

Analysis Of Interpersonal Communication of Perisai Agents in Increasing the Number of Participants of Non- Wage Earners (BPU) At BPJS Ketenagakerjaan Makassar Branch Office

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Abstract

The purpose of this study was to determine and analyze the interpersonal communication strategies of perisai agents, analyze BPJS Ketenagakerjaan's efforts to motivate Perisai Agents to enhance their interpersonal communication skills in the process of expanding BPU membership, and to find out the factors that become drivers and obstacles in the application of perisai agent interpersonal communication strategies. To achieve these objectives, data was collected through observation and interviews. Data analysis techniques included data reduction, data display, and data description (explanation of results). The results showed that the interpersonal communication strategy of perisai agents showed that the level of communication openness among them had created challenges in maintaining consistencies with the messages received by participants. Emotional support provided by perisai coaches also increased the motivation and performance of perisai agents, strengthening interpersonal relationships and effectiveness in expanding BPU membership. The success BPJS Ketenagakerjaan's Perisai agents interpersonal communication strategy in expanding BPU membership, analyzed through AIDDA theory, showed positive results where agents successfully attracted attention and stimulated interest through emotional approaches and intensive socialization. Data analysis in this study demonstrated that in applying interpersonal communication as a perisai agents to increase Non-Wage Earner (BPU) membership at BPJS Ketenagakerjaan Makassar Branch, driving factors included confidence in the program, motivation to become an agent and attractive financial incentives. However, the inhibiting factors that included lack of knowledge and mastery, low public awareness, and financial limitations affecting the learning enthusiasm and performance of perisai agents.

Keywords: *Interpersonal Communication, Perisai Agents, Number of BPU Participants*

INTRODUCTION

In the current era of globalization and escalating competition, organizations must possess multifaceted capabilities to formulate strategies that address internal changes effectively. This ensures that organizational goals are optimally achieved. To reach these targets, organizations require interconnected human resources who can engage through communication strategies.

According to Sikula (2017: 94), communication is defined the process of transferring information, understanding, and meaning from one entity to another. It involves a communicator conveying ideas, thoughts, or messages through effective channels to ensure the recipient comprehends the intended meaning. The process aims to influence the recipient and potentially lead to changes in their behavior in alignment with the communicator's intentions. Communication plays a crucial role as it facilitates the exchange of messages between individuals, who subsequently respond to the messages they receive.

One crucial communication strategy that companies must implement is interpersonal communication, as it serves as a vital key in sustaining and enhancing organizational performance and existence. According to Rahmi (2021: 2), interpersonal communication involves interactions between two or more individuals that typically occur in an informal setting. In this form of communication, acting both as a sender and receiver of messages.

Interpersonal communication is a process that occurs face-to-face between two or more people, allowing the sender to convey messages directly and the recipient to receive and respond immediately. It involves participants being able to observe and interpret each other's reactions, both verbal and nonverbal. Essentially,

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interpersonal communication is the exchange of messages between individuals or within a small group, where there is an impact and subsequent feedback loop.

Interpersonal communication holds significant influence over individuals because it typically involves direct interaction without the use of mediated communication channels. This direct, face-to-face interaction allows parties to immediately perceive each other's responses, thereby reducing the potential for miscommunication or dishonesty. The absence of physical distance in face-to-face communication facilitates clearer understanding and more genuine interactions, enhancing the impact of the messages exchanged.

One organization playing a crucial role in community welfare is BPJS Ketenagakerjaan. Established by Law No.24 of 2011 BPJS Ketenagakerjaan is mandated to provide Social Security protection to all workers. As of December 31, 2022, BPJS Ketenagakerjaan data reveals significant disparities in participation across different worker segments in Makassar City area is.

- 157,394 workers with an active workforce achievement of 37,195 workers (23.63%), while for the wage earner worker segment has a universe of 305,205 workers with an active workforce achievement of 163,144 workers (53.45%) and for the Construction Service worker segment has a universe of 45,169 workers with an active workforce achievement of 39,967 workers (88.48%) Non-Wage Earner segment: Universe of 157,394 workers, with an active workforce achievement of 37,195 workers (23.63%).
- Wage Earner segment: Universe of 305,205 workers, with an active workforce achievement of 163,144 workers (53.45%).
- Construction Service worker segment: Universe of 45,169 workers, with an active workforce achievement of 39,967 workers (88.48%).. This indicates that acquiring membership and collecting contributions from BPU participants remains a significant challenge for BPJS Ketenagakerjaan. Addressing this disparity is essential for ensuring equitable social security coverage across all workers categories.

Based on these conditions, several challenges affect of optimization of BPU worker participation including:

- 1) **Social, cultural and linguistic diversity:** Different regions have varying social, cultural, and linguistic characteristics. Therefore, it is essential to develop appropriate strategies tailored to the specific conditions of each region to effectively communicate and implement the Ketenagakerjaan Social Security program.
- 2) **Limited Access to Information and Protection:** Not all workers have easy access to information and protection offered by BPJS Ketenagakerjaan. Geographical barriers and other factors hinder some workers from understanding and participating fully in the program.
- 3) **Underprotected BPU Workers:** There remains a significant number of workers, particularly in the BPU sector, who are not covered by the Ketenagakerjaan Social Security program. Increasing awareness and understanding among these workers requires active community involvement in disseminating information about the program's benefits and importance.

