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The Effect of Remuneration and BPJS Kesehatan on Work Ethic and Its Impact on Organizational Effectiveness at East Jakarta Metro Police (Polres Metro Jakarta Timur)

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ABSTRACT

Good organizational performance is essential for achieving institutional objectives, including in public sector organizations such as the East Jakarta Metro Police. High performance enables effective public service delivery and reflects overall organizational success. Performance, as a key determinant of organizational effectiveness, is influenced by various factors, including individual characteristics, job characteristics, and work environment conditions. This study aims to examine the extent to which remuneration and BPJS Kesehatan (health social security) influence work ethic and their subsequent impact on organizational effectiveness. Specifically, the study investigates: (1) the direct effect of remuneration on work ethic, (2) the direct effect of BPJS Kesehatan on work ethic, and (3) the direct effect of work ethic on organizational effectiveness at the East Jakarta Metro Police. Data were collected using both primary and secondary sources. Primary data were obtained from 90 respondents through questionnaires, supported by direct observation and literature review. The analysis employed both qualitative and quantitative approaches, with statistical testing conducted to determine the significance of the relationships among variables. The results indicate that remuneration and BPJS Kesehatan, both partially and simultaneously, have a positive and significant influence on work ethic. Furthermore, work ethic has a significant positive effect on organizational effectiveness. These findings suggest that strengthening employee welfare and work-related factors can enhance work ethic and ultimately improve organizational performance in the public sector.

Keywords: BPJS Kesehatan; remuneration; work ethic; organizational effectiveness

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

Research Background

Since the enactment of Law No. 20 of 1982 on National Defense and Security, the Indonesian National Police (Polri) was positioned as part of the

Indonesian Armed Forces (ABRI) under the Ministry of Defense and Security. Over time, institutional reforms—particularly through Law No. 2 of 2002—separated Polri from the military, placing it directly

under the President and emphasizing its transformation into a professional, modern, and accountable civilian police institution.

In line with the broader agenda of bureaucratic reform, the Indonesian government introduced a remuneration policy through Presidential Regulation No. 73 of 2010 for members of Polri and the military. This policy was designed to improve employee welfare while simultaneously enhancing performance, professionalism, and integrity. The policy is grounded in classical administrative theory, which assumes that financial incentives can motivate employees to maximize their performance and reduce unethical behavior.

However, empirical evidence suggests that financial incentives alone are insufficient to address systemic problems in public institutions. Previous policies involving significant salary increases for teachers, judges, and prosecutors did not necessarily result in improved performance or reduced corruption. This indicates that organizational performance is influenced by multiple factors beyond financial compensation, including organizational culture, leadership, accountability systems, and employee work ethic.

Moreover, the implementation of remuneration policies has broader fiscal and social implications. Increased government expenditure on administrative costs may reduce the allocation for public services, potentially affecting social welfare outcomes. In addition, disparities in income distribution within institutions may create internal inequality, leading to dissatisfaction and decreased organizational cohesion. Such conditions may also foster consumerist behavior, which, if not properly managed, can lead to unethical practices, including corruption and abuse of authority.

Within Polri, challenges related to professionalism and accountability remain significant. Cases of ethical violations, abuse of power, and lack of transparency continue to emerge, indicating that institutional reform has not yet fully achieved its objectives. Internal supervisory mechanisms, such as the Professional and Security Division (Propam), often face criticism due to perceived lack of independence and objectivity. This raises concerns regarding the effectiveness of internal control systems in ensuring accountability and ethical conduct among personnel.

At the same time, bureaucratic reform in Indonesia emphasizes the implementation of good governance principles, including transparency, accountability, efficiency, and effectiveness. Despite these efforts, several structural problems persist, such as low quality of public services, weak supervision systems, and suboptimal work discipline among public officials. These conditions highlight the need for

comprehensive reform that integrates structural, cultural, and human resource dimensions.

In addition to remuneration, social security is a critical component of employee welfare. Law No. 40 of 2004 on the National Social Security System aims to provide protection against various socioeconomic risks, including illness, workplace accidents, and retirement. In theory, adequate social security can enhance employee motivation, reduce anxiety, and improve productivity. However, in practice, inconsistencies in the implementation of social security programs, particularly in access to healthcare services, have created dissatisfaction among personnel.

For instance, disparities in healthcare service delivery within police institutions indicate systemic inefficiencies and perceived injustice. Such conditions may negatively affect employee morale, trust in the organization, and ultimately organizational effectiveness. When employees feel that their basic rights are not fulfilled, their commitment and performance are likely to decline.

Human resources play a central role in determining organizational effectiveness. The availability of competent, professional, and motivated personnel is essential for achieving organizational goals. Effectiveness is not only measured by the achievement of outputs but also by the efficiency of processes and the optimal utilization of available resources. Therefore, improving human resource quality is a strategic priority in organizational development.

Furthermore, work ethic is a key factor influencing employee behavior and performance. According to Sinamo (2005), work ethic encompasses a comprehensive set of values, including discipline, responsibility, integrity, and commitment. A strong work ethic encourages employees to perform their duties with dedication and professionalism, thereby contributing to improved organizational performance.

In addition, organizational effectiveness is influenced by the interaction between structural policies and individual attitudes. Remuneration and social security policies represent structural interventions, while work ethic reflects individual and cultural dimensions. The alignment between these elements is crucial for achieving sustainable organizational performance. Without strong internal values and ethical standards, external incentives such as financial rewards may fail to produce the desired outcomes.

Therefore, it is important to examine the extent to which remuneration and social security contribute to organizational effectiveness, particularly within the context of public sector institutions such as Polri. This study focuses on the East Jakarta

Metropolitan Police (Polres Metro Jakarta Timur) as a case study to analyze whether improvements in employee welfare are associated with enhanced organizational performance.

By integrating perspectives on remuneration, social security, and work ethic, this research aims to provide a more comprehensive understanding of the factors influencing organizational effectiveness. The findings of this study are expected to contribute to the development of more effective policies in bureaucratic reform, particularly in improving the performance and professionalism of public institutions in Indonesia.

