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Factors Influencing, Obstructing, and Encouraging Collaborative Sustainability Performance: A Qualitative Study of Agency for Social Security Administration (Bpjs Kesehatan) in Indonesia

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Abstract

The purpose of this research is to investigate and comprehend the perspectives of stakeholder participants on the factors that influence, impede, and encourage the achievement of sustainable collaboration performance in the agency for social security administration (BPJS). A descriptive qualitative perspective study is used in this study. The qualitative approach is implemented through in-depth interviews with open-ended questions for 30-45 minutes to confirm and obtain input from leaders at the lowest level of management. Internal leaders at BPJS Kesehatan include senior managers and above serving as branch heads, former branch heads, assistant deputy or deputy head. According to the findings of this study, several factors, including leadership, innovation capability, stakeholder value, stakeholder management, regulatory effectiveness, employee

cooperation, and employee participation, play an important role in collaborative sustainability performance. The limitation of this study is that it only uses internal organization perspective to investigate the research objectives. Furthermore, the informants still do not represent all BPJS branches in Indonesia. As a result, future research will likely supplement the qualitative approach with a quantitative or mixed method approach. Furthermore, by combining a quantitative approach, the number of informants or respondents involved can be expanded

Keywords

Collaborative sustainability performance, social security, national health insurance

Introduction

Good health services are a community need and are frequently used to assess development success. Effective and successful in managing it will combat poverty (Cinaroglu et al., 2019; Yilmaz, 2013). As a result, most countries now consider public health insurance to be an essential program. The national health insurance program is based on the principles of social insurance, equity, and a mutual cooperation system in which capable and healthy participants assist poor and sick participants (Liaropoulos & Goranitis, 2016; Wiseman et al., 2018; Yeh, 2019). Due to health is closely related to poverty, the level of public health has a significant impact on the level of community welfare. Meanwhile, the degree of poverty will be proportional to the degree of welfare. The vicious circle of poverty illustrates the relationship between health and poverty. In the concept of poverty, there are three major factors that cause a person to become poor: poor health, poor income, and poor education (Ergo et al., 2019; Mulyanto et al., 2019).

As a result of Law No. 40 of 2004, the government made a decision to establish a National Health Insurance (JKN) program, which was coordinated by the Social Security Administration Agency (BPJS). One of the program's goals is to ensure that everyone has access to safe, high-quality, and affordable health care. BPJS Kesehatan has the authority to form partnerships with health-care facilities, including hospitals. Private hospitals are not required to provide services, whereas government hospitals are. Cooperation is carried out after certain requirements have been met, and one of the tasks of BPJS Health in the regions is to carry out credentialing in an effort to assess conformity with cooperation standards that must be met before a work contract is carried out. Every year, the contract is renewed and can be extended as long as it meets the requirements and both parties' agreement (Busch, 2021).

BPJS Kesehatan participants have reached 133.4 million people, or 53% of Indonesia's population, since its inception on January 1, 2014. After five years, the number of BPJS Health participants in 2019 has increased by 224,149,019, or 83 percent of the Indonesian population. Along with the increase in participation, the number of people using health services increased from 92.3 million in 2014 to 223.4 million in 2017. This suggests that the JKN-KIS program makes health services

more accessible, and that the public is more aware of the importance of using health services. Furthermore, the JKN-KIS program contributed IDR. 152.2 trillion to the Indonesian economy in 2016, creating 1.45 million jobs and increasing life expectancy by 2.9 years (budi hidayat, Mundiharno, Jiri nemec, Viktoria Robovskaja, cut S Rozanna, 2015; Dartanto et al., 2017; Hidayat, 2019).

The JKN program, on the other hand, has been experiencing a deficit since its inception. In fact, by the end of 2019, the deficit is expected to reach IDR 28 trillion. According to BPJS Kesehatan, the deficit is caused by a large number of people suffering from chronic diseases, which raises the cost of health care (Ariawan I et al., 2020). If this deficit problem is not addressed immediately, it will have a negative impact on the quality of health services, the trust of service providers and service users, and the community's welfare. If the deficit problem is not addressed immediately, achieving UHC will be difficult (HP Plus and TNP2K, 2018; Lagomarsino et al., 2012).