Addressing these challenges necessitates targeted strategies that consider regional contexts, improve accessibility to information, and foster community engagement to enhance participation in the Ketenagakerjaan Social Security program, particularly among underprotected BPU workers.

BPJS Ketenagakerjaan in increasing the number of BPU membership requires an important role from Perisai Agents. Perisai Agent (Indonesian Social Security Activator) is an individual / individual who is a member of the Perisai container / office and has fulfilled the requirements set by BPJS Ketenagakerjaan. Perisai agents are tasked with helping to organize the Ketenagakerjaan social security program as follows: a) Conducting socialization of the Ketenagakerjaan social security program, b) Carrying out acquisition activities, data management and processing contribution payments for BPU participants, c) Informing and submitting proof of payment of the first contribution from the perisai information system to the fostered participants, d)

Informing BPJS Ketenagakerjaan if there is a case of claiming security benefits, and e) Reporting the results of work activities and obstacles faced to the perisai container/office.

BPJS Ketenagakerjaan Perisai Agents have several tasks including socializing, acquiring, and managing membership in BPJS Ketenagakerjaan's program. The acquisition target for the container/perisai office and application is carried out by the BPJS Ketenagakerjaan Branch Office in collaboration. The flow of membership acquisition is as follows:

1. The Perisai container/office coordinates with ARK/ARP as the coach to determine the postency data.
2. The perisai information system can be used to enroll and pay contributions of participants acquired by Perisai.
3. Perisai ensures that the participant data entered into the system is valid.
4. Perisai ensures participants pay contributions on an ongoing basis
5. Perisai ensures that participants get physical and digital proof of participation. In this case, participants need physical proof of participation, the BPJS Ketenagakerjaan Branch Office can facilitate card printing.
6. Perisai can work anytime for 24 hours a week. The flexibility of working hours is supported by Perisai's mobile application, which can be used anytime and anywhere according to Perisai's needs.

Perisai Agents play a crucial role in expanding and increasing participation in the Ketenagakerjaan social security program. They are responsible for registering new participants through socialization and education processes, akin to membership field duties. To ensure recruited Perisai Agents are productive and contribute effectively to increasing participant numbers, the head office assigns monthly targets to regional branches. These targets include active recruitment goals for Perisai Agents and acquisition targets for new participants.

Based on the data obtained, it is known that out of the four types of perisai agent target indicators, only one achieved over 100%, specially the recruitment of Perisai Agents with an actual realization of 87 agents (124%). However, the indicators for Perisai Agent Acquisition, Perisai Agent Productivity, and Participant Acquisition Rate through Perisai Agents were not met in 2022. Therefore, the addressing the underperformance of BPJS Ketenagakerjaan Makassar Branch perisai agents requires focused attention form improve in the coming year. One effective strategy for expanding the perisai agent network is enhancing their communication skills of agent. As marketing agents for the Ketenagakerjaan Social Security program, effective communication is crucial during socialization and educational activities with prospective BPU participants. Improved communication can significantly influence the success of Perisai agents in engaging and persuading potential participants to join the Ketenagakerjaan Social Security program.

The importance of the role of perisai agents in expanding membership requires an interpersonal communication strategy, which according to Hutapea *et al.*, (2017) is communication that takes place in a face-to-face situation between two or more people, both in an organized manner and in a crowd of people.

Interpersonal communication can be effective when there is, openness, which involves a willingness to be open to everyone interacting with other and to respond honestly to all incoming information.. Empathy, is also crucial, as it involves understanding and sharing the feelings of others, striving to empathize with their emotions. Support, plays a vital role; effective interpersonal communication thrives on supportive interaction.

Effective interpersonal communication thrives on positivity, where individuals pay positive attention to each other, convey positive feelings, and maintain a positive atmosphere conducive to effective cooperation. Additionally, similarity enhances interpersonal communication effectiveness, as individuals communicating in an atmosphere of similarity tend to understand each other better. This doesn't imply that people with different backgrounds cannot communicate; however, recognizing personality similarities can significantly enhance the effectiveness of their communication

If a perisai agent engages in marketing activities, effective interpersonal communication skills are needed. According to Devito (2011) in Rahmi (2021: 8), effective interpersonal communication includes openness, positiveness, empathy, supportive behavior, and equality. These qualities are essential for Perisai agents when

conducting socialization and education with prospective participants. The role of Perisai Agents as Activator Agents of Ketenagakerjaan Social Security can optimize their role through strong interpersonal communication skills. Therefore, understanding the application of these principles in the socialization and education process is vital to support their daily field activities.

MATERIALS AND METHODS

Research Design

This research uses qualitative research methods, defined by Sugiyono, (2021: 9) as methods based on the philosophy of postpositivism, These methods are used to study natural object conditions, where researchers act as key instruments. Data collection techniques involve triangulation, combining multiple methods simultaneously with a primary focus on understanding meanings and constructing phenomena rather than making generalizations.