Problem Identification

Based on the research background, several key issues can be identified in relation to the implementation of remuneration, social security, work ethic, and organizational effectiveness within the police institution. First, it is important to examine how remuneration programs are implemented and whether they function as intended in improving employee welfare and performance. Second, the effectiveness of social security programs, particularly health insurance schemes, needs to be evaluated in terms of accessibility, fairness, and impact on employees.

In addition, the condition of work ethic among police personnel remains a critical issue, as it directly influences discipline, responsibility, and overall job performance. Organizational effectiveness is also a major concern, particularly in terms of achieving institutional goals efficiently and delivering high-quality public services. These aspects are interconnected and require a comprehensive analytical approach.

Furthermore, this study seeks to analyze both direct and indirect relationships among variables. Specifically, it examines the direct effects of remuneration on work ethic and organizational effectiveness, as well as the influence of social security on organizational effectiveness. The role of work ethic as an intervening variable is also explored, particularly in mediating the relationship between remuneration, social security, and organizational effectiveness.

Research Objectives and Significance

Research Objectives

The primary objective of this study is to analyze the role of remuneration and social security in influencing work ethic and organizational effectiveness within the police institution. Specifically, this research aims to evaluate the implementation of remuneration policies and social security programs, as well as to assess the level of

work ethic and organizational effectiveness among personnel.

In addition, this study seeks to examine the direct effects of remuneration on work ethic and organizational effectiveness, as well as the direct impact of social security on organizational effectiveness. It also analyzes the influence of work ethic on organizational effectiveness as a key behavioral variable. Furthermore, this research investigates indirect effects, particularly how remuneration and social security influence organizational effectiveness through work ethic as a mediating variable.

Research Significance

This study is expected to provide both theoretical and practical contributions. From an academic perspective, it contributes to the development of knowledge regarding the relationship between compensation systems, employee welfare, work ethic, and organizational effectiveness in the public sector. It also enriches empirical studies related to bureaucratic reform and human resource management.

From a practical perspective, the findings of this research are expected to serve as a reference for the police institution, particularly in improving policies related to remuneration and social security in order to enhance performance and organizational effectiveness. In addition, this study may serve as a reference for future researchers who wish to examine similar topics in different institutional contexts.

Conceptual Framework and Hypothesis

Conceptual Framework

Remuneration, as a form of compensation, represents the reward given to employees in exchange for their contributions to the organization. According to Werther and Davis (1996), compensation includes both direct forms, such as salaries and wages, and indirect forms, such as benefits and social security. Performance-based incentives are designed to motivate employees to exceed standard performance levels, thereby contributing to improved organizational effectiveness.

Beyond financial compensation, social security plays an essential role as part of a broader reward system. Employees expect not only fair wages but also protection against risks such as illness, accidents, and retirement. According to Wibowo (2013), social security is categorized as an extrinsic reward that can enhance employee motivation and job satisfaction. In line with Law No. 40 of 2004, social security ensures that individuals can meet their basic needs and maintain a decent standard of living.

Work ethic represents an internal factor that significantly influences employee performance. Sinamo (2002) conceptualizes work ethic as a set of professional values, including responsibility, discipline, integrity, and service orientation. Employees with a strong work ethic are more likely to demonstrate commitment and proactive behavior, which positively contributes to organizational effectiveness.

These variables are interconnected within a structural relationship. Remuneration and social security act as external drivers, while work ethic serves as an internal mediator influencing organizational outcomes. Organizational effectiveness, as the dependent variable, reflects the extent to which an organization achieves its goals efficiently and effectively.

Hypotheses

Based on the conceptual framework, the hypotheses of this study are formulated as follows:

1. Remuneration (X1) has a direct and significant effect on work ethic (Y).
2. Social security (X2) has a direct and significant effect on work ethic (Y).
3. Remuneration (X1) has a direct and significant effect on organizational effectiveness (Z).
4. Social security (X2) has a direct and significant effect on organizational effectiveness (Z).
5. Work ethic (Y) has a direct and significant effect on organizational effectiveness (Z).
6. Remuneration (X1) has an indirect effect on organizational effectiveness (Z) through work ethic (Y).
7. Social security (X2) has an indirect effect on organizational effectiveness (Z) through work ethic (Y).

2. LITERATURE REVIEW

Remuneration

Remuneration, often referred to as compensation, represents the reward provided by an organization in exchange for the labor, skills, and services contributed by employees. It is generally conceptualized as a comprehensive package offered to employees as a return for their work. According to Werther and Davis (1996), compensation is defined as what employees receive in exchange for their contributions to the organization. This concept includes not only fixed payments but also performance-based incentives that link compensation directly to employee performance rather than seniority or working hours.

In practice, remuneration consists of both direct and indirect components. Direct compensation

includes monetary payments such as wages, salaries, and performance-based incentives (e.g., bonuses and gain-sharing schemes). These forms of compensation are typically associated with measurable work outputs and are designed to motivate employees to achieve higher levels of performance. Indirect compensation, on the other hand, includes non-cash benefits such as allowances, health insurance, and other welfare programs aimed at improving employee well-being and job satisfaction.

The distinction between wages and salaries is also important in understanding remuneration systems. Wages are generally paid based on time worked and are often associated with less-skilled labor, whereas salaries are linked to responsibilities and are typically provided to more skilled or professional employees. In addition, incentives are provided as extra compensation beyond standard wages or salaries and are directly related to performance achievements. These incentives serve as motivational tools to encourage employees to exceed standard performance expectations.

Beyond monetary compensation, organizations may also provide rewards and benefits that are not directly tied to performance. Rewards are typically given as recognition for achievements and may not necessarily function as motivational tools in the same way as incentives. Meanwhile, employee benefits or allowances are usually provided to support employee welfare and create a conducive working environment. These benefits contribute to employee satisfaction and are often aligned with the fulfillment of basic human needs, as explained in Maslow's hierarchy of needs theory, where financial compensation primarily satisfies physiological and security needs.

The term "remuneration" itself is widely used in international contexts, including by the International Labour Organization (ILO), to refer to all forms of payment or rewards received by employees. In the Indonesian public sector, remuneration refers to compensation provided beyond base salary and is often linked to performance evaluation systems. It typically includes allowances, incentives, bonuses, pensions, and other financial benefits designed to reflect job responsibilities and associated risks.

