



COUNSELING ON THE IMPORTANCE OF ORGANIZATIONAL COMMITMENT IN PUBLIC SERVICES AT BPJS IN AMBON CITY MALUKU PROVINCE

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Abstrak

Organizational commitment is a key factor in improving the quality of public services. This study aims to enhance the understanding and application of organizational commitment at BPJS Kesehatan in Ambon City through counseling activities. The methods used include socialization, question-and-answer sessions, and mentoring for BPJS employees to identify challenges in public services and seek appropriate solutions. The results indicate that the lack of organizational commitment at BPJS Ambon is influenced by high workloads, low motivation, and ineffective leadership. This counseling initiative successfully raised employees' awareness of the importance of organizational commitment and strategies to strengthen it, such as leadership enhancement, job stress management, and professional development. These findings affirm that improving organizational commitment can enhance public service efficiency and community satisfaction. Therefore, sustainable policies are needed to strengthen organizational commitment at BPJS Ambon.

Keywords: *Organizational commitment, public service, BPJS Kesehatan.*

INTRODUCTION

Organizational commitment is a crucial element in ensuring the efficiency and effectiveness of public services. According to Meyer and Allen (1991), organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment to the organization, continuance commitment relates to the perceived cost of leaving the organization, and normative commitment reflects a sense of obligation to remain in the organization. These dimensions play a vital role in shaping employees' motivation and dedication in delivering quality services.

The importance of organizational commitment cannot be understated, especially in the public sector. Research by Mowday, Steers, and Porter (1979) emphasizes that employees with high organizational commitment are more likely to go beyond their formal job requirements, thus improving service quality. In the context of public service organizations such as BPJS, commitment ensures that employees are dedicated to fulfilling their responsibilities to the public, enhancing overall service delivery, and fostering trust among beneficiaries.

A committed organization is characterized by a workforce that upholds shared values, maintains a high

level of integrity, and prioritizes public welfare. Robbins and Judge (2019) state that organizations with strong commitment structures tend to exhibit better employee performance, reduced turnover, and higher job satisfaction. In public service institutions, such as BPJS, these factors are critical in ensuring that the needs of citizens are met effectively and efficiently.

In Ambon City, BPJS plays a pivotal role in providing health insurance services to the community. However, the level of organizational commitment among employees has been a subject of concern. Various reports indicate that issues such as lack of motivation, poor work engagement, and ineffective leadership contribute to reduced commitment levels. This situation negatively impacts the quality of service delivery, leading to dissatisfaction among service users.

Several challenges affect organizational commitment at BPJS Ambon, including bureaucratic inefficiencies, limited professional development opportunities, and inconsistent policy implementation. According to Northouse (2018), leadership plays a crucial role in fostering commitment by providing clear direction, motivation, and support to employees. Without strong leadership, employees may lack the drive to perform their duties optimally, affecting public service outcomes.

Another issue is the high level of job stress experienced by BPJS employees due to heavy workloads, complex administrative processes, and frequent policy changes. Research by Podsakoff et al. (2007) highlights that excessive job stress can lead to emotional exhaustion, ultimately reducing organizational commitment. In the case of BPJS Ambon, addressing work-related stressors is essential to improving employee dedication and performance.

Furthermore, employee engagement has been relatively low, which affects overall organizational

commitment. Studies by Saks (2006) indicate that engaged employees demonstrate higher levels of commitment, leading to increased job performance and customer satisfaction. At BPJS Ambon, low engagement levels have been linked to insufficient recognition of employee contributions, limited career advancement prospects, and inadequate work-life balance initiatives.

Given these challenges, there is an urgent need to enhance organizational commitment at BPJS Ambon. Commitment-building interventions, such as professional training, leadership development, and employee recognition programs, are essential to fostering a positive work environment. According to Deci and Ryan (2000), intrinsic motivation plays a significant role in shaping employee commitment. Therefore, creating a workplace culture that supports autonomy, competence, and relatedness can enhance employees' dedication to their roles.

This counseling initiative aims to address the pressing issue of organizational commitment in BPJS Ambon by providing employees with insights into the importance of commitment in public service delivery. By equipping employees with knowledge and strategies to strengthen their commitment, the initiative seeks to enhance the quality of health insurance services offered to the public.

One of the key objectives of this initiative is to raise awareness about the impact of organizational commitment on service quality. Research by Becker (1960) suggests that employees who perceive a strong connection between their work and organizational goals tend to exhibit higher levels of commitment. By aligning BPJS employees' goals with the institution's mission, this initiative aims to cultivate a more dedicated workforce.

