
Implementation Of The Employment Guarantee Program In An Effort To Improve The Psychological Well-Being Of Employees Of The South Sidoarjo Pratama Tax Service Office

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ABSTRACT

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Labor social security is needed by informal sector workers or workers outside the relationship. One of the employment security programs established under the auspices of the DGT is CBB (Perkumpulan Cakti Budddhi Bhakti). This research examines what the implementation of the CBB employment guarantee program in the South Sidoarjo Pratama Tax Service Office looks like, then find out how to improve the psychological well-being of employees of the South Sidoarjo Pratama Tax Service Office, with the implementation of the CBB employment guarantee program and to find out effective strategies in realizing the implementation of the CBB employment guarantee program. This research was conducted on 5 resource persons representing each division in the South Sidoarjo Pratama Tax Service Office. This research uses descriptive qualitative research methods with a case study approach. The data collection method was carried out by interview. The results of the study found that the implementation of the CBB job guarantee program is quite good, but there are still obstacles in the field. One of them is the delivery of knowledge information about the CBB work guarantee program is still very minimal, the implementation of the CBB work guarantee program can improve the psychological well-being of employees of the South Sidoarjo Pratama Tax Service Office, and strategies that can be done to improve the implementation of the CBB work program, one of which is to involve the central party as the authority for this program, in socializing to all DGT employees without exception.

Keywords: Job security, CBB, Psychological well-being

1. INTRODUCTION

Labor is crucial for economic development, and its development aims to improve work quality and involve workers in the process. Social Security ensures decent life for all,

as per Article 28 H of the 1945 Constitution. It is essential for informal sector workers and those outside relationships. One employment security program established under the DGT is CBB (Perkumpulan Cakti Budddhi Bhakti), which focuses on workers' rights and interests.

In 2019, the DJP's members gathered in various forums to discuss the implementation of a more comprehensive program to improve environmental sustainability. This program aimed to create a more comprehensive environmental program, including a program for citizens and social activities. The informal movement, known as the Buddhi Bhakti, was also introduced as a program.

The CBB program is a financial assistance program for DJP employees, involving community and WhatsApp groups to support their hobbies, work, and social activities. It provides benefits to employees when they actively participate in their work without a lack of work. The program is only applicable to employees in the Directorate of Taxation and other departments within the Taxation Office, and offers support to become a Taxpayer. The program aims to help employees who have completed their purnabhakti period and obtain their benefits after being deposited in the Taxpayer's Office.

The work program of the Social Security Organizing Agency (BPJS) is employees of companies that have industrial relations. This CBB program is only intended for employees within the Directorate General of Taxes and other members who are appointed at the Members Meeting, and declare their willingness to voluntarily become members of the Association and are obliged to pay monthly membership fees. On the CBB website, it is known that there are still many workers who have not been registered, despite the fact that the CBB employment guarantee program is intended mostly for employees within the Directorate General of Taxes, As information obtained on the CBB website, it is known that 3860 members have not been registered. The CBB management team will inform and coordinate with all stakeholders in the Directorate of Public Works to ensure the successful implementation of the program.

The establishment of an internal employment guarantee program under the auspices of the Directorate General of Taxes is one of the efforts to improve the psychological well-being of its employees in terms of fundraising guarantees for employees who are hit by disasters, receiving hospitalization benefits when employees or their families are sick, and receiving loan benefits. Psychological well-being according to Snyder and Lopez (2002: 543) is a condition of achieving happiness without psychological disorders characterized by the ability of individuals to optimize their psychological functions. A person's psychological well-being in the world of work is an important topic in shaping a person's behavior or a situation in the work environment. Haryanto and Suyasa's research (2007: 91) shows the results of a positive relationship between psychological well-being and employee performance. This condition proves that the level of psychological well-being will affect the overall profit of the company or agency where it works.