In the context of public administration, remuneration is an integral part of bureaucratic reform policies aimed at achieving good governance. The improvement of employee welfare is considered a fundamental step toward enhancing professionalism, integrity, and performance among public servants. Adequate remuneration is expected to reduce the likelihood of unethical behavior, such as corruption, by increasing employees' financial security and satisfaction.

Furthermore, remuneration reform is closely related to efforts to improve organizational culture within public institutions. By restructuring compensation systems based on performance and responsibility, organizations aim to foster a more accountable, efficient, and service-oriented workforce. This aligns with broader national development policies, such as those outlined in Law No. 17 of 2007 and the Regulation of the Ministry of Administrative Reform No. PER/15/M.PAN/7/2008, which emphasize the importance of improving public service quality, enhancing work discipline, and reducing corruption, collusion, and nepotism (KKN).

However, despite its intended benefits, remuneration alone may not be sufficient to address deeper structural and cultural issues within organizations. Challenges such as low work discipline, inefficiency, lack of transparency, and weak accountability mechanisms indicate that remuneration must be complemented by improvements in leadership, organizational culture, and employee work ethic. Therefore, understanding the role of remuneration within a broader organizational framework is essential for evaluating its effectiveness in improving organizational performance.

Social Security

The development of employment relationships indicates that compensation is no longer limited to wages or salaries. Employees increasingly expect social security as an integral part of a comprehensive reward system that reflects their contributions to the organization. Social security plays an important role in enhancing employee welfare and can serve as a motivating factor that encourages employees to perform beyond standard expectations.

From a theoretical perspective, social security is categorized as an extrinsic reward. Wibowo (2013) explains that extrinsic rewards refer to external forms of appreciation such as compensation, promotion, and social security benefits. Similarly, Gibson, Ivancevich, and Donnelly (2000) define extrinsic rewards as tangible returns provided by the organization, while Kreitner and Kinicki (2001) describe them as financial, material, or social rewards derived from the work environment. These perspectives emphasize that social security is an external incentive that can influence employee motivation and performance.

In the Indonesian context, social security is formally regulated under Law No. 40 of 2004 concerning the National Social Security System, which defines social security as a form of social protection aimed at ensuring that all citizens are able to meet their basic living needs. This definition highlights the role of social security in providing economic stability and reducing uncertainty for

individuals, particularly in facing risks such as illness, accidents, and retirement.

Furthermore, social security encompasses a wide range of activities. According to Santonego Kertonegoro (as cited in Asyhadie, 2007), social security can be classified into four main categories: (1) preventive and developmental efforts, such as health services, education, and family planning; (2) recovery and assistance programs, including support for disaster victims, the elderly, and individuals with disabilities; (3) social infrastructure development, such as housing and cooperative programs; and (4) labor protection programs, which are implemented through social insurance schemes.

In addition, Law No. 3 of 1992 on Labor Social Security defines social security as protection provided to workers in the form of financial compensation to replace lost or reduced income due to work-related risks. These risks include workplace accidents, illness, maternity, old age, and death. This definition underscores the importance of social security in safeguarding employees against economic vulnerabilities.

Overall, social security is a crucial component of human resource management, as it not only enhances employee welfare but also contributes to organizational stability and performance. Employees who feel secure and protected are more likely to demonstrate higher levels of commitment, motivation, and productivity. Therefore, the effective implementation of social security programs is essential for supporting both employee well-being and organizational effectiveness.

Vision of BPJS Kesehatan

The development of the Indonesian national health insurance system has undergone several stages. In 1968, the government established a policy regulating health maintenance services for civil servants, military personnel, and their families through Presidential Decree No. 230 of 1968. The Ministry of Health then formed a special agency known as the Health Care Fund Management Agency (BPDPK), which became the foundation of the national health insurance system.

In 1984, the government strengthened this system through Government Regulation No. 22 of 1984 concerning health maintenance for civil servants, military personnel, and state officials. At the same time, the managing institution was transformed into Perum Husada Bhakti to improve professionalism in service delivery. Later, in 1991, participation was expanded to include veterans and independence pioneers, along with their families, and allowed voluntary participation from private entities.

In 1992, the organization's status was changed into a state-owned company (PT Persero) to

provide greater flexibility in financial management and improve service efficiency. In 2005, PT Askes (Persero) was assigned to manage health insurance programs for low-income communities (ASKESKIN), based on ministerial regulations.

A major transformation occurred in 2014, when PT Askes (Persero) was officially converted into BPJS Kesehatan under Law No. 24 of 2011. This marked the beginning of the National Health Insurance (JKN) program, which aims to provide universal health coverage. The long-term vision is to ensure that all Indonesian citizens have access to adequate healthcare services and protection in meeting their basic health needs through a reliable and sustainable system.

Mission of BPJS Kesehatan

The mission of BPJS Kesehatan focuses on strengthening the national health insurance system through strategic collaboration, service quality improvement, and effective management. It aims to build partnerships with various institutions and encourage public participation in expanding membership coverage.

In addition, BPJS Kesehatan seeks to ensure the delivery of effective, efficient, and high-quality healthcare services through collaboration with healthcare providers. It also emphasizes the importance of transparent and accountable financial management to maintain program sustainability.

Furthermore, BPJS Kesehatan is committed to strengthening organizational governance, improving employee competence, and enhancing operational systems through the use of information and communication technology. Continuous evaluation, quality management, and risk management are also integral components in achieving optimal performance.

Legal Basis of BPJS Kesehatan

The implementation of BPJS Kesehatan is supported by several legal foundations, including the 1945 Constitution, Law No. 40 of 2004 concerning the National Social Security System, and Law No. 24 of 2011 concerning the Social Security Administering Body.

BPJS Kesehatan participants include all individuals, including foreign workers who have worked in Indonesia for at least six months and have paid contributions. Participants are categorized into Contribution Assistance Recipients (PBI), consisting of low-income individuals whose contributions are paid by the government, and Non-PBI participants, including formal employees, informal workers, and other individuals capable of paying contributions.