Some observers argue that the problem with BPJS is related not only to budget management, but also to resource management at the institution. In order to achieve its organizational goals, BPJS must be able to collaborate with a variety of relevant stakeholders. Collaboration is required to build a collaboration that includes the government, the private sector, and the community. However, this remains a problem in Latin American and African countries, as well as low and middle-income countries (Glandon et al., 2018; Odorico et al., 2014a, 2014b; Ota et al., 2018). The Organizing Agency in South Korea still faces an annual routine problem with the complexity of the relationship with hospitals in setting rates, for example (NHIS). Similarly, in efforts to increase public participation, this remains an impediment (Choi et al., 2004; Oh et al., 2015).

Furthermore, community support is required for the implementation of community-based insurance (Akuoko, 2014; Mladovsky, 2015; Mladovsky et al., 2014). On the other hand, policies that are consistent with the values of health services are required in order for the UHC program to be sustainable. Inadequate policies can reduce the value of health care (Erniaty & Harun, 2020). Meanwhile, for UHC program implementation organizations, management and competence of internal resources, as well as an appropriate organizational culture, are critical factors (Asghari et al., 1986; Coutinho et al., 2018; Heine et al., 2016; Passchier, 2017).

Collaboration is a means of achieving sustainability as a public institution involving many actors. Stakeholder support must be harmonized through supportive values. However, it is unclear which values are capable of encouraging the creation of sustainable collaboration that provides the results intended by the organization, even in areas where conditions are more slow, resulting in stakeholder dissatisfaction, also known as collaborative inertia (Huxham, 1996, 2010).

Building a successful collaboration requires stages and good governance (collaborative governance), according to collaboration theory. Collaborative governance, as a collaborative process, is critical to achieving the goal of collaborative sustainability. As a result, in order to confirm some research

problems, this study intends to investigate a number of issues, including understanding industry players' perspectives on the factors that influence, hinder, and encourage the achievement of sustainable collaboration performance in the agency for social security administration (BPJS) (Champenois, 2021).

Materials

Stakeholder value

Stakeholder value continues to be a multifaceted concept. Stakeholder value can be defined in a variety of ways. Which values are important to each stakeholder appears to be different. Academics and practitioners disagree about what values are intended for and for whom. Stakeholder value is defined conceptually as the level of benefit obtained, either financially or non-financially, from the organization's actions or decisions (Lankoski et al., 2016), which are provided by the company to legitimate stakeholders (Nadeem et al., 2020).

However, there is a phenomenon that indicates that many industries are not sustainable, necessitating a redefinition of business objectives and functions. How to create "collective value" can be the answer to "creating values" for stakeholders. Value creation is defined as the process of creating specifically for products, institutions, and meeting needs in a quality manner as a form of community service (Busch et al., 2018; Carnahan et al., 2008; Fassin, 2012).

Effective Leadership Sustainability

Leadership is critical in any organization. The level of success in achieving performance is affected by the alignment of business strategy and executive characteristics. Personal beliefs/values and behaviour of the leader have an impact on the future leadership journey (Gokenbach, 2018). Previous research has taken several approaches that show that leaders play a role in organizations in a variety of functions, including the formation of collaborations that require stakeholder support (Bottenberg et al., 2017; Loveridge & Wilson, 2017; Rasche & Esser, 2006).

The leader's role as an administrator is carried out in a variety of ways depending on the needs and goals. This includes managing the interests of internal and external stakeholders in order to achieve organizational goals (Yang, Wang, 2014). Monitoring each activity directly to make observations and identification on self and field conditions, which are always documented to make tracking easier if needed at any time (Tuazon et al., 2019). The outcomes discovered are the organizational agenda for which a leader must be held accountable (Danielsen & Valaker, 2021).

Stakeholder management

Management of stakeholders is simply defined as "leaders must develop relationships, inspire stakeholders, and build communication to all those who have given their best effort to achieve the value promised by the company" (Bridoux & Stoelhorst, 2013; Freeman et al., 2010, 2004).

Conceptually, in managing stakeholders necessitates an inclusive approach, such as developing clear goals and values, a dependable business model, mutually beneficial cooperation, and convincing public communications. Stakeholder management is used to strengthen the relationship between stakeholders in order to achieve sustainability (Hörisch et al., 2014; Schaltegger et al., 2019). Sustainability as part of collaboration that should be maintenance as organization strategy.

