



Marketing Strategy Analysis in Increasing Participation Numbers in the Social Security Administration for Employment (BPJS Ketenagakerjaan) Tanjung Perak Branch Office Using SWOT Analysis Method

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ARTICLE INFORMATION

Article history:

Received: 11 August 2023
 Revised: 1 September 2023
 Accepted: 15 December 2023

Category: Research paper

Keywords:

Marketing
 Strategy
 Increasing
 Participation
 SWOT method

DOI: 10.22441/ijiem.v5i1.22338

A B S T R A C T

This study delves into the societal responsibility of nations for ensuring the well-being of their citizens through the implementation of social welfare systems, notably the social security program managed by the Social Security Organizing Agency (BPJS). The historical evolution of PT Jamsostek (Persero) underscores the development of social security programs in Indonesia, emphasizing the significance of safeguarding workers' economic and social interests. This research focuses on BPJS Ketenagakerjaan Tanjung Perak Branch, aiming to analyze its marketing strategies to augment membership through the SWOT analysis method. Employing a qualitative approach, the study employs interviews, observations, and documentation for data collection. The findings reveal strengths in BPJS Ketenagakerjaan's extensive social security offerings, weaknesses in communicating with and raising awareness among informal workers, opportunities for enhancing worker welfare, and threats posed by declining membership due to competitive forces. Drawing on the SWOT analysis, the study suggests a conglomerate diversification strategy, wherein BPJS Ketenagakerjaan Tanjung Perak can introduce new programs to previously untapped segments, thus bolstering its membership base. The research enriches the understanding of BPJS Ketenagakerjaan's marketing strategies and contributes insights for broadening its membership outreach.

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1. INTRODUCTION

The welfare of the community is the responsibility of a nation, wherein the state must be capable of endeavoring for social welfare for all its citizens. One form of

becoming a prosperous nation is by implementing a social security system for the entire population. The implementation of the social security program is entrusted to the Social Security Agency established by law,

which will be further abbreviated as BPJS in this research. In its marketing, BPJS Employment focuses on all types of workers, whether they are wage recipients (PU) or formal workers, as well as those who are non-wage recipients (BPU) or informal workers. Wage recipients are non-independent workers or individuals who work within a company (employees), or anyone who works while receiving a salary, wage, or other forms of compensation from an employer. The awareness of Non-Wage Recipient (BPU) workers to participate in BPJS Employment seems to be lacking. This is evident from the decrease in BPU participation in BPJS Employment at the Tanjung Perak Branch. The reason is that they (BPU workers) admit they cannot directly experience its benefits. However, by participating in BPJS Employment, many benefits can be obtained. The chosen programs are also gradual, in accordance with participants' abilities and needs. It can also be observed that the Non-Wage Recipient (BPU) segment has experienced a decline. The segment of Non-Wage Recipient (BPU) participants in 2021 reached 16,000 workers, while in 2022, it experienced a decrease to 9,000 workers.

The primary goal of SWOT analysis is to enhance awareness of the factors used for making business decisions or formulating business strategies. To achieve this, SWOT analyzes the internal and external environment and factors that can influence decision sustainability. SWOT analysis is the systematic identification of various factors to formulate company strategies. This analysis is based on logic that aims to maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats.

2. LITERATURE REVIEW

Marketing is a social process involving individuals and groups to obtain what they need and desire through the creation, offering, and free exchange of products and services of value with others. Marketers are involved in the process and execution of conceiving, pricing, promoting, and distributing ideas, goods, and services to satisfy the objectives of individuals and organizations (Abdul, 2020). Marketing is one of the core activities undertaken by a

company to achieve its goals, which include sustaining growth and generating profits. Marketing is also a crucial factor in meeting consumer needs. Therefore, marketing activities must be able to provide customer satisfaction if the company aims to maintain ongoing operations or desires consumers to have a favorable view of the company. Marketing management is the analysis, planning, implementation, and monitoring of programs aimed at conducting exchanges with the intention of achieving organizational goals. It heavily relies on the organization's offerings to fulfill the needs and desires of the market, determining pricing, providing effective services and distribution to inform, motivate, and serve the market (Afiezan, 2022)

1. Marketing Strategy

Strategy is a fundamental plan to achieve the goals of a company. Marketing strategy is a fundamental tool designed or planned for the purpose of a company by continuously developing competitive advantages through the entered market and the programs used to serve its target market. According to Philip Kotler, marketing strategy is a plan to amplify influence on the market, whether short-term or long-term, based on market research, product evaluation, promotion, sales planning, and distribution (Arfan, 2022).