Covered Family Members

BPJS Kesehatan provides coverage not only for participants but also for their family members. For salaried workers, coverage typically includes the core family, consisting of a spouse and up to three children, with a maximum of five individuals in total. Eligible children must be unmarried, financially dependent, and under a specified age limit.

For non-salaried workers and independent participants, additional family members can be included without strict limitations, subject to contribution payments. This flexibility allows broader access to healthcare protection within households.

Benefits of National Health Insurance (JKN)

BPJS Kesehatan provides comprehensive healthcare services, including primary and advanced care. Primary healthcare services cover administrative services, preventive and promotive care, basic medical treatment, medication, laboratory tests, and inpatient services when necessary.

Advanced healthcare services include specialist consultations, diagnostic services, medical procedures, rehabilitation, and inpatient care at higher-level facilities. These services are delivered through a referral system to ensure efficiency and appropriate utilization of healthcare resources.

Contributions and Penalties

The contribution system varies depending on the participant category. For low-income participants (PBI), contributions are fully subsidized by the government. For salaried workers in the public sector, contributions are set at 5% of monthly income, shared between employers and employees. In the private sector, contribution rates differ but follow a similar shared structure.

Independent participants pay fixed monthly contributions based on the class of healthcare services selected. Additional contributions apply for extended family members. Timely payment of contributions is mandatory, with penalties imposed for delays. Late payments may result in administrative fines, calculated as a percentage of the outstanding amount.

Work Ethic

Work ethic originates from the Greek word *ethos*, which refers to attitudes, character, personality, and beliefs that guide individual and collective behavior. Work ethic is shaped by cultural values, social norms, and habitual practices within a community. It reflects not only individual attitudes toward work but also broader societal perspectives that influence how work is perceived and performed. In this context, work ethic embodies a strong internal drive to perform tasks optimally, achieve excellence, and continuously improve work quality.

Different societies demonstrate distinct forms of work ethic. For instance, Japanese work ethic emphasizes responsibility, respect, sincerity, and loyalty, while German work ethic is characterized by discipline, rationality, efficiency, and a strong orientation toward achievement. Similarly, South Korean work ethic highlights hard work, discipline, and a strong emphasis on education. These variations indicate that work ethic is deeply rooted in cultural values and socio-economic contexts, shaping behavioral patterns in the workplace.

According to Sinamo (2005), work ethic consists of eight fundamental principles: work as a blessing, trust, calling, self-actualization, worship, art, honor, and service. These principles emphasize that work is not merely an economic activity but also a moral and spiritual endeavor. Individuals who internalize these values tend to demonstrate higher levels of commitment, responsibility, and integrity in their work. Work ethic, therefore, becomes a key determinant of employee performance and organizational success.

Furthermore, work ethic is reflected through observable characteristics such as discipline, honesty, responsibility, sincerity, and respect for time (Solikin, 2007). Employees with strong work ethic tend to utilize time effectively, maintain consistency in their actions, and uphold ethical standards in their professional conduct. These characteristics contribute to improved productivity and organizational effectiveness.

Work ethic is also closely associated with human resource development. In modern organizations, high work ethic is not only linked to technical competence but also to emotional intelligence (EQ) and adaptability. Employees who possess strong work ethic are more likely to respond positively to change, demonstrate resilience, and actively contribute to organizational goals. Thus, work ethic can be understood as a combination of values, attitudes, and behaviors that significantly influence individual and organizational performance.

Organizational Effectiveness

The concept of effectiveness refers to the extent to which organizational goals are achieved. Effectiveness is derived from the term *effective*, which implies the successful accomplishment of intended objectives. In an organizational context, effectiveness is commonly associated with the ability to achieve desired outcomes in terms of quality, quantity, and timeliness.

According to Steers (1977), organizational effectiveness should not be viewed solely from the perspective of goal attainment, such as profit generation, but must also consider system perspectives and human behavior within the organization. This

approach emphasizes that effectiveness is influenced by multiple interrelated factors, including organizational structure, environmental conditions, and employee behavior.

Environmental factors play a significant role in determining organizational effectiveness. Burn and Stalker (1961) identified two types of management systems influenced by environmental conditions: mechanistic and organic systems. Mechanistic systems are characterized by rigid structures and centralized control, while organic systems are more flexible and adaptive. Organizations operating in dynamic environments tend to adopt organic systems to enhance responsiveness and effectiveness.

Effectiveness can also be understood as the ability of an organization to utilize its resources efficiently to achieve its objectives. Steers (1985) defines effectiveness as the extent to which a program or system achieves its goals without placing excessive strain on its resources or processes. Similarly, Kurniawan (2005) describes effectiveness as the ability to perform tasks and functions without creating unnecessary pressure or inefficiency within the organization.

Ndraha conceptualizes organizational effectiveness as the ratio between actual outcomes and predetermined targets ($E = R/T$), where effectiveness increases as the level of achievement approaches or exceeds the target. This quantitative perspective highlights the importance of performance measurement in evaluating organizational success.

In addition, effectiveness is closely related to efficiency, although both concepts are distinct. Efficiency refers to performing tasks correctly with minimal resource use, whereas effectiveness emphasizes achieving the right outcomes. An organization can be efficient without being effective, but long-term success requires the integration of both.

Overall, organizational effectiveness represents the ability of an organization to achieve its goals through optimal utilization of resources, effective processes, and adaptive management practices. It serves as a key indicator for evaluating organizational performance and determining whether structural or managerial changes are necessary.

3. METHODOLOGY

Research Object

The research object refers to the variables examined within a specific research setting. According to Supriati (2012), the research object is the variable studied at the location where the research is conducted. Similarly, Satibi (2011) explains that the research object encompasses a comprehensive description of

the research scope, including organizational characteristics, structure, and functions.

Based on these definitions, the research object in this study includes remuneration, social security (BPJS Kesehatan), work ethic, and organizational effectiveness within the East Jakarta Metro Police. These variables were selected to analyze their relationships and impact on organizational performance.

Research Location and Time

This study was conducted at the East Jakarta Metro Police Office, located on Jl. Matraman Raya No. 224, Jakarta. The research was carried out over a two-month period, from August to September 2014.