Innovation Capability

Companies' innovation capabilities vary depending on a variety of factors (Ben Amara & Chen, 2020; Saunila, 2014; Saunila et al., 2013). Individual and team aspects of leadership, as well as other supporting components such as HR development policies, an innovation climate, and structural configuration, are required to build innovation (Tuzovic et al., 2018). How to foster workplace innovation necessitates scientific advancement through various means such as sharing and benchmarking. Managers play an important role in developing organizations' ability to innovate (Rodriguez & Wiengarten, 2017). In different ways, innovation influences the three pillars of sustainability performance, particularly the human/social aspect, as well as the company's products (Gallagher et al., 2018; León-Bravo et al., 2019).

Leadership influences an organization's ability to increase its capacity to innovate (Le & Lei, 2019; Mokhber et al., 2018; Villaluz & Hechanova, 2019). Leading positions in field research do not specifically mention style advantages that influence innovation. Similarly, the position as a mediator or antecedent is related to efforts to innovate, but the leader plays a critical role in instilling trust among employees in order to foster knowledge sharing (Arai et al., 2021; Paavola & Hallikainen, 2016; Paula et al., 2020).

Regulation effectiveness

A lack of effectiveness in collaboration is caused by a variety of factors, including an imbalance of power, information, and resource control (Marques, 2017; Marques & Silvestre, 2017). The dominance of certain parties as a result of these various factors can jeopardize the continuity of collaboration. There is a regulatory role that provides space for collaborative governance in managing various asymmetric/balance conditions among stakeholders. As a regulator, the government's role is to maintain collaboration involving various parties, to be able to maintain various stakeholder interests, and to build communication with various parties (Beyers & Arras, 2020).

Collaborative sustainability performance

In dealing with complex social problems, the government, businesses, and community leaders recognize that there is an effective and efficient space for collaboration. Separate efforts do not produce the best results and are even

inefficient. Collaboration plays an important role in achieving socially significant results (Bode et al., 2019; Moshtari, 2016).

Collaboration, inter-organizational action that results in innovation, alignment of stakeholder interests, finding solutions, and a two-way process is what effective collaboration is. The communication aspect is a process of creating a collective identity as the foundation for collaboration (Hardy et al., 2005a). Collaboration, on the other hand, can be hampered when there is distrust or a power imbalance (Foley et al., 2017).

Domination or control over certain parties is caused by the power imbalance factor between various parties. Similarly, each partner's ownership of resources may differ from one another, which affects the course of collaboration (Ansell & Gash, 2008, 2017). This has a significant impact on the success and sustainability of collaboration (Srivastava et al., 2015); even diversity can cause differences in the determination of priority scales, the organizational climate becomes bureaucratic, and failure to form a mutually beneficial understanding occurs (Groulx et al., 2021; Prange et al., 2016; Woldesenbet & Kebede, 2020; Wynne-Jones et al., 2020).

Methodology

This study employs a descriptive qualitative perspective study (Cooper & Schindler, 2006). The qualitative approach is implemented through In-Depth Interviews with open-ended questions for 30-45 minutes to confirm and obtain input from leaders at the lowest level of management. Internal leaders at BPJS Kesehatan include senior managers and above serving as branch heads, former branch heads, assistant deputy or deputy head. Among the topics covered are the factors that influence, hinder, and encourage the achievement of long-term collaboration performance. The data was then transcript and analysed as qualitatively perspective then performed triangulation.

Purposive or judgment sampling techniques, namely non-random sampling in which the researcher determines the sampling by determining special characteristics that are in accordance with the research objectives, are used to collect primary data (Sugiyono, 2017). Because the respondents were asked the same questions in the same order, the results are expected to be consistent. Meanwhile, comparative analysis is the primary function used to analyse the data in order to comprehend the relationship between all tested variables.

This technique is carried out with the help of an interview guide, which is divided into three sections: (1) research topics and objectives, (2) research variables relevant to the participant industry, and (3) variable dimensions and indicators relevant to the participant industry. The detailed interview guide sheet is attached to this manuscript as an appendix. All interview activities were audio and video recorded for later use as the foundation for interview transcripts and interview summaries. An independent party listened to the recorded interviews and prepared (1) verbatim transcript documents per interview session and (2) narrative documents from the interviews.