Research on the implementation of the implementation of employment security programs has been carried out before, such as research conducted by Syachrezi et al (2020), their research is entitled "implementation of the Employment Social Security Program for Informal Workers by BPJS Employment Semarang Majapahit Branch". The results of his research are known if the implementation of the social security program BPJS Employment Semarang Majapahit, has not been able to be implemented evenly, especially for membership of the informal worker category. Then there is also research conducted by Waruwu et.al (2024). Their research is entitled "The Effectiveness of Providing Social Security to Employees". The results of their research found that the program was effective. Employees feel that their welfare is maintained through two health insurance programs,

Mandiri Inhealth and BPJS, which provide adequate protection. This program is proven to increase a sense of security and work comfort which has a positive impact on employee motivation and productivity. Both studies discuss the Employment Social Security Program established by the government, some have been implemented well in some places, and some have not run optimally.

This research is important because it raises a very relevant issue, namely labor social security as part of efforts to support the welfare of workers, especially in the informal and formal sectors. This topic has high significance given the strategic role of labor in supporting economic development as well as the constitutional mandate to guarantee a decent life for all citizens. Employee well-being is not only about financial aspects, but also includes psychological well-being, which affects productivity and work motivation. This research directly contributes to the understanding of how employment security programs, such as Cakti Buddhi Bhakti (CBB), can improve employees' psychological well-being. The results of this study can be a strategic input for policy makers in government institutions, especially DGT, in designing and implementing welfare programs that are more inclusive, sustainable, and have a direct impact on employees. Based on existing data, there are still 3,860 members who have not registered in the CBB program. This research can help identify implementation obstacles and provide applicable recommendations.

The novelty of this research is research on the Cakti Buddhi Bhakti employment guarantee program or abbreviated as CBB which was formed and devoted to employees within the Directorate General of Taxes, because previously there has never been research that discusses this CBB program. Based on the above background, the researcher is interested in conducting research with the title **“Implementation of the Job Guarantee Program in an Effort to Improve the Psychological Wellbeing of South Sidoarjo Pratama Tax Service Office Employees”**.

2. LITERATUR REVIEW

Social Security Theory

Social Security is a policy aimed at workers, particularly in the company environment, to ensure protection and mutually beneficial work interactions. It is organized by the state to guarantee citizens meet basic needs of a decent life. As per the Law of the Republic of Indonesia Number 3 of 1992 concerning Social Security for Workers, it provides compensation in the form of money for lost income and services due to work-related events.

Meanwhile, according to Law of the Republic of Indonesia Number 40 of 2004 concerning the National Social Security System, paragraph 1 states that Social Security is a form of social protection to ensure that all people can meet their basic needs. Then according to Satrawidjaja (2012) social security can include various types of services, facilities and benefits provided by the Government to the community such as basic education, public health, public housing, clean water, and the environment, elderly and so on. It should also be noted as emphasized that all forms of utilization provided through the social security program are only limited to the fulfillment of basic and minimal human needs to maintain human dignity. In connection with this nature, it can be understood if efforts in the field of social security are always the responsibility of the Government, so that vital benefits are guaranteed realization. For those who are able to meet the needs above the level of social security, the fulfillment is borne by the person concerned.

Kansil (2007: 127) emphasizes the importance of labor social security, which includes organizing and bargaining, occupational safety, health, old age, health care, accident, and death insurance. This policy should be developed gradually, considering economic and monetary impacts, employment conditions, and labor capabilities. The indicators of social security include providing basic protection to meet minimum living

needs for workers and their families, and ensuring the ongoing flow of income receipts as a substitute or all lost income.

Association Cakti Buddhi Bhakti (CBB)

Association Cakti Buddhi Bhakti (CBB) is a law enforcement agency aimed at enhancing cooperation and unity among tax officials. It is a voluntary body aimed at enhancing cooperation and esprit de corps among tax officials. The CBB's motto is "With all power, strength, and faith, I will be a witness to the nation." No government officials can become the CBB Chairman. Instead, they must work in the Directorate of Budget and other departments in the Anggota region, provide necessary support to become the CBB Chairman, and ensure proper payment of Anggota revenue.

