duta Media Mandiri, Cibitung. The study contributes both theoretically, by strengthening the conceptual understanding of human resource management, and practically, by providing insights for companies and policymakers to enhance the effectiveness of social security implementation in high-risk industries.

2. Research Method

This study adopts a quantitative associative approach to analyze the relationship between BPJS of Employment implementation (independent variable, X) and employee performance (dependent variable, Y). This method enables the identification of causal relationships between the variables based on empirical numerical data (Sugiyono, 2019). Simple linear regression is applied in this research because the analytical structure involves one independent variable and one dependent variable, allowing the relationship to be examined in a direct, parsimonious, and statistically reliable manner. This model is appropriate for capturing the magnitude and direction of influence between two variables without requiring additional parameters or interaction effects, thus aligning with the straightforward conceptual framework of the study.

The population of the study consisted of all employees of PT Duta Media Mandiri who are registered participants of BPJS of Employment. Given the manageable size of the population, a census sampling technique was applied, involving all 44 employees as respondents. Data were collected using a structured questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The measurement instrument in this study is defined as a structured set of survey items representing core dimensions of workplace safety and employee performance, with occupational safety indicators conceptualized as observable aspects of safe work practices such as adherence to procedures and proper use of protective equipment (Sulastri et al., 2025). Occupational health and safety conditions are defined as organizational provisions that support employee well-being and performance through systematic risk-management efforts (Sulistyaningrum et al., 2024). Furthermore, safety climate indicators are defined as shared employee perceptions regarding safety communication, risk awareness, and safety-oriented norms within the work environment (Fung, 2024).

The independent variable, BPJS of Employment implementation, was measured through four main indicators: participation, understanding of benefits, ease of claims, and level of work protection (Sutrisno, 2020). The dependent variable, employee performance, referred to dimensions proposed by Mangkunegara (2017), which include work quality, punctuality, responsibility, and work capability.

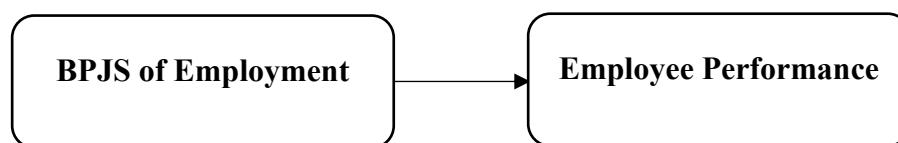


Fig 1. Research Method

Data analysis was carried out using SPSS version 26, employing several statistical tests including validity and reliability tests, t-test for partial influence, F-test for simultaneous influence, and the coefficient of determination (R^2) to assess the explanatory power of the independent variable. The significance level used was 0.05.

3. Result And Discussion

Before conducting the simple linear regression analysis, validity and reliability tests were first carried out on the research instrument to ensure that each item in the questionnaire was suitable as a measurement tool for the study variables. Both tests were conducted using SPSS version 26.

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The validity test aimed to determine the extent to which each item in the questionnaire accurately measured the intended construct. The analysis used the Pearson Product Moment correlation method, where an item is considered valid if its significance value is smaller than 0.05 ($p < 0.05$) and if it has a positive correlation with the total score of the construct. The results of the validity test for each variable are presented in Table 1.

Table 1. Validity Test Result

Variabel	Items	Pearson Correlation (r)	Sig. (2-tailed)	Remarks
Work Accident Insurance (<i>Jaminan Kecelakaan Kerja</i> , JKK)	JJK1–JJK3	0.642–0.682	< 0.001	Valid
Old Age Security (<i>Jaminan Hari Tua</i> , JHT)	JHT1–JHT3	0.726–0.833	< 0.001	Valid
Pension Security (<i>Jaminan Pensiun</i> , JP)	JP1–JP3	0.602–0.716	< 0.001	Valid
Death Security (<i>Jaminan Kematian</i> , JKM)	JKM1, JKM3	0.390–0.772	< 0.001	Valid
	JKM2	0.156	0.313	Not Valid
Employee Performance	KN1–KN10	0.45–0.82	< 0.001	Valid

The results indicate that all questionnaire items across the variables are valid, except for item JKM2 under the *Jaminan Kematian* (Death Security) variable, which did not meet the minimum correlation threshold ($r = 0.156$; $p = 0.313$). This item was therefore excluded from further analysis. The reliability test was then conducted to assess the internal consistency of the questionnaire items. Reliability was tested using Cronbach's Alpha, with coefficients above 0.70 considered to indicate good reliability. The results are shown in Table 2.