The collected data is then analysed, classified, clarified, synthesized, and integrated elaborated with interpretive principles and logical explanations from stakeholders' experiences related to their knowledge and insight to understand the phenomenon of factors that influence, hinder, and encourage the achievement of sustainable collaboration performance in the agency (Paavola & Hallikainen, 2016; Pucher et al., 2017; Staykova & Underwood, 2017).

This information is then evaluated using two methods: external criticism and internal criticism evaluation. External criticism is carried out by paying attention to the authenticity of the data obtained (data validation), whereas internal criticism is carried out to ensure the accuracy of the data (data reliability). These two evaluation approaches were used to gather facts and answer unanswered questions, particularly about factors that influence, hinder, and encourage the achievement of sustainable collaboration performance in the Social Security Administration (BPJS).

Result

Profile of the interviewees

The branch office is the unit of analysis in this study, and the branch office manager is the unit of observation. Branch offices are located throughout Indonesia and are organized into 13 regions. Meanwhile, the workload is divided into three categories: main branch office (15), A branch office (28), and B branch office (60). The profiles of the key informants involved in this study are shown in Table 1. They offer their perspectives based on their experiences with research issues, particularly those that influence, impede, and encourage the achievement of sustainable collaboration performance in the agency for social security administration (BPJS).

Table. 1Key informant profile

No.	Position	Region or branch	Initials
1	Head of Branch Office	Sleman	BPJS1
2	Referral Service Staff	Sleman	BPJS2
3	Branch office	Jambi	BPJS3
4	Head of BPJS Kesehatan Branch	Depok	BPJS4
5	Former Head of BPJS Kesehatan Branch	Semarang	BPJS5
6	Head of Branch Office	Boyolali	BPJS6
7	Deputy Board of Directors for Participation	Jakarta	BPJS7
8	Former Head of Branch Office	Depok	BPJS8
9	Head of Branch Office	Banten	BPJS9

Source: Analysis results, 2022

According to Table 1, the majority of the informants are people with managerial experience in the social security administration agency (BPJS). As a

result, their perspectives are thought to be capable of answering the study's objectives.

Context of the interview

At this point, the researcher abstracted the interview transcripts in order to quantify the issues and contexts that emerged as key points of discussion. Furthermore, the keywords that have been identified are then classified based on the previously defined research variables. The results of the keyword analysis are shown below.

Table. 2 Interview keyword analysis results

Keyword	Total	Category
Hospitals, health facilities, clinics	256	Expected amenities
Local government, regent, regional secretary, health office	132	Stakeholders
Community, participants, residents	70	Stakeholders
Pay, dues, premiums, income, expenses	60	Financial
Policies, regulations, rules	56	Regulation
Informal, direction, education, socialization, communication, commitment, cooperation	55	Management Stakeholders
Ministry, centre	38	Stakeholders
Mutual cooperation, profit and loss, trust, solutions, values, principles	33	Values
Innovation, idea	21	Innovation
Leader, leadership	9	Leadership

Source: Analysis results, 2022

This study abstracts and categorizes keywords based on table 2 above into eight variables: facilities, stakeholders, financial, regulation, stakeholder management, stakeholders, values, innovation, and leadership. This variable is then used as the foundation for the following discussion session.

Discussion

Factors influencing, obstructing, and encouraging collaborative sustainability performance

BPJS Kesehatan has been running the program as a transformation from PT. ASKES for over 7 years. Many dynamics affect BPJS Health institutions, the community, providers, and the government. As a result, the purpose of this study is to identify the factors that influence, impede, and encourage the performance of sustainable collaboration. In general, research questions posed via this interview method can be divided into four categories. The first is concerned with the benefits obtained from the BPJS program from the perspectives of employees,

organizations, and the community. Furthermore, the questions centered on the issue of relationships and the maintenance of relationships with external stakeholders (local government and providers). The researcher investigates the steps taken by the organization at the branch level to address internal and external problems. Finally, the researcher attempts to identify the critical factors in managing an organization in the face of conflicting internal and external interests.

The Benefits of the BPJS program

According to BPJS3, "...the BPJS Health program still provides work comfort for BPJS employees, but efforts in terms of career development are still required." Despite the fact that there is already an IT-based system for building a career, the proposed training has not been well received. Branch leaders also do not have direct access to employee career development. The benefits of health insurance coverage have already been felt by the community, particularly by those who have had direct access to care or health services in hospitals..."