The association in vertical units, fundraising for employees in disasters, communities, WhatsApp group forums to channel hobbies, religious activities, and social activities show the desire to gather from DGT employees. The collective association is legally incorporated to protect the activities carried out. The dues paid can be refunded if the members quit. The association must take one of the legal entities defined by the applicable laws and regulations and the association and purpose underlie the formation of the employee association.

Psychological Well-being

Mental health is associated with the absence of psychological disorders rather than positive psychological functioning (Ryff, 1989). Therefore, people recognize mental health in terms of the absence of illness rather than being in a state of well-being. Well-being is defined as the degree to which a person can function optimally (Ryan & Deci, 2001). Huppert (2009) says that psychological well-being is a life that goes well. It is a combination of feeling good and functioning effectively. People with high psychological well-being feel happy, capable, supported and satisfied with their lives. In addition, Huppert (2009) also includes better physical health mediated by brain activation patterns, neurochemical effects and genetic factors.

Ryan & Deci (2001) identify two main approaches to understanding psychological well-being. The psychological approach is focused on happiness, preventing pain, and psychological well-being is the limit of being an overall functional person. Research on psychological health is crucial as it helps individuals identify what is important in their lives. Some literature defines positive psychology, such as Rogers' concept of a fully functioning person, Maslow's concept of self-actualized person, Jung's concept of individuality, and Allport's concept of maturity.

Ryff (1989) analyzed psychological theories by integrating clinical psychology, developmental psychology, and mental health theories. These theories include Maslow's theory of change, Allport's concept of functioning, Roger's concept of the fully functioning person, Jung's individual concept, Erikson's psychosocial theory, and Jahoda's positive mental health theory.

3. RESEARCH METHOD

Type of Research

This research uses descriptive qualitative research methods with a case study approach, which is a research procedure that uses descriptive data in the form of written or

spoken words from people and actors that can be observed. By using a descriptive qualitative research approach, it is hoped that it can analyze and examine all the findings that exist when the research is carried out. The object of this research is the South Sidoarjo Pratama Tax Service Office, East Java. The research was conducted with the aim of wanting to know what the implementation of the CBB employment guarantee program is like at the South Sidoarjo Pratama Tax Service Office, East Java, then to find out how to improve the psychological well-being of employees of the South Sidoarjo Pratama Tax Service Office, with the implementation of the CBB employment guarantee program, and to find out effective strategies in realizing the implementation of the CBB employment guarantee program. Where the CBB employment guarantee program is regulated by the Office note of the Secretary of the Directorate General of Taxes number ND-3617 / PJ.01 / 2023 and the Chairperson's Letter of the Chakti Buddi Bhakti Association number 22 / CBB / 2023. Which is the Prosperous Retirement Loan (CBB) is a program that aims to help employees who are approaching retirement prepare for their welfare after completing their service at the Directorate General of Taxes.

Data Collection Technique

In collecting accurate and valid data information, data collection is used in the form of primary data and secondary data. Primary data that is intended here researchers will conduct in-depth interviews, which are assisted by recording devices and secondary data in the form of documentation regarding evidence of the distribution of funds from the employment guarantee program. Recording devices are used as crosscheck material, when analyzing there is data, information or information that was not recorded by the researcher (interviewer). In research on the implementation of the employment guarantee program in an effort to improve the psychological health of employees of the South Sidoarjo Pratama Tax Service Office, researchers will play a full role as observers, as well as interviewers, where researchers will conduct direct interviews and are in-depth and open with the parties who feel directly the existence of the CBB employment guarantee program facility, especially for employees in the supervision division of the South Sidoarjo Pratama Tax Service Office by recording all events, data, and information from informants used as material for writing research results.