Table 2. Reliability Test Result

Variabel	Cronbach's Alpha	N of Items	Remarks
Work Accident Insurance (<i>Jaminan Kecelakaan Kerja</i> , JKK)	0.846	3	Reliable
Death Security (<i>Jaminan Kematian</i> , JKM)	0.705	3	Reliable
Old Age Security (<i>Jaminan Hari Tua</i> , JHT)	0.918	3	Reliable
Pension Security (<i>Jaminan Pensiun</i> , JP)	0.857	3	Reliable
Employee Performance	0.950	3	Reliable

The results of the reliability test presented in Table 2 indicate that all research variables have Cronbach's Alpha values greater than 0.70, which means that each construct demonstrates good internal consistency. Therefore, the research instrument is considered reliable and suitable for further analysis, including the simple linear regression test. Based on the results of the simple linear regression analysis, the following equation was obtained:

$$Y = 23,816 + 0,384X$$

This equation shows that for every one-unit increase in the implementation of BPJS of Employment, employee performance increases by 0.384 units. The constant value of 23.816 represents the baseline level of employee performance when the BPJS of Employment program has not yet been implemented.

The results of the partial test (t-test) show a calculated t-value of 3.966 with a significance level of 0.001, which is less than 0.05. This indicates that the implementation of BPJS of Employment has a positive and significant effect on employee performance.

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Meanwhile, the simultaneous test (F-test) produced an F-value of 15.726 with a significance level of 0.000, which is also less than 0.05. This result confirms that the regression model used is appropriate to explain the relationship between the two variables.

The coefficient of determination (R^2) obtained was 0.272, indicating that 27.2 percent of the variation in employee performance can be explained by the implementation of BPJS of Employment. The remaining 72.8 percent is influenced by other factors such as motivation, leadership style, and work environment. From a managerial standpoint, this substantial unexplained variance underscores the importance of complementary performance drivers such as employee motivation, leadership quality, and the broader work environment, including the prevailing safety climate. These factors collectively shape employees' behavioral, psychological, and situational readiness to perform, suggesting that performance enhancement requires an integrated managerial approach rather than reliance on a single policy intervention.

Table 3. T Test Results (Partial)

Model	Unstandardized Coefficients (B)	Std. Error	t	Sig.
(Constant)	23.816	5.200	4.581	0.001
BPJS of Employment	0.384	0.097	3.966	0.001

$R^2 = 0.272$ $R = 0.522$

Table 4. F Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	294.417	1	294.417	15.726	0.000
Residual	786.310	42	18.722		
Total	1080.727	43			

4. Discussion

The results of this study show that the implementation of BPJS of Employment has a positive effect on employee performance. This means that the better the implementation of the social security program in the company, the higher the level of performance achieved by employees. This finding indicates that aspects of welfare and job security play a vital role in shaping productive and results-oriented work behavior.

The relationship between the two variables can be explained through human needs theory. In this context, the implementation of BPJS of Employment serves as the fulfillment of safety needs. Employees who feel protected from social and economic risks experience better psychological stability, allowing them to focus on achieving performance targets and improving work quality. In other words, when basic security needs are met, employees can direct their energy and attention toward achieving optimal performance.

This relationship can also be explained through the perspective of work motivation theory. The implementation of BPJS of Employment functions as a maintenance or hygiene factor that prevents job dissatisfaction. Although the program does not directly increase intrinsic motivation, its existence helps create a stable and comfortable work environment. Employees who have access to social protection feel

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more valued by the company, which ultimately enhances their sense of loyalty and responsibility toward their work.

These findings suggest that BPJS of Employment is not merely an administrative obligation, but also has significant psychological and managerial dimensions. Through effective implementation, the program is capable of creating a safe and productive work environment where employees feel acknowledged and protected. When employees experience a sense of security and job satisfaction, their potential for higher performance can be achieved more sustainably.