This argument is supported by BPJS6, who believes that "...young employees have a strong interest in completing tasks in new, more efficient ways. Leaders assist in the development of ideas and the creation of innovation. Automation benefits employees by facilitating innovation and simplifying procedures. Employees can respond to the interests of their coworkers, and millennials can use technology to make their jobs easier. Employees are at ease enough to work despite a variety of external demands. Employees are at ease working at BPJS Kesehatan. Few transfers or employees leave, usually due to marriage or family obligations..."

However, from the standpoint of the consumer or community, BPJS4 contends that "...innovation aspects can be carried out according to needs and must pay attention to the needs of the community. It is very effective in socializing message delivery through innovation and the use of local resources. The use of technology is also very beneficial in terms of getting messages to end users. The central leadership role also provides innovation direction, while regional leaders collaborate to execute innovations..."

This argument is supported by BPJS5, who stated, "...Community involvement in JKN has various reasons and backgrounds." Efforts to strengthen social solidarity through the value of gotong royong must be improved. The community's basic need is the hope of receiving services..."

BPJS7, on the other hand, claims that "...the community is already reaping the benefits of being a JKN participant." Awareness exists, but it is limited by one's ability to pay. This must be incorporated into regulatory arrangements so that the poor are the responsibility of the center and the regions..."

Based on these opinions, it is possible to conclude that the BPJS program has primarily provided various benefits, not only to employees but also to the general public. However, there are some flaws in this program that must be addressed. Specifically related to the strategy to increase community cooperation so that they are

aware of the opportunity to participate as BPJS participants. Community support for this program will allow it to reach a larger community and a broader range of program dependents. Furthermore, the BPJS program itself must be evaluated in order to reach people from all socioeconomic backgrounds. This means that this program must be designed to provide justice for people in the middle and lower economic classes, as well as people in the upper middle economic class.

In theory, the dimensions of sustainable social performance from an employee perspective include participation, cooperation, development, equality of opportunity, health and safety, and external relations (Staniškienė & Stankevičiūtė, 2018). Meanwhile, from the perspective of a social community, it is more likely to be translated as a form of survival and happiness for individuals in a group, or as a minimum limit that must be met for vulnerable groups (Brown et al., 1987; Stephen McKenzie, 2004).

Meanwhile, industry research indicates that organizational capability, business innovation, and technology orientation all have an impact on social sustainability. The ability of an organization to manage people as a competitive advantage is referred to as organizational capability (Bamgbade et al., 2017, 2019; Dave Ulrich, 1997; Gelhard & von Delft, 2016).

Relationship-building strategy with external stakeholders

According to BPJS1, "...building relationships with external parties, particularly with local governments, is very strategic." The same is true for other stakeholders, such as hospitals. Efforts to provide a level of benefit must be pursued in tandem. There was a decrease in the number of hospital visits during the Covid era, which had an effect on the hospital's finances. BPJS, on the other hand, must strive to continue providing community services. Changes in visiting procedures that facilitate access and procedures benefit the community..."

While BPJS2 focuses on the role of leadership, "...Leadership at the branch level has a strategic role because they deal with external parties on a regular basis. This differs from the leadership at the district-city level, which is more technical in nature. The communication aspect is very important in building relationships with external parties, so communication strategy is an important part that regional leaders must master. Knowledge and communication management are strategic things those regional leaders must build and own..."

BPJS3 makes a similar point: "...To external parties, regional leaders must build cooperation." Partnership forums can be used to solve problems in the field. Because the needs of external parties differ, efforts must be made to understand and collaborate with them. Regulations are essential in assisting organizational activities so that each activity has a clear legal basis/reference, both internally and externally..."

BPJS5 also emphasized the importance of leadership, arguing that "...as the leader of BPJS Health in the regions, it is necessary to approach regional leaders well." Not only in terms of subsidized participation interests, but also in terms of collaboration in raising the level of compliance of business entities, the availability

of quality health care facilities, and the enforcement of regulations..."

Empirical research indicates that working relationships with stakeholders require more than just work agreements (employment contracts), trust, clarity, and cooperation (Allen et al., 2017), and that government regulations are required. Contract regulations that include and demonstrate the principles of transparency and accountability are essential in establishing collaboration. This also has an impact on the level of satisfaction among the stakeholders involved (Galvez & Rojas, 2019; Stott & Murphy, 2020; Zientara et al., 2020). Formal regulation is a driving force in the development of collaboration (Derakhshan et al., 2020).