Unit of Study

In qualitative descriptive research, it is necessary to explain the unit of study that reveals the things that will be discussed in a study so that it will direct the researcher's attention to something that will be studied as a classification of data collection, and provide a description in accordance with the reality or facts that exist at the time of the research. The phenomena that occur regarding the implementation of the job security program in an effort to improve the psychological well-being of employees of KPP Pratama Sidoarjo, East Java. The implementation of the CBB employment guarantee program is focused on matters ranging from the stages of the objectives of establishing the CBB employment guarantee program, the benefits of the CBB employment guarantee program, the terms and conditions of becoming a member of the CBB employment guarantee program, the procedures for claiming the CBB employment guarantee program, and the reporting of the CBB Employment Guarantee Program site. then regarding the accuracy of the target and whether it really provides benefits for government employees, especially those under the auspices of the DGT in improving their psychological well-being with the CBB employment guarantee program.

Data Analysis Technique

Data analysis is a process of systematically searching and compiling data obtained from observations, interviews, field notes and documentation studies. In a study, if the data analysis used shows a lack of data, then the researcher may re-conduct data collection. To avoid this, researchers use data analysis techniques.

The data analysis techniques used in this study are:

1. Perform data reduction. At this stage the researcher carries out a transformation process that continues after field research, until all reports are compiled according to the needs of the researcher.
2. Making data clustering. This stage is very important because it affects the determination of systematic research, classification can be done by determining that narratives sourced from people who are more competent than those who are not competent. For example, employees who have become members and have received the benefits of the CBB work guarantee program tend to be more relevant than members who have just joined or who are still in the process of becoming members (have never received the benefits of the CBB work guarantee program).
3. Data Tringulation. Stages can be carried out using different techniques, namely interviews, observations, and documents. Tringulation with sources compares and rechecks the accuracy of information obtained through different times and tools in a study.
4. Conducting analysis. After the data is clearly classified, data analysis can be done to find patterns. In analyzing qualitative data, coding is done. Coding is the process of categorizing qualitative data so that it can be easily measured or understood.

4. RESULTS AND ANALYSIS

Analysis and Discussion

Both central and local government administrators must ensure that the working community gets the Employment Social Security program which is a worker's right and at the same time social protection for workers and their families. As is known, employees within the Directorate General of Taxes get facilities in the form of membership in one of the employment security programs under the auspices of the DGT, which is called CBB. The purpose of this work program is so that workers get a job security program, which will provide a sense of security and certainly encourage the productivity of these workers. The value of the benefits received from the work security program, at least provides a little contribution, in order to prevent the working community and their families from falling into a new poor family or even extreme poverty when they experience economic shocks due to work accidents or economic crises, ”

The Health Insurance Program under the auspices of the DGT, namely CBB, one of the programs is a guarantee in the form of health protection so that Participants obtain health maintenance benefits and protection in meeting basic health needs provided to everyone who has paid a membership fee of Rp. 100,000 per month. In this research, researchers will find out information from several sources who have registered as CBB members, both those who have benefited from the work program, and those who have not received benefits. From several questions asked, discussing the extent of knowledge and implementation of the CBB work guarantee program that has been felt by the sources in its influence on the

psychological well-being of these employees. The sub-variable aspects asked were about the purpose of the CBB formation, the benefits of the CBB work program and the procedures for claiming the program.

Interview Results of All Interviewees

The results of the interview from the fifth informant, although this fifth informant has never used and utilized the CBB job guarantee program facilities in the form of loan applications, but based on the experience of stories he got from other friends who have used it easily and practically, especially the existence of interest-free loans. So he agrees that the establishment of the CBB work guarantee program can improve the psychological well-being of employees.

Purpose of Establishment of CBB Employment Guarantee Program

Association Cakti Buddhi Bhakti (CBB) is an association among employees of the Directorate General of Taxes in an effort to improve mutual cooperation and mutual help for mutual welfare. CBB is an official legal entity established to improve the welfare and esprit de corps among employees of the Directorate General of Taxes (DGT). CBB was formed with the aim of creating an attitude of mutual cooperation and mutual help among DGT employees. CBB has the motto “With all strength, energy, and mind and with Sublime Budi, We Serve the Country”. The purpose of this association is to improve mutual welfare and maintain esprit de corps among employees of the Directorate General of Taxes.