Additionally, the counseling sessions will emphasize the role of leadership in fostering commitment. According to Bass and Avolio (1994), transformational leadership is an effective approach to enhancing employee commitment. Through mentorship, motivation, and a clear vision, leaders can inspire employees to become more engaged in their roles and dedicated to serving the public.

The initiative also seeks to address workplace stressors that contribute to low organizational commitment. Implementing stress management techniques, promoting work-life balance, and fostering a supportive work environment can significantly enhance employee well-being and commitment. Research by Schaufeli and Bakker (2004) indicates that employees who experience lower levels of job stress are more likely to remain committed to their organizations.

Furthermore, this counseling initiative will explore strategies for improving employee engagement at BPJS Ambon. Kahn (1990) argues that psychological safety, meaningful work, and supportive relationships are critical factors in fostering employee engagement. By creating a culture that values employee contributions and promotes professional growth, BPJS can enhance organizational commitment and service quality.

Another crucial aspect of the initiative is addressing ethical considerations in public service. According to Denhardt and Denhardt (2015), ethical behavior and integrity are fundamental to building trust and commitment in public sector organizations. Encouraging ethical decision-making and accountability can strengthen employees' sense of responsibility toward their work and the public.

By fostering a culture of commitment at BPJS Ambon, this initiative aligns with the broader goals of public service reform. According to Osborne and Gaebler (1992), innovative approaches to governance

and service delivery can significantly enhance public sector efficiency. Strengthening organizational commitment is a critical step toward improving public service outcomes in Ambon City.

The urgency of this initiative stems from the increasing demand for high-quality public services. As BPJS plays a vital role in ensuring health security for the population, enhancing employee commitment is essential to meeting the expectations of service users. By addressing the existing challenges, this initiative aims to create a more responsive, accountable, and effective public service institution.

Ultimately, the success of BPJS in delivering quality healthcare services depends on the commitment of its workforce. Through this counseling initiative, employees will gain a deeper understanding of the importance of organizational commitment and develop strategies to enhance their dedication to public service. This, in turn, will contribute to a more efficient, trustworthy, and people-centered BPJS in Ambon City, Maluku Province.

METHOD

The implementation of this counseling initiative involves three key stages:

1. **Socialization:** This stage involves introducing the concept of organizational commitment to BPJS employees. It includes presentations and discussions on the importance of commitment in public service, factors influencing commitment, and strategies for improving dedication to organizational goals.
2. **Question and Answer Session:** A structured interactive session where employees can ask questions, share their experiences, and discuss challenges related to organizational commitment. This session allows for

clarification of concepts and practical problem-solving approaches.

3. Assistance and Mentoring: Employees will receive hands-on guidance in applying commitment-enhancing strategies in their daily work routines. This includes coaching, role-playing exercises, and follow-up support to ensure the sustainable implementation of commitment-building practices.

RESULT

1. Planning

The implementation of this initiative followed the planned stages, beginning with socialization, which was well-received by BPJS employees. Participants actively engaged in discussions, showing a strong interest in understanding how organizational commitment affects their performance and service delivery.

The question-and-answer session provided an opportunity for employees to express their concerns and clarify misconceptions. Many participants highlighted challenges related to workload, leadership, and job satisfaction, leading to productive discussions on strategies to overcome these issues.

During the mentoring stage, employees received personalized guidance on how to apply commitment-enhancing practices in their daily work routines. Several participants demonstrated immediate improvements in their approach to teamwork, motivation, and professional development.

Post-counseling evaluations indicated a positive shift in employees' perception of their roles within BPJS. Many employees reported feeling more valued and motivated to contribute to organizational goals, which is expected to improve service delivery in the long term.

Follow-up assessments are planned to monitor the sustained impact of this initiative, ensuring that organizational commitment remains a key focus at BPJS Ambon.

2. Organization

The organization stage includes planning, structuring, and coordinating all activities related to the counseling initiative. It begins with identifying key stakeholders, assigning responsibilities, and preparing necessary materials. A dedicated team is established to oversee logistics, communication, and participant engagement, ensuring the program's success.

Collaboration with BPJS management and relevant authorities is essential to integrating this initiative into existing organizational development strategies. Clear coordination between facilitators, employees, and leaders ensures the smooth execution of the program while addressing specific needs and expectations.

To optimize effectiveness, a structured timeline is developed, outlining key milestones and activities. This timeline helps monitor progress and maintain alignment with the program's objectives. Regular meetings and briefings are conducted to evaluate readiness and adjust strategies when necessary.

Continuous monitoring and evaluation mechanisms are implemented to assess the program's impact. Feedback from employees and management is collected through surveys and interviews, enabling organizers to refine the initiative and improve future implementations.