Overall, the implementation of BPJS of Employment at PT Duta Media Mandiri serves as one of the strategic factors in improving the quality of human resources. Although its influence is moderate, the results confirm that employee welfare and protection are fundamental to achieving superior performance, especially in the logistics sector, which is characterized by high occupational risks.

5. Conclusion And Recommendations

Based on the analysis and discussion, it can be concluded that the implementation of BPJS of Employment has a positive and significant effect on employee performance at PT Duta Media Mandiri, Cibitung. The program covers four main types of protection, namely Work Accident Insurance (*Jaminan Kecelakaan Kerja*), Death Security (*Jaminan Kematian*), Old Age Security (*Jaminan Hari Tua*), and Pension Security (*Jaminan Pensiun*), all of which have been implemented adequately. The implementation of BPJS provides a sense of security, legal certainty, and social protection for employees working in the logistics sector, which involves high occupational risks.

Although the program has been implemented effectively from an administrative perspective, a small number of employees still lack a full understanding of its benefits and claim procedures. Therefore, increased internal education and socialization are needed so that all employees can optimally experience the benefits of the program. Employee performance after the implementation of BPJS has shown improvement, with most employees demonstrating discipline, responsibility, and high productivity, as well as strong teamwork. A safe work environment contributes to enhanced focus, enthusiasm, and emotional stability among workers.

The simple linear regression analysis produced a regression coefficient of 0.384 with a significance level of 0.000 ($p < 0.05$), indicating that the implementation of BPJS of Employment has a positive and significant effect on employee performance. The coefficient of determination (R^2) value of 0.272 indicates that 27.2 percent of the variation in employee performance can be explained by the implementation of BPJS of Employment, while the remaining 72.8 percent is influenced by other factors such as leadership style, compensation, and work environment. These results confirm that social protection plays an essential role in shaping employees' sense of security and job satisfaction, which in turn drives effectiveness and loyalty toward the company.

From a managerial perspective, the company should strengthen the implementation of BPJS of Employment by improving communication and education regarding employee rights, obligations, and claim procedures. A better understanding of the program's benefits will foster greater trust and work motivation. Management may also integrate BPJS with other welfare initiatives, such as loyalty awards or additional

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benefit programs, to strengthen the positive relationship between the company and employees. Regular evaluations of program effectiveness are also important to ensure that its impact genuinely enhances both employee welfare and performance.

For BPJS of Employment as an institution, this study provides a basis for taking a more active role in guiding and educating companies in high-risk sectors such as logistics. This effort is necessary to ensure that implementation in the field does not stop at administrative compliance but also produces real effects on workers' safety and psychological well-being. On the other hand, employees are encouraged to take a more active role in understanding the benefits of BPJS participation, as awareness of social protection can strengthen responsibility and commitment to their work.

From an academic perspective, this study is limited by the number of respondents and its focus on a single company. Therefore, future research is encouraged to expand the sample size and study scope for greater representativeness. Subsequent studies may also include other variables such as work motivation, job satisfaction, or organizational commitment to provide a more comprehensive understanding of the relationship between social protection and performance. A mixed-methods approach is recommended to produce findings that are not only statistically strong but also reflective of social and organizational dynamics.

The implementation of BPJS of employment is not merely an administrative or legal requirement but a reflection of how companies value the individuals who contribute to their operations. Social protection is not a numerical entry in a report but a concrete expression of organizational commitment to employee safety, welfare, and dignity. When employees feel protected and appreciated, their role evolves beyond routine tasks as they grow alongside the organization with a stronger sense of loyalty, intrinsic motivation, and belonging. Welfare becomes more than a regulatory mandate and emerges as a shared organizational value that supports the development of a more human-centered and sustainable work environment. Beyond these human-centered implications, the findings of this study provide an academic contribution by offering empirical evidence that social protection mechanisms such as BPJS of employment play a substantive role in shaping human resource performance, thereby reinforcing theoretical linkages between protection-oriented policies and performance outcomes in high-risk organizational settings.

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