Operationalization of Variables

Operationalization of variables is essential to translate abstract concepts into measurable indicators. According to Satibi (2011), operationalization connects theoretical variables to empirical observation, while Sarwono (2006) defines it as the process of making variables measurable within a research framework.

In this study, four main variables were operationalized using interval scales. Remuneration was measured through direct financial compensation such as salary, allowances, and incentives. Social security (BPJS Kesehatan) was measured through benefits such as healthcare coverage, accident insurance, and death benefits. Work ethic was assessed through behavioral indicators including discipline, honesty, responsibility, adaptability, and result orientation. Organizational effectiveness was measured through indicators such as quality and quantity of work, timeliness, and communication effectiveness.

Sampling Method

Due to limitations in time, cost, and accessibility, this study used a sample rather than the entire population. The population consisted of 300 personnel (both police and non-police staff) at the East Jakarta Metro Police.

The sample size was determined using the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

where n represents the sample size, N is the population size, and e is the margin of error. Based on this calculation and practical considerations, a sample of 50 respondents was selected.

The sampling technique used was simple random sampling, ensuring that each member of the population had an equal chance of being selected. This

method enhances the representativeness and reduces sampling bias.

Data Analysis Method

Descriptive Analysis

Descriptive statistics were used to summarize and present the data, including frequency distributions, percentages, means, and standard deviations (Sugiyono, 2007). This analysis provides an overview of respondent characteristics and variable distributions.

Inferential Analysis

Inferential statistics were employed to test research hypotheses and examine relationships between variables. This approach allows conclusions to be generalized from the sample to the population.

Instrument Testing

Validity Test

Validity testing was conducted to ensure that the instrument measures what it is intended to measure (Singarimbun, 2004). The validity of each item was tested using Pearson Product-Moment Correlation. An item is considered valid if the correlation coefficient (r) exceeds the critical value at a 5% significance level.

Reliability Test

Reliability was assessed using Cronbach's Alpha. According to Sekaran (2006), a coefficient below 0.6 indicates poor reliability, around 0.7 is acceptable, and above 0.8 is considered good. Reliability ensures consistency of measurement across repeated tests.

Classical Assumption Tests

To ensure the accuracy of regression analysis, several classical assumption tests were conducted:

- **Normality Test:** Using the Kolmogorov-Smirnov test to determine whether the data are normally distributed.
- **Multicollinearity Test:** Evaluated using Variance Inflation Factor (VIF), where values below 10 indicate no multicollinearity (Ghozali, 2006).
- **Heteroscedasticity Test:** Assessed through scatterplot analysis to examine variance consistency.
- **Linearity Test:** Conducted to ensure linear relationships between variables, with significance below 0.05 indicating linearity.

Path Analysis

Path analysis was used to examine both direct and indirect relationships among variables. The structural equation model is expressed as:

$$Y = \rho_{31}X_1 + \rho_{32}X_2 + \varepsilon_1$$

where Y represents work ethic, X_1 represents remuneration, X_2 represents social security, and ε is the error term. This method allows for a comprehensive analysis of causal relationships among variables.

Correlation and Hypothesis Testing

Hypothesis testing was conducted using:

- **t-test (partial test):** To examine the effect of individual independent variables on the dependent variable.
- **F-test (simultaneous test):** To evaluate the combined effect of all independent variables on the dependent variable.

If the calculated t or F value exceeds the critical value at a 5% significance level, the hypothesis is accepted, indicating a significant relationship.

Data Analysis

This chapter presents the descriptive profile of the research data, followed by statistical analysis to address the research problems and test the hypotheses formulated in Chapter I. The analysis employs both descriptive statistics to summarize respondent perceptions and inferential statistics, particularly path analysis, to examine the relationships among variables. This approach aligns with the research methodology outlined in Chapter III, ensuring consistency between the analytical framework and the research objectives.

4. DISCUSSION

General Overview of East Jakarta Metro Police

Historical Background and Organizational Overview

The East Jakarta Metro Police (Polres Metro Jakarta Timur) was established in 1952 on a former Dutch land area of approximately 4,000 square meters. The first Police Chief was RD Isa Wiguna. Since its establishment, the institution has played a crucial role in maintaining public security and order (kamtibmas) in the East Jakarta region, which is known for its complex socio-demographic characteristics.

Currently, the East Jakarta Metro Police is supported by ten sector police units (Polsek), namely Pasar Rebo, Ciracas, Cakung, Jatinegara, Matraman, Pulogadung, Duren Sawit, Makasar, Kramat Jati, and Cipayung. These units operate under the coordination of the central police office to ensure effective law enforcement and public service delivery across different administrative areas.

The jurisdiction of the East Jakarta Metro Police is categorized as a high-risk area for social conflict. Several types of conflicts have been

identified, including inter-ethnic conflicts, inter-religious conflicts, community disputes, student-related conflicts, and conflicts involving criminal groups. These conflicts occur in various sub-districts, reflecting the diversity and complexity of the region. Such conditions require adaptive and responsive policing strategies to maintain stability and public trust.

In addition to social conflicts, the region is also vulnerable to natural disasters, particularly flooding. Several areas, such as Kramat Jati, Cawang, Kampung Melayu, Bidara Cina, Cipinang Muara, Cipinang Melayu, and Kebon Pala, are prone to flooding due to high rainfall intensity and overflow from upstream regions such as Bogor. These environmental challenges further increase the operational demands on police personnel, particularly in emergency response and disaster management.

From an organizational perspective, these dynamic conditions highlight the importance of internal factors such as remuneration, social security, work ethic, and organizational effectiveness. The complexity of tasks and environmental pressures faced by the police institution reinforces the relevance of this study in examining how these variables influence organizational performance.

Organizational Structure

The organizational structure of the East Jakarta Metro Police is regulated under the Indonesian National Police Chief Regulation No. 23 of 2010. This regulation introduced structural adjustments as part of broader bureaucratic reform within the Indonesian National Police (Polri), including the Metro Jaya Regional Police.

The restructuring aims to improve organizational efficiency, accountability, and professionalism in public service delivery. These changes reflect the government's commitment to implementing bureaucratic reform and strengthening institutional performance. As a result, organizational roles, responsibilities, and coordination mechanisms have been refined to better align with the demands of modern policing.