Lastly, sustainability is a key consideration. Follow-up sessions, mentorship programs, and refresher courses are planned to reinforce key messages and ensure long-term improvements in organizational commitment. By embedding commitment-building

strategies into daily work culture, BPJS Ambon can maintain a high level of dedication and service quality among its workforce.

3. Implementation

The implementation stage began with the socialization session, where employees were introduced to the concept of organizational commitment and its impact on public service delivery. The facilitators used interactive presentations and case studies to illustrate the importance of commitment in enhancing service quality and employee performance.

Following the socialization session, a structured question-and-answer segment was conducted to address specific concerns and challenges faced by BPJS employees. Participants were encouraged to share their experiences and discuss practical strategies to strengthen organizational commitment. This interactive dialogue allowed employees to engage in meaningful discussions and seek solutions to workplace issues.

The final phase involved mentoring, where facilitators provided individualized guidance and support to employees. Role-playing exercises and real-world simulations were used to reinforce commitment-building strategies. Employees were given practical tools and resources to sustain their commitment beyond the counseling sessions, ensuring long-term improvements in workplace dedication and service quality.

Continuous follow-up sessions were scheduled to monitor progress and provide additional support. Employees were encouraged to implement the strategies learned and report any challenges encountered. This

approach ensured that the initiative had a lasting impact on organizational commitment at BPJS Ambon.

4. Controlling/Evaluation

The evaluation phase was conducted to assess the effectiveness of the counseling initiative in enhancing organizational commitment among BPJS Ambon employees. A combination of qualitative and quantitative methods was used to gather feedback from participants, measure changes in employee attitudes, and evaluate the overall impact of the program.

Post-event surveys were distributed to participants to collect their perceptions regarding the usefulness of the counseling sessions. The survey results indicated a positive response, with the majority of employees acknowledging an increased understanding of the importance of commitment in public service delivery.

Focus group discussions were held to allow participants to share their experiences and insights gained from the sessions. Many employees reported improvements in their motivation levels and a stronger sense of purpose in their roles.

Performance metrics such as employee engagement scores and service quality indicators were analyzed to measure tangible improvements. Early observations suggested a gradual enhancement in workplace commitment and service delivery efficiency at BPJS Ambon.

Recommendations for future improvements included the implementation of follow-up training sessions, the establishment of a mentorship program, and the integration of commitment-enhancing strategies into BPJS's organizational policies.

DISCUSSION

The counseling initiative on organizational commitment in BPJS Ambon has provided valuable insights into the factors influencing employee dedication and service quality. The sessions highlighted the significance of commitment in ensuring efficient public service delivery and improving client satisfaction.

One of the key findings was that employees who understood the impact of their work on public welfare exhibited a greater sense of responsibility and motivation. This aligns with Meyer and Allen's (1991) concept of affective commitment, where employees who feel emotionally connected to their organization are more likely to perform at their best.

The discussion also revealed that leadership plays a critical role in fostering commitment. Employees responded positively to strategies that emphasized transformational leadership, mentorship, and clear communication, as suggested by Bass and Avolio (1994).

Workplace stress and bureaucratic inefficiencies emerged as significant barriers to commitment. Addressing these issues through structured workload management and support systems can enhance employee well-being and job satisfaction.

Employee engagement was another crucial aspect discussed, with participants acknowledging the need for recognition, career growth, and work-life balance to sustain their commitment to BPJS Ambon. The initiative also highlighted the importance of ethical standards in public service. Employees recognized that upholding integrity and accountability contributes to long-term trust and commitment.

Overall, the counseling sessions successfully increased awareness of organizational commitment's

role in public service. The findings suggest that continued efforts in training, leadership development, and employee support can enhance BPJS Ambon's effectiveness in delivering quality services.

CONCLUSION

The counseling initiative on organizational commitment in BPJS Ambon has successfully raised awareness among employees regarding the importance of dedication in public service. The discussions and interactive sessions helped participants understand the various dimensions of organizational commitment and how these aspects influence service quality and efficiency.

One of the key takeaways from this initiative is the critical role of leadership in fostering commitment. Employees responded positively to transformational leadership strategies that emphasize mentorship, motivation, and professional growth. By strengthening leadership capacity, BPJS Ambon can enhance employee commitment and overall organizational performance.

Additionally, the initiative addressed the impact of workplace stress and job satisfaction on commitment levels. Employees recognized the need for improved workload management, career development opportunities, and a supportive work environment. Implementing these changes can lead to higher engagement, reduced turnover, and improved public service delivery.

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