Marketing strategy is based on marketing logic used by business units to achieve marketing goals. Marketing strategy consists of specific strategies related to the target market, marketing mix, and marketing expenditure levels. At least in marketing strategy, there are 10 steps that can be used as marketing communication strategies, namely identifying consumer purchase motives, comparing product reality versus consumer perception, recognizing competitive situations, understanding the primary benefits of the product for consumers compared to competitors, designing marketing communication programs, creating brand personality, setting communication targets and actions, creating perceptual effects, identifying consumer touchpoints, and planning research for the future (Azzani, 2022).

SWOT analysis is the systematic identification of various factors to formulate company strategies. This analysis is based on a logic that aims to maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats. This analysis is grounded in the assumption that an effective strategy will capitalize on existing strengths and opportunities, while minimizing weaknesses and threats. When applied accurately, this simple assumption has a significant impact on the design of a successful strategy and the business environment analysis that provides the necessary information to identify opportunities and threats within the company (Eka, 2021).

IFAS and EFAS are analyses derived from the SWOT analysis theory, which are used to identify various internal and external factors within a business or organization. Business, being an organizational activity, aims to provide goods or services with the goal of obtaining profit (Griffin and Ebert, 2007), where businesses have the potential to grow and develop amidst existing competition. Businesses that can endure are those that possess strategies to overcome challenges in the market. Businesses need to identify various factors that constitute strengths and opportunities in order to formulate competitive strategies (Rangkuti, 2008). One approach is to use the SWOT analysis, encompassing strengths and weaknesses, which is referred to as IFAS (Entis, 2022). Furthermore, it also analyzes opportunities and threats, referred to as EFAS. By utilizing the IFAS and EFAS analyses, it is expected to systematically identify various factors by maximizing the strengths and opportunities within the company while minimizing weaknesses and threats from competitors and the external environment.

The IFAS matrix is used by assessing and weighting each data obtained about the internal factors of an organization, namely the strengths and weaknesses possessed by the organization/business. Weighting aims to quantify internal factors on a scale of 1-5, from very unimportant to very important. Meanwhile, the EFAS matrix is used to assess and weight each field-acquired data regarding external factors such as opportunities and threats that the organization possesses, with the

goal of quantifying external factors on a scale of 1-5, from very unimportant to very important (Kotler, 2012)

3. RESEARCH METHOD

This research was conducted at the Tanjung Perak Surabaya Branch Office of BPJS Employment, located at Jl. Perak Timur No.82, Perak Timur, Pabean Cantikan Subdistrict, Surabaya City, East Java. The research was carried out from March 2023 until the required data had been sufficiently collected. The following are the steps in this research:

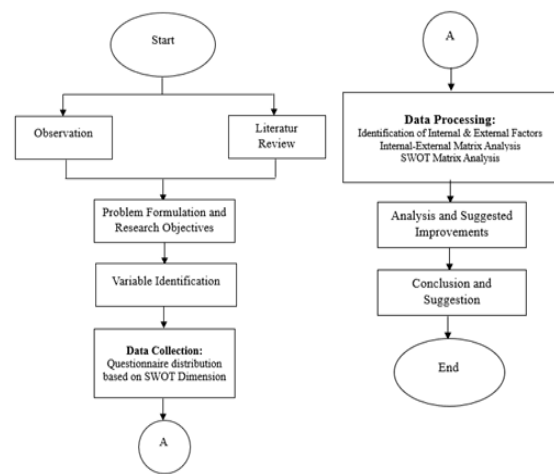


Figure 1. Research flowchart

4. RESULT AND DISCUSSION

4.1 Collection Data

Based on primary data collected from questionnaire distribution, the following are the dimensions and attributes of SWOT Analysis at BPJS Ketenagakerjaan used in the questionnaire data:

- Strength

Attributes of Strength:

S1 : Can collaborate with central government agencies or local government authorities.