This structural transformation also supports the implementation of performance-based management systems, including remuneration and social security policies, which are central to this study. By aligning organizational structure with reform objectives, the institution is expected to enhance employee performance, improve work ethic, and ultimately achieve higher levels of organizational effectiveness.

Descriptive Analysis of Research Variables

This section presents a comprehensive descriptive analysis of the main variables examined in

this study, namely remuneration (X_1), social security/BPJS Kesehatan (X_2), work ethic (Y), and organizational effectiveness (Z). The analysis is based on frequency distribution and percentage values derived from respondents' answers using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). This descriptive approach aims to provide an initial empirical overview before proceeding to inferential analysis, as outlined in the research methodology.

Remuneration Variable (X_1)

The distribution of responses for the remuneration variable indicates that overall perceptions tend to be positive, although some disparities remain. The highest frequency of responses falls within the "agree" category, with an average frequency of 21.43 (43.73%), followed by "moderately agree" at 12.29 (25.07%), "disagree" at 8.86 (18.08%), and "strongly agree" at 6.43 (13.12%). No respondents selected "strongly disagree." The combined proportion of "agree" and "strongly agree" responses reaches 56.85%, suggesting that more than half of the respondents perceive the remuneration system as relatively appropriate and satisfactory.

A closer examination of individual indicators reveals that remuneration components linked to structural fairness and long-term benefits receive the highest appreciation. Specifically, the indicator related to salary determination based on workload (grade/rank) shows a very strong level of agreement, with 87.8% of respondents indicating agreement or strong agreement. Similarly, confidence in pension benefits as a form of future financial security reaches 65.3%, indicating that respondents value the long-term sustainability of compensation systems.

However, the findings also highlight a notable concern regarding distributive justice. The indicator related to equal pay for similar workloads across different positions received relatively lower evaluations, with 61.2% of respondents expressing disagreement or neutrality. This suggests that perceived inequity in compensation distribution may still exist within the organization. From a theoretical perspective, this condition aligns with equity theory, where perceived imbalance between input and reward may influence employee motivation and job satisfaction.

Furthermore, indicators related to allowances and additional benefits, such as holiday bonuses and operational allowances, show moderate agreement levels, indicating that while these components contribute positively to employee welfare, they may not fully meet expectations. Overall, the remuneration system can be categorized as adequate but still requires improvement, particularly in terms of fairness and consistency across positions.

Social Security Variable (X_2 – BPJS Kesehatan)

The descriptive analysis of the BPJS Kesehatan variable shows a relatively strong positive perception among respondents. The "agree" category dominates with an average frequency of 25.00 (51.0%), followed by "moderately agree" at 9.14 (18.7%), "strongly agree" at 8.29 (16.9%), and "disagree" at 6.57 (13.4%). No responses were recorded in the "strongly disagree" category. The combined percentage of "agree" and "strongly agree" responses reaches 67.93%, indicating that the majority of respondents perceive the social security system as beneficial and supportive.

In terms of specific indicators, the highest level of satisfaction is observed in access to inpatient healthcare services, with 91.8% of respondents expressing agreement. Similarly, family welfare benefits through ASABRI are highly appreciated, with 81.6% agreement. These findings indicate that core components of the social security system are functioning effectively in providing a sense of security and support to employees and their families.

Despite these positive perceptions, several areas require attention. Outpatient services, for example, received relatively lower evaluations, with 57.1% of respondents expressing dissatisfaction or neutrality. Additionally, perceptions regarding the adequacy of overall healthcare coverage also indicate room for improvement, with 55.1% of respondents expressing moderate or negative responses. These results suggest that while the system is structurally sound, its implementation and service quality may not fully meet employee expectations.

From an organizational perspective, effective social security systems play a critical role in enhancing employee well-being, reducing uncertainty, and increasing work motivation. However, inconsistencies in service delivery may undermine these benefits and potentially affect employee trust in the system.

Work Ethic Variable (Y)

The work ethic variable demonstrates the most dominant positive perception among all variables analyzed in this study. The "agree" category shows the highest average frequency of 33.55 (68.5%), followed by "strongly agree" at 10.73 (21.9%), "moderately agree" at 4.18 (8.5%), and "disagree" at 0.55 (1.1%), with no responses in the "strongly disagree" category. The combined proportion of "agree" and "strongly agree" responses reaches 90.35%, indicating a very strong work ethic among respondents.

The data suggest that employees exhibit high levels of integrity, discipline, sincerity, and commitment in performing their duties. Indicators such as honesty, positive competition, responsibility, and perseverance receive particularly strong support,

reflecting a workforce that aligns with the theoretical framework proposed by Sinamo (2005) regarding the eight principles of work ethic.

Nevertheless, certain indicators reveal relatively lower scores compared to others. Specifically, independence in performing tasks and readiness to accept change show a proportion of 20.4% of respondents expressing neutrality or disagreement. This suggests that while employees demonstrate strong moral and behavioral work values, there may be limitations in terms of adaptability and self-directed performance.

In the context of organizational development, these findings indicate that strengthening employee autonomy and adaptability could further enhance overall work ethic. Given that modern organizational environments are increasingly dynamic, the ability to respond to change becomes a critical component of sustainable performance.

Organizational Effectiveness Variable (Z)

The analysis of organizational effectiveness indicates a generally positive perception, although not as strong as the work ethic variable. The highest frequency of responses falls within the “agree” category, with an average of 26.50 (54.1%), followed by “moderately agree” at 17.67 (36.1%), “strongly agree” at 3.83 (7.8%), and “disagree” at 1 (2.0%). No respondents selected “strongly disagree.” The combined “agree” and “strongly agree” responses amount to 61.9%, suggesting that the organization is perceived as relatively effective in achieving its objectives.

The most positively rated indicator relates to the effectiveness of control systems, with 73.5% of respondents indicating agreement. This suggests that monitoring and evaluation mechanisms within the organization are functioning effectively in improving work outcomes. Additionally, indicators related to task completion and communication also show favorable responses, indicating that operational processes are generally well managed.