Benefits of the CBB Employment Guarantee Program

The benefits of the CBB work guarantee program include:

- a. If a CBB member or immediate family member of a CBB member experiences illness and requires hospitalization, they can claim the cost of this hospitalization to the CBB work guarantee program.
- b. CBB members can apply for loans with a maximum ceiling of 20 million without interest.
- c. If the borrower dies before paying off the pension loan obligation and the borrower is entitled to compensation benefits (with terms and conditions apply, namely the funeral compensation benefits will be calculated first to pay off the remaining installments of the pension loan, and the excess of the funeral compensation after being calculated with the pension loan obligation will be given to the borrower).
- d. djp employees can work together to help other employees who experience illness that requires hospitalization, or need loan funds for their personal affairs.

Terms and Conditions of Membership of the CBB Job Guarantee Program

Not all government employees can become members of the CBB Association. There are several conditions for becoming a member of the CBB, as follows Those who can become members of the CBB Association are employees within the Directorate General of Taxes and other members appointed at the Members' Meeting, and declare their willingness to voluntarily become members of the Association and are obliged to pay monthly membership fees, the amount of which is determined in the Bylaws or otherwise determined at the Members' Meeting.

CBB Employment Guarantee Program Claim Procedure

Regarding the inpatient claim program, the conditions required, in my opinion, are quite simple and easy, because I only scan or simply take a photo of the proof of inpatient certificate obtained from the hospital, then upload it to the CBB system. Then I just have to wait for approval from the center and I will receive the funds in approximately 2 weeks working days with the provisions per day Rp. 300,000 maximum costs that can be claimed for 5 days. And in 1 year, there is a maximum quota for inpatient claims of Rp.10,000,000.

Then for other work guarantee programs, namely loans, it is required to attach personal data, such as KTP, salary slips, statement letters to make loans and so on. If these requirements are complete, they can be uploaded to the CBB system and then wait for verification from the center, if approved, the funds will be disbursed in approximately 2 weeks working days.

Reporting from the CBB Employment Guarantee Program website

Based on the latest CBB internal system update, the number of registered members is 40,901, then those who have not registered are 3,860, and members who have received hospitalization benefits are 1,463 and finally the number of members who have received loans is 6,240. the number of unregistered members may be due to not completing the required documents to become a member. From the CBB website report, it is also known that the number of loan recipients is almost 4x more than the recipients of hospitalization benefits.

Implementation of the CBB employment guarantee program at the South South Sidoarjo Pratama Tax Service Office

Based on the summary of answers from the five resource persons here, it is known that the implementation of the CBB job security program is quite good, but there are still obstacles in the field. One of them is regarding the delivery of knowledge information about the CBB job security program, which is still very minimal. So that those who know the information on rights and obligations in becoming CBB members come from other coworkers, or they read for themselves on the official CBB website, and even until now, information from sources, there are still many employee friends who do not understand the technicalities of submitting claims and technical loan applications. Regarding members who submit claims for hospitalization or loan claims, so far it has been carried out well, there is still nothing heard from these sources that claims for hospitalization costs or loan applications are not approved. The only thing that is quite complained about here is the time period for file verification or the approval process from the center, which is not the same for each employee. This is possible because of incomplete files that must be uploaded to the system. This incompleteness can be due to the lack of information obtained by the employee regarding detailed information on the terms and conditions of submission, especially submission of loans. One of the factors is the lack of socialization to all DGT employees related to the CBB job guarantee program.

Improving the psychological well-being of employees of the South Sidoarjo Pratama Tax Service Office, with the implementation of the CBB employment guarantee program.