S2 : BPJS Employment also operates a pension insurance program.

S3 : When workers are no longer employed or experience layoffs from the company they worked for, they will also receive savings, which are included in the retirement benefit plan.

S4 : The beneficiaries are not only formal workers in companies but also informal workers who can benefit from accident insurance, death benefits, and

- retirement benefits.
- Weaknesses
Attributes of Weaknesses:
W1 : BPJS Employment cannot change a company's way of thinking.
W2 : BPJS Employment still lacks the ability to disseminate information to workers effectively.
W3 : The communication between BPJS Employment and workers is still lacking and needs to be improved
W4 : Information about BPJS Employment is still unclear among informal workers.
 - Opportunities
Attributes of Opportunities:
O1 : BPJS Employment has created numerous opportunities to enhance the quality of social security programs.
O2 : Collaboration between BPJS Employment and government agencies can enhance the quality of social security program implementation.
O3 : For workers, the establishment of BPJS Employment will improve their welfare.
O4 : For business owners, BPJS Employment will reduce the burden of medical costs.
 - Threats
Attributes of Threats:
E1: Workers will protest against BPJS Employment and demand improvements from BPJS Employment.
E2: The policies implemented will also be enhanced to avoid future losses for workers.
E3: Companies do not participate in BPJS Employment because they do not want to pay the burdensome contributions.
E4: The growth of membership in BPJS Employment will decrease due to threats from companies and workers.

4.2 Data Processing

1. Analisis Internal (IFAS)

No matter the internal factors being considered, whether strengths or weaknesses, the resulting total weighted value will range from 1.0 for very low to 4.0 for very high, with an

average score of 2.5. Thus, if the results from the IFAS matrix reveal scores below 2.5, it indicates that the company's internal condition is low; conversely, if the results exceed 2.5, it can be inferred that the company's internal position is relatively strong. For a clearer understanding of answers related to internal and external factors, please refer to the following table.

Table 1. Internal analysis (strength)

Strength	Weight	Rating	Score
Can collaborate with central government agencies or local government authorities	0.24	5.70	1.38
BPJS Employment also operates a pension insurance program	0.24	5.70	1.38
When workers are no longer employed or experience layoffs from the company they worked for, they will also receive savings, which are included in the retirement benefit plan	0.26	6.10	1.58
The beneficiaries are not only formal workers in companies but also informal workers who can benefit from accident insurance, death benefits, and retirement benefits	0.26	6.00	1.53
Total			5.88

Table 2. Internal Analysis (Weaknesses)

Strength	Weight	Rating	Score
BPJS Employment cannot change a company's way of thinking	0.23	4.00	0.92
BPJS Employment still lacks the ability to disseminate information to workers effectively	0.27	4.70	1.28
The communication between BPJS Employment and workers is still lacking and needs to be improved	0.23	3.90	0.88
Information about BPJS Employment is still unclear among informal workers	0.27	4.70	1.28
Total			-4.36
Strength + Weaknesses			1.52

In the table above, the total value of the IFAS matrix for BPJS Employment Tanjung Perak Branch is 1.52. This value indicates that in its efforts to

implement strategies, the company is positioned at an average level in terms of overall internal strengths. This is related to marketing, participation, within BPJS Employment.

2. Analisis Eksternal (EFAS)

If the results from the EFAS matrix indicate scores below 2.5, it means that the company, given its current state, has not been able to fully leverage opportunities optimally and is highly susceptible to competitive threats. This implies that when facing external environmental dynamics, the company is in a weak position. Conversely, if the results are above 2.5, it can be inferred that the company's position is relatively strong when facing external environmental dynamics.