Furthermore, BPJS6 concluded, "...There are three important things, namely regional leaders, professional organization leaders, and the mass media." Informally building communication with external stakeholders such as regional leaders, hospitals, professional organizations, and others yields results in problem solving. Collaboration is critical to maintaining BPJS Health's position as a leader, even though not all aspects are under BPJS Health's control..."

According to the findings of this interview, the leadership, and all levels of the BPJS organization play an important role in increasing cooperation, both internally and externally. Various perspectives also indicate that the BPJS program is heavily influenced by how this organization can foster collaboration with all relevant stakeholders. As a result, leadership factors, stakeholder value, and stakeholder management are critical in collaborating with all elements.

In theory, managing stakeholder interests in a complex social environment is not always easy (Dew & Sarasvathy, 2007; Pinelli & Maiolini, 2017). Similarly, in creating a shared value as the foundation for developing innovation (Fleuren et al., 2004)(Jinyang, 2015). Internal and external stakeholders' interests may differ (Kangas, 2019). However, the diversity of stakeholder interests must be viewed not only in terms of differences, but also in terms of shared interests, such as the desire to collaborate through value creation for and with stakeholders (Freeman, 2009; Kujala et al., 2019).

Alternative approaches to dealing with internal and external issues

According to BPJS1, "...in terms of implementing the new regulations, socialization and mapping must be completed before it is fully implemented." Stakeholder responses must be addressed, and the socialization and grace period have an impact on commitment to implementing regulations." BPJS1, on the other hand, emphasized that in terms of resources, Human resource development must be planned." Corporate University has made career development opportunities available to employees based on their needs. Currently, the majority of training is done through online media, making it simple for all employees to participate in these activities. Efforts to improve competence and engagement can be carried out if training planning is also supportive. Benchmarking can also be used to boost employee capacity..."

BPJS3, on the other hand, stressed that "...leaders can encourage and

provide direction so that they can work with new patterns." Gaps, such as incompatibility of work procedures with field conditions, can serve as an entry point for innovation. Leaders must be active in order to implement the numerous innovations that are possible. The more active the leader, the more innovative the staff will be. Leaders should not be easily offended by millennial behavior, and they should even provide opportunities, appreciation, and the possibility of flaws or mistakes in doing work. Internal development still needs to be improved, but the presence of JKN has been felt throughout the community..."

Meanwhile, BPJS4 contends that the communication factor must be taken into account. "...It is necessary to identify the key person who has the role so that cooperation can take place," he said. Ownership of facilities must also be recognized, and program sustainability must be controlled through regulations by implementing patterns that foster cooperation. One of the factors in establishing cooperation is financial interest. Social values must be developed, but stakeholder benefits must also be considered. Determine who the stakeholders are and what the entry points are for building cooperation..."

Based on the perspectives of several informants, this study concludes that the role of innovation is critical in adapting to a variety of internal and external challenges and problems. This innovation must be implemented in the form of effective regulation in order for the organization and its various stakeholders, both internal and external, to carry out their responsibilities effectively. This regulation also serves as the foundation for BPJS's various law-abiding programs or in accordance with the applicable regulatory corridors.

In the stakeholder theory, it is critical to understand and manage the interests of external stakeholders on an ongoing basis in order to maintain the working relationship that has been established (Eskerod, 2018; Hietbrink et al., 2012; Zientara et al., 2020). It takes the right strategy to accommodate the suitability of interests, as well as the management of the interests of various stakeholders, in order to meet their expectations (Chan & Oppong, 2017; Fischer et al., 2018; Hawrysz & Maj, 2017; Schoonover et al., 2019).

Important factors in managing the organization

According to BPJS1, "...organizational management must be well prepared when dealing with the interests of external stakeholders. One of the issues that branch offices frequently face is the importance of health-care participation. HR needs that correspond to the level of urgency of stakeholder interests are critical in providing services that correspond to stakeholder interests. Increasing the status/level of office classification must also be tailored to regional needs. Upgrading the status of district-city offices to branch offices is extremely beneficial when dealing with outside parties. Similarly, the classification of branch offices must take into account the needs of third parties. Employees continue to strive for various internal improvements as well as good external relationships. Because regional leaders cannot decide everything, we require additional information from the center..."