However, lower levels of satisfaction are observed in areas related to employee participation and involvement in decision-making. Approximately 46.9% of respondents expressed neutrality or dissatisfaction regarding their involvement in goal-setting processes and their contribution to organizational objectives. This finding indicates a gap in participatory management practices, which may limit employee engagement and ownership of organizational goals.

From a theoretical perspective, organizational effectiveness is not only determined by structural and procedural efficiency but also by the extent to which employees are actively involved in organizational processes. Therefore, enhancing

participatory mechanisms and improving communication between management and employees may contribute to higher levels of effectiveness.

Instrument Validity and Reliability Testing

To ensure the quality of measurement, this study employed validity and reliability tests prior to hypothesis testing, in line with the quantitative approach described in the methodology section.

Validity Test

Instrument validity was assessed using the corrected item–total correlation approach to evaluate the internal consistency of each questionnaire item. An item is considered valid if its correlation coefficient exceeds the critical value ($r_{table} = 0.3061$, $df = 28$, $\alpha = 0.05$), or meets the minimum threshold of 0.25–0.30 as suggested in measurement literature.

The validity testing process was conducted iteratively. Items with correlation coefficients below the threshold were removed and the test was repeated until all remaining items met the validity criteria.

The results indicate that:

- For the **remuneration variable**, several items were initially invalid and subsequently excluded. After refinement, all retained items demonstrated acceptable validity.
- For the **BPJS Kesehatan variable**, two items failed to meet the threshold and were removed. The final model included only valid items.
- For the **work ethic variable**, all items were valid in the initial test, indicating strong internal consistency.
- For the **organizational effectiveness variable**, two items were excluded due to low correlation values, and the remaining items were confirmed as valid.

Overall, the iterative validation process ensured that all constructs were measured using statistically valid indicators, strengthening the internal validity of the study.

Reliability Test

Reliability was evaluated using Cronbach’s Alpha coefficient to measure the internal consistency of each construct. Following established criteria, a variable is considered reliable if $\alpha \geq 0.70$.

The results show that all variables demonstrate strong reliability:

- **Remuneration ($\alpha = 0.782$)** → reliable
- **BPJS Kesehatan ($\alpha = 0.914$)** → highly reliable
- **Work Ethic ($\alpha = 0.885$)** → highly reliable
- **Organizational Effectiveness ($\alpha = 0.914$)** → highly reliable

These findings indicate that the measurement instruments are consistent and stable, supporting their suitability for further statistical analysis.

Hypothesis Testing and Path Analysis

Consistent with the research framework, this study employs path analysis to examine both direct and indirect relationships among variables. The model consists of two structural equations, where remuneration (X_1) and BPJS Kesehatan (X_2) act as exogenous variables, while work ethic (Y) and organizational effectiveness (Z) are endogenous variables.

The first structural model is formulated as follows:

$$Y = \rho_{YX_1}X_1 + \rho_{YX_2}X_2 + \varepsilon_1$$

This model evaluates the effects of remuneration and social security on work ethic.

Simultaneous Effect (F-test)

The simultaneous effect of remuneration and BPJS Kesehatan on work ethic was tested using ANOVA (F-test). The results indicate that the model is statistically significant ($F = 6.581$; $p = 0.003 < 0.05$), meaning that both variables jointly influence work ethic.

The coefficient of determination ($R^2 = 0.222$) shows that 22.2% of the variance in work ethic can be explained by remuneration and BPJS Kesehatan, while the remaining 77.8% is influenced by other variables not included in the model.

These findings suggest that although both variables contribute to work ethic, their explanatory power remains moderate, indicating the presence of additional determinants such as leadership, organizational culture, or intrinsic motivation.

Partial Effect (t-test)

To examine individual effects, partial hypothesis testing was conducted using the t-test.

The regression equation is as follows:

$$Y = 0.161X_1 + 0.528X_2 + \varepsilon$$

The results show contrasting effects between the two independent variables:

Remuneration → Work Ethic

The effect of remuneration is not statistically significant ($t = 1.083$; $p = 0.284 > 0.05$). This indicates that remuneration does not have a meaningful direct influence on work ethic. Although the standardized coefficient ($\beta = 0.161$) suggests a positive relationship, the effect is weak and insignificant.

BPJS Kesehatan → Work Ethic

In contrast, BPJS Kesehatan has a significant positive effect on work ethic ($t = 3.555$; $p = 0.001 < 0.05$), with a standardized coefficient of $\beta = 0.528$. This indicates that social security plays a substantial role in shaping employee work ethic.

The findings reveal an important insight: financial incentives alone (remuneration) are not sufficient to significantly influence work ethic, whereas social protection mechanisms (BPJS Kesehatan) have a stronger and more meaningful impact. This suggests that employees may value security, well-being, and stability more than purely monetary rewards when developing positive work attitudes.

From a theoretical perspective, these results support the argument that work ethic is not solely driven by extrinsic rewards, but also by psychological and social factors, including perceived organizational support and security. Therefore, strengthening social security programs may be a more effective strategy for enhancing work ethic compared to increasing financial compensation alone.

Correlation Analysis and Structural Model Results

Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of relationships among the main variables. The Pearson correlation coefficient ranges from -1 to +1, where positive values indicate a direct relationship and negative values indicate an inverse relationship.

The results show that:

- **Remuneration and BPJS Kesehatan** exhibit a moderate and significant positive correlation ($r = 0.483$, $p < 0.01$), indicating that improvements in remuneration tend to be associated with better perceptions of social security.
- **Remuneration and Work Ethic** show a very weak and non-significant relationship ($r = 0.094$, $p > 0.05$), suggesting that financial compensation alone does not strongly influence employees' work ethic.
- **BPJS Kesehatan and Work Ethic** demonstrate a moderate and significant positive relationship ($r = 0.450$, $p < 0.01$), indicating that social security plays an important role in shaping employee attitudes toward work. These findings reinforce the earlier results, highlighting that non-financial factors—particularly social protection—are more strongly associated with work ethic than monetary compensation.

Path Analysis: Sub-Structural Model 1

The first structural model examines the effects of remuneration (X_1) and BPJS Kesehatan (X_2) on work ethic (Y).