Table 3. External analysis (opportunities)

Strength	Weight	Rating	Score
BPJS Employment has created numerous opportunities to enhance the quality of social security programs	0.23	6.10	1.41
BPJS Employment also operates a pension insurance program	0.27	5.30	1.44
When workers are no longer employed or experience layoffs from the company they worked for, they will also receive savings, which are included in the retirement benefit plan	0.23	5.20	1.17
The beneficiaries are not only formal workers in companies but also informal workers who can benefit from accident insurance, death benefits, and retirement benefits	0.27	5.30	1.44
Total			5.46

Table 4. External analysis (threats)

Strength	Weight	Rating	Score
Workers will protest against BPJS Employment and demand improvements from BPJS Employment	0.26	3.60	0.94
The policies implemented will also be enhanced to avoid future losses for workers	0.26	3.60	0.94

Strength	Weight	Rating	Score
Companies do not participate in BPJS Employment because they do not want to pay the burdensome contributions	0.25	3.40	0.84
The growth of membership in BPJS Employment will decrease due to threats from companies and workers	0.23	3.20	0.74
Total			-3.46
Opportunities + Threats			2.00

The table above is the EFAS matrix of BPJS Employment Tanjung Perak Branch, and it can be observed that the total value of the EFAS matrix is 2.00. This indicates that the company's executed strategies effectively depict existing external opportunities and avoid potential negative influences from threats. Furthermore, calculations were conducted beyond the above table to determine the most appropriate strategy adopted by BPJS Employment Tanjung Perak Branch. Based on this data, the company's coordinate point is determined, as seen in the table image above.

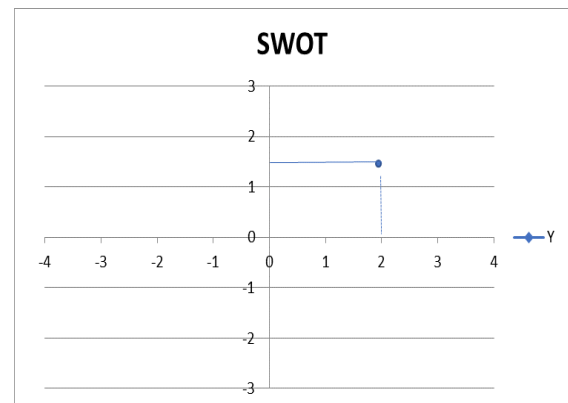


Figure 2. SWOT analysis diagram (Source: data processing)

Based on the SWOT analysis, it is evident that the strengths possessed by BPJS Employment Tanjung Perak Branch enable it to sustain and compete effectively with other branch offices. The research analysis results employ the SWOT matrix, which combines the company's strengths, weaknesses, opportunities, and threats. The analysis of internal company factors provides a

general overview of the strengths and weaknesses possessed by the company, while the analysis of external factors aims to provide a general overview of the opportunities and threats faced by the company.

The score for strength factors is 5.88, and for weakness factors, it is 4.36, resulting in a difference of 1.52. The score for opportunity factors is 15.46, and for threat factors, it is 3.46, resulting in a difference of 2.00. These difference values can form a coordinate point, namely (1.52:2.00). As a result, the company's position falls within quadrant 1, indicating a highly favorable situation due to having opportunities and strengths, enabling it to capitalize on available prospects.

From the above SWOT matrix, it can be observed that the comparison is made between strength and opportunity factors against weakness and threat factors. Therefore, BPJS Employment Tanjung Perak Branch is already capable of competing with other competitors. The following outlines the marketing strategy development based on the interpretation of the SWOT analysis results for BPJS Employment.

3. Matrix IE (Internal External)

The total value of internal analysis for BPJS Employment Tanjung Perak Branch is 1.52, while the total value of external analysis is 2.00. For further clarification, please refer to the Table 5.

Table 5. IE matrix

Strategy	Stronge (3.0-4.0)	Average (2.00-2.99)	Weak (1.00 – 1.99)
High (3.00-4.00)	I Growth	II Growth	III Growth
Medium (2.00-2.99)	IV Stability	V Growth	VI Decline
Low (1.00-1.99)	VII Growth	VIII BPJS TANJUNG PERAJ	IX LIQUIDITY

Based on the table above, BPJS Employment Tanjung Perak Branch is in cell 8, which means that BPJS Employment Tanjung Perak Branch is

currently in a growth strategy. From the intersection of the total score of internal analysis and the score of external analysis, it is evident that the cross point falls within cell 8. Therefore, a strategy that can be adopted by BPJS Employment Tanjung Perak Branch to increase the number of participants is a diversification strategy, including adding new BPJSK programs and introducing them to new environments unrelated to the current setting.