According to the informants' arguments, one of the most important factors in managing the BPJS organization is resources or employees. Employee cooperation and employee participation, according to informants' experiences, have a significant impact on improving the quality of the BPJS organization. Their role is also very important in providing innovative solutions to the organization's problems.

Effective collaboration is co-operation, inter-organizational action that results in innovation, alignment of interests, search for solutions, and proceed in two way directions. In order to achieve this, communication is needed in forming a collective identity (Hardy et al., 2005b). Collaboration can be impeded if there is distrust or power imbalance (Foley et al., 2017).

Open Innovation is required in building inter and intra organization relationship which have different interest. The stakeholder involved as belonging value that should be alignment to support joint innovation (Cheah et al., 2019; Chen et al., 2018; Fernandes & Remelhe, 2016; Grönroos, 2011; Slavec Gomezel & Rangus, 2019).

Theoretical Implications

Collaboration is an important tool for achieving long-term social impact performance. Previous research has demonstrated the significance of collaboration in dealing with complex problems. Collaboration is positioned as an essential component of social sustainability in this study. As a result, the prepared outcome indicators are also based on social sustainability. In social sustainability research, the social dimension of sustainability that has an impact on humanity (well-being) is considered passive. Meanwhile, according to another point of view, social sustainability necessitates active support for system sustainability (Stephen McKenzie, 2004). The system also necessitates the long-term viability of the controlling institution. There are indicators of institutions as an integral part of building social sustainability in this study. This is consistent with previous research demonstrating indicators of social sustainability, such as institutional-based indicators (Hale et al., 2019).

The Ansell (2008) collaboration model depicts the role of institutions in the collaboration process. In the meantime, in this study, organizational culture is used as a predictor of collaboration outcomes, specifically Continuous Collaboration Performance. The study's findings indicate that the role of Organizational Collaboration Culture has a direct impact on the performance of long-term collaboration.

Managerial implications

This study has managerial implications for institutions at both the headquarters and branch offices. Leaders at the corporate level must foster a culture of organizational collaboration. This has a direct impact on the effectiveness of long-term collaboration. Organizational culture plays a significant role in an organization, particularly in increasing the involvement of other parties. Human Resources Development as a leader in branch offices must be built on individual

behavior that encourages innovation capabilities.

Conclusion, Limitations, and Future Studies

According to the findings of this study, several factors, including leadership, innovation capability, stakeholder value, stakeholder management, regulatory effectiveness, employee cooperation, and employee participation, play an important role in collaborative sustainability performance. This argument is supported by the findings of a qualitative analysis, which show that the BPJS program has primarily benefited both employees and the general public. However, there are some flaws in this program that must be addressed. Specifically related to the strategy to increase community cooperation so that they are aware of the opportunity to participate as BPJS participants. Community support for this program will allow it to reach a larger community and a broader range of program dependents. Furthermore, the BPJS program itself must be evaluated in order to reach people from all socioeconomic backgrounds.

Furthermore, the leadership and all levels of the BPJS organization play an important role in improving cooperation, both internally and externally. Various perspectives also indicate that the BPJS program is heavily influenced by how this organization can foster collaboration with all relevant stakeholders. As a result, leadership factors, stakeholder value, and stakeholder management are critical in collaborating with all elements. As a result, it is possible to conclude that the role of innovation is critical in adapting to a variety of internal and external challenges and problems. This innovation must be implemented in the form of effective regulation in order for the organization and its various stakeholders, both internal and external, to carry out their responsibilities effectively. This regulation also serves as the foundation for BPJS's various law-abiding programs or in accordance with the applicable regulatory corridors. Furthermore, one of the most important factors in managing the BPJS organization is human resources. Employee cooperation and employee participation, according to informants' experiences, have a significant impact on improving the quality of the BPJS organization. Their role is also very important in providing innovative solutions to the organization's problems.

The limitation of this study is that it only uses a qualitative approach based on internal staff perspective to investigate the research objectives. Furthermore, the informants still do not represent all BPJS branches in Indonesia. As a result, future research will likely supplement the qualitative approach with a quantitative or mixed method approach. Furthermore, by combining a quantitative approach, the number of informants or respondents involved can be expanded.

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