Based on the summary of the answers from the five informants here, it is known that all five informants agree that the implementation of the CBB job guarantee program can improve the psychological well-being of employees of the South Sidoarjo Pratama Tax Service Office. Because two informants in this study have felt the benefits of this CBB job

guarantee program. Although in reality there are still many employees who have not felt the benefits of this CBB job guarantee program, based on the information they get from other employee friends who have felt the benefits, then there are no obstacles and always approve when applying, even though the time period is not the same. This makes several other employees who are also members but have not taken advantage of the job security program, also feel psychologically prosperous. In the report on the CBB internal website system, there are also no reports of rejected applications, so that this can make employees who have not felt the benefits of the CBB employment guarantee program calm. In addition, one of the interviewees argued that, by participating in becoming a CBB member, it can indirectly participate in helping fellow employees under the auspices of the DGT, through the hospitalization fee claim program, as well as the interest-free loan program.

Effective strategies in realizing the implementation of the CBB employment guarantee program

Based on the results of interviews with five resource persons in the field, it is known that the obstacle they have experienced so far is the lack of socialization of the CBB work guarantee program, so that in the future several strategic steps are needed to improve the implementation of the CBB work program, including the following:

- a. The central party conducts offline and online socialization to all DGT employees, periodically. For example, 1 month 1x. considering that there is always a rotation of new employees. This is done so that all employees do not miss any information.
- b. Regular updates are carried out for employees who until now have not joined the CBB membership.
- c. Establish a definite standard in the file verification process (e.g. 3-14 working days), so that employees can estimate the time period whether their application is rejected or accepted.

Application of Job Security Theory to the CBB job security program

Social security is outlined in various laws and regulations. As in article 6 of Law number 3 of 1992 concerning Workers Social Security, the scope includes four programs, namely the Work Accident Insurance Program, the Death Insurance Program, the Old Age Insurance Program, and the Health Maintenance Insurance Program. While in the Cakti Buddhi Bhakti employment security program, there are some differences in the provision of benefits, which include a health maintenance guarantee program, and member loans. Although in fact it is not as complete as Jamsostek, the establishment of the CBB employment guarantee program, at least, can still contribute among DGT employees in helping fellow employees through the hospitalization cost claim program, as well as the interest-free loan program. Based on the results of this study, from the five resource persons used as research (consisting of employees who have utilized the CBB employment guarantee program, as well as those who have not), the implementation of the employment guarantee program is indeed proven to improve the psychological well-being of employees.

5. CONCLUSION

- a. The implementation of the CBB employment guarantee program is quite good, but there are still obstacles in the field. One of them is the delivery of knowledge information about the CBB employment guarantee program is still very minimal. So that those who know

the information on rights and obligations in becoming CBB members come from other coworkers, or they read for themselves on the official CBB website,

- b. the implementation of the CBB employment guarantee program can improve the psychological well-being of employees of the South Sidoarjo Pratama Tax Service Office. there are no obstacles and always approve when applying.
- c. Strategies that can be done to improve the implementation of the CBB work program, one of which is to involve the central party as the authority for this program, in socializing to all DGT employees without exception.
- d. Cakti Buddhi Bhakti work guarantee program, there are some differences in the provision of benefits, which include health care insurance programs, and member loans. Although in fact it is not as complete as Jamsostek, but the establishment of CBB job security program, at least it can still provide contribution among DGT employees in helping fellow employees through hospitalization cost claim program, as well as interest-free loan program.

SUGGESTION

- a. Based on the results of interviews with five informants in the field, it is known that the obstacle they have experienced so far is the lack of socialization of the CBB work guarantee program, so that in the future several strategic steps are needed to improve the implementation of the CBB work program such as the central party conducting offline and online socialization to all DGT employees, periodically. For example, once a month, regular updates are conducted for employees who have not yet joined the CBB membership, and a definite standard is established in the file verification process (e.g. 3-14 working days), so that employees can estimate the period of time whether their application is rejected or accepted.
- b. It is expected that in the next research to be able to use a research case study place in a different DGT agency with this research, because in KPP Pratama South Sidoarjo, there are still few employees who take advantage of the CBB employment guarantee program.
- c. The sources used as research sources are multiplied, trying to be balanced between those who use the CBB program and those who have never been, so that getting results about improving psychological well-being with the implementation of the CBB job guarantee program is closer to the actual situation.

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