4. Analisis SWOT

a. SO Strategy

- Collaborating with the government in order to create numerous opportunities to enhance the quality of social security program implementation.
- BPJS Employment can collaborate with government institutions to execute pension insurance programs.
- Maintaining the pension insurance program for workers and providing medical assistance to enhance the well-being of employees, thus reducing the company's medical burden on workers.

b. WO Strategy

- Collaborating with the government by conducting socialization about BPJS Employment both to companies and the working community.
- Communicating and socializing with laborers to inform them about the guarantees they receive.
- Improving information delivery to be clearer and more detailed so that both the working community and companies can understand the benefits of BPJS Employment.

c. ST Strategy

- Improving BPJS Employment with the assistance of relevant government institutions to the fullest extent possible, thereby

minimizing the occurrence of protest actions.

- Convincing companies about the importance of BPJS Employment in improving the welfare of workers, thereby reducing the burden of covering worker's medical expenses and pensions.

d. WT Strategy

- Changing the mindset of companies that are unwilling to pay contributions through socializing the importance of BPJS Employment and its benefits for the company.
- Striving to improve policies that are unfair to workers in order to mitigate protest actions.

Industries can utilize improvement suggestions through the SWOT method with the following steps: identifying Strengths, Weaknesses, Opportunities, and Threats (SWOT); analyzing the interconnections among SWOT factors; prioritizing based on significant impacts; formulating suitable strategies from the SWOT analysis results; implementing concrete improvement actions; monitoring and evaluating strategy execution; adjusting and developing strategies according to evaluation outcomes. The application of the SWOT method helps generate a comprehensive view of the industry's position, as well as identifying improvement steps to address challenges and capitalize on opportunities.

The study's findings are compared to prior research in several ways. Firstly, a comprehensive literature review uncovers consistencies and disparities in BPJS's strengths, weaknesses, opportunities, and threats. This study affirms certain strengths and weaknesses noted in earlier research, such as BPJS's effectiveness for formal workers but also identifies gaps in reaching informal workers. Secondly, the analysis of internal and external factors aligns with earlier research on leveraging strengths, exploiting opportunities, and mitigating threats. However, this study offers novel insights by suggesting specific SWOT-based strategies to more effectively address identified issues. Thus, while there are

convergences with prior research, the unique approach and strategic recommendations contribute a distinct perspective to the existing knowledge.

5. CONCLUSION

BPJS Employment Tanjung Perak Branch is in cell 8, which means that BPJS Employment Tanjung Perak Branch is currently in a growth strategy. From the intersection of the total score of internal analysis and the score of external analysis, it is evident that the cross point falls within cell 8. Therefore, a strategy that can be adopted by BPJS Employment Tanjung Perak Branch to increase the number of participants is a diversification strategy, including adding new BPJSK programs and introducing them to new environments unrelated to the current setting. Several strategies that can be implemented by BPJS Employment Tanjung Perak to increase the number of participants can be concluded, one of which is by implementing a conglomerate diversification strategy. This strategy can be executed through the addition of new BPJSK programs and introducing them to new environments unrelated to the current ones. In implementing this strategy, BPJS Employment Tanjung Perak Branch must develop a better strategy by considering the strategies that have been previously employed. However, it is important to note the conglomerate diversification strategy. Further research in SWOT analysis at BPJS office could focus on more in-depth segments, such as informal workers, and analyze the influence of external factors such as regulatory changes and technology. Additionally, comparisons with similar institutions in other industries could provide global insights, while investigating the connection between loyalty, customer satisfaction, and SWOT analysis could reveal the impact on participant perceptions. The effects of implementing strategies from previous analyses, along with aspects of finance, organizational change, management, and technology, also warrant exploration. This research will deepen the understanding of SWOT analysis at BPJS and has the potential to make a valuable contribution to the development of effective and sustainable strategies.

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