Simultaneous Effect

The F-test results indicate that remuneration and BPJS Kesehatan jointly have a significant effect on work ethic ($F = 6.581$; $p < 0.05$). The coefficient of determination ($R^2 = 0.222$) suggests that 22.2% of the variance in work ethic is explained by these two variables, while 77.8% is influenced by other factors.

Partial Effect

The regression results show that:

- **Remuneration** → **Work Ethic**: Not significant ($\beta = 0.161$; $p > 0.05$)
- **BPJS Kesehatan** → **Work Ethic**: Significant positive effect ($\beta = 0.528$; $p < 0.05$)

Thus, the structural equation can be expressed as:

$$Y = 0.161X_1 + 0.528X_2 + \varepsilon_1 (R^2 = 0.222)$$

These findings indicate that social security has a stronger influence on work ethic compared to remuneration.

Path Analysis: Sub-Structural Model 2

The second structural model examines the effects of remuneration (X_1), BPJS Kesehatan (X_2), and work ethic (Y) on organizational effectiveness (Z).

Simultaneous Effect

The F-test shows that all three variables jointly have a significant effect on organizational effectiveness ($F = 9.155$; $p < 0.05$). The coefficient of determination ($R^2 = 0.379$) indicates that 37.9% of the variance in organizational effectiveness is explained by the model, while 62.1% is influenced by other variables outside the model.

Partial Effect

The regression results indicate that:

- **Remuneration** → **Organizational Effectiveness**: Not significant ($\beta = 0.202$; $p > 0.05$)
- **BPJS Kesehatan** → **Organizational Effectiveness**: Not significant ($\beta = 0.167$; $p > 0.05$)
- **Work Ethic** → **Organizational Effectiveness**: Significant positive effect ($\beta = 0.441$; $p < 0.05$)

Thus, the structural equation can be formulated as:

$$Z = 0.202X_1 + 0.167X_2 + 0.441Y + \varepsilon_2 (R^2 = 0.379)$$

These results highlight that organizational effectiveness is primarily driven by work ethic rather than direct effects of remuneration or social security.

Direct and Indirect Effects

To better understand the causal relationships, both direct and indirect effects were calculated.

Direct Effects

- Remuneration → Work Ethic: 16.1% (not significant)
- BPJS Kesehatan → Work Ethic: 52.8% (significant)
- Remuneration → Organizational Effectiveness: 20.2% (not significant)
- BPJS Kesehatan → Organizational Effectiveness: 16.7% (not significant)
- Work Ethic → Organizational Effectiveness: 44.1% (significant)

Indirect Effects

- Remuneration → Work Ethic → Organizational Effectiveness: 7.1%
- BPJS Kesehatan → Work Ethic → Organizational Effectiveness: 23.28%

These findings indicate that BPJS Kesehatan has a stronger indirect influence on organizational effectiveness through work ethic compared to remuneration.

Overall, the results suggest a mediated relationship in which work ethic acts as a key intervening variable. While remuneration and BPJS Kesehatan do not directly influence organizational effectiveness, BPJS Kesehatan significantly enhances work ethic, which in turn improves organizational effectiveness.

This finding implies that improving employee welfare through social protection mechanisms may be more effective in strengthening organizational performance than relying solely on financial incentives. It also reinforces the theoretical argument that behavioral and psychological factors, such as work ethic, play a central role in determining organizational outcomes.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the empirical findings and path analysis results, several key conclusions can be drawn. First, social security (BPJS Kesehatan) has a significant and substantial direct effect on work ethic ($\beta = 0.528$), indicating that employee welfare and protection systems play a crucial role in shaping positive work attitudes. This finding highlights that

employees are more responsive to security and well-being factors than purely financial incentives.

Second, work ethic has a strong and significant effect on organizational effectiveness ($\beta = 0.441$). This confirms that behavioral and attitudinal factors serve as key drivers of organizational performance. Employees with higher levels of discipline, integrity, and commitment contribute more effectively to achieving organizational goals.

Third, remuneration does not have a significant direct effect on either work ethic ($\beta = 0.161$; $p > 0.05$) or organizational effectiveness ($\beta = 0.202$; $p > 0.05$). Similarly, BPJS Kesehatan does not directly influence organizational effectiveness ($\beta = 0.167$; $p > 0.05$). These findings suggest that financial and structural benefits alone are insufficient to directly improve organizational outcomes.

However, indirect effects reveal a more nuanced relationship. BPJS Kesehatan significantly influences organizational effectiveness through work ethic, with an indirect effect of 23.28%, while remuneration shows a relatively small indirect effect (7.1%). This confirms the mediating role of work ethic in translating organizational support into performance outcomes.

Overall, the study demonstrates that organizational effectiveness is primarily driven by work ethic, which is strongly influenced by social security rather than remuneration. This finding reinforces the importance of non-financial factors in public sector performance.

Recommendations

Based on the findings, several practical and research recommendations are proposed.

From a managerial perspective, improving public service quality should remain a priority. Strengthening the institutional image of public service can be achieved through continuous communication, both via mass media and direct engagement with the community. This approach supports the role of police officers as agents of change and enhances public trust.

Second, the relatively lower perception of remuneration and certain aspects of BPJS Kesehatan indicates the need for improvement, particularly through the provision of non-financial benefits. Facilities such as wellness programs, employee transportation, childcare support, and workplace amenities may enhance employee well-being and indirectly strengthen work ethic.

Third, leadership plays a critical role in reinforcing employee motivation. Organizational leaders are encouraged to provide greater recognition, career development opportunities, and performance-based incentives to improve engagement and commitment.

Fourth, strengthening internal communication and collaboration is essential. Establishing forums or platforms for employees to exchange ideas and experiences may improve teamwork and organizational cohesion.

Fifth, organizational systems—particularly communication and supervision mechanisms—should be continuously improved to enhance efficiency and accountability. These efforts are aligned with broader bureaucratic reform aimed at improving public service performance.

Sixth, targeted training and development programs should be implemented regularly to enhance employee competencies, particularly in responding to emerging public service challenges.

From a research perspective, future studies are encouraged to expand the scope of analysis by including additional variables such as leadership, organizational culture, or motivation. Moreover, broader sampling techniques, such as stratified random sampling across multiple units or institutions, may improve generalizability and provide deeper insights into organizational performance dynamics.

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