Place and Time

This research was conducted at the Makassar Branch BPJS Ketenagakerjaan Office located at Jalan Urip Sumorarjo Km.4.5, Pampang, Makassar District, Makassar City, South Sulawesi. The research period spanned approximately three months from January to March 2024.

Data Collection Methods

The data collection technique used to obtain the best information and data, assuming that the writing objectives can be achieved is:

1. Observation is a research technique carried out by conducting direct observations or reviews at the research location, intended to gather data directly from the field.
2. An Interview is a research technique conducting by directly interviewing internal employees of BPJS Ketenagakerjaan Makassar Branch, staff in the field of membership (ARK) to gather the required information and data needed in this study.

Data Analysis Method

The data analysis technique used in this research is descriptive analysis. This type of analysis describes the effectiveness of interpersonal communication strategies among Perisai agents in terms of openness, empathy, support, positivity, and togetherness, aimed at increasing membership in Ketenagakerjaan BPJS. The analysis is based on interview results obtained from informants. The steps involved in this analysis are data reduction, data display, and data description, which can be outlined as follows:

1. Data Reduction

This involves selecting, simplifying, and focusing on the most relevant aspects of the interview data related to interpersonal communication strategies.

2. Data *display* (Presentation of data)

After the data is reduced, The selected data is organized and presented in a clear and understandable manner, possibly using tables, charts, or other visual aids to facilitate interpretation.

3. Data description (explanation of results)

After data reduction and data presentation, in this step, the analyzed data is interpreted and described in terms of the effectiveness of interpersonal communication strategies used by Perisai agents.

RESULTS

1. Interpersonal Communication Strategy of Perisai Agents in Increasing Membership of Non-Recipients of Wages (BPU) at BPJS Ketenagakerjaan Makassar Branch

Interpersonal communication strategies play an important role in supporting the success of BPJS Ketenagakerjaan, particularly in efforts to increase membership and deliver optimal service to participants. Therefore, this research aims to analyze the interpersonal communication strategies used by Perisai agents to expand membership among of non-wage earners (BPU) at BPJS Ketenagakerjaan Makassar Branch.

The assessment will evaluate the effectiveness of these strategies based on five key openness, empathy, support, positivity and similarity. The study's findings indicate that interpersonal communication strategy employed by perisai agents to increase membership among non-wage earners has been effective. This research involved interviews with various informants, including Perisai coaches, agents, and prospective participants who were both successfully and unsuccessfully registered by Perisai agents. The findings indicate that BPJS Ketenagakerjaan personnel have consistently demonstrated openness during their interactions and socialization efforts with prospective participants. This openness has positively influenced the trust that prospective non-wage earners (BPU) have placed in Perisai agents..

furthermore, regarding the quality of information disclosure, it is notable for its clarity concerning that the Ketenagakerjaan BPJS program. All details regarding the benefits of the BPJS Ketenagakerjaan program are effectively communicated to the working community. Additionally in terms of empathy during interpersonal communication, there is evident recognition and support from BPJS Ketenagakerjaan towards Perisai agents who have successfully increased BPU membership.

In terms of BPJS Ketenagakerjaan support for perisai agents in expanding BPU membership, BPJS Ketenagakerjaan has provided assistance through gatherings aimed at socialization and updating information fostering positive sentiments. Furthermore, concerning similarities in interpersonal communication, most informants have expressed a willingness to contribute, recognizing that the state supports the community through the Ketenagakerjaan BPJS program.

Based on the analysis of interpersonal communication strategies' effectiveness the assessment will evaluate the success of these strategies using the AIDDA theory. The theory encompasses Attention, Interest, Desire, Decision, and Action, evaluating to what extent BPJS Ketenagakerjaan's interpersonal communication strategies have effectively captured attention, generated interest, cultivated desire, facilitated decision-making, and prompted action among BPU participants. in terms of attention, perisai agents have paid demonstrated attentiveness to prospective BPU participants by fostering close relationships and offering comprehensive explanations to ensure a positive response. They have also provided clear information through open-ended question-and-answer sessions with participants. Regarding *interest*, BPJS Ketenagakerjaan perisai agents have displayed high dedication and persistence in generating interest for expanding BPU membership. This dedication is evident in their efforts among both internal staff and participants, consistently showing enthusiasm and conducting repeated socialization sessions. This persistent approach ultimately persuades the parties involved to become BPU participants.

In terms of *desire*, BPJS Ketenagakerjaan Perisai agents have proven highly effective in stimulating participants' desire to join the BPU membership expansion. They skillfully utilize their communication abilities to inspire and motivate others to participate actively in the program. Regarding the decision making, it has been observed that decisions play an important role in establishing effective relationships between organizations and stakeholders, such as program participants, companies and the broader community. Decisions made by BPJS Ketenagakerjaan in its interpersonal communication strategy reflect a commitment to provide quality, transparent, and reliable services to all stakeholders. Meanwhile, in terms of Action, most of the parties communicated with feel ready to make decisions after receiving information about the expansion of BPU membership from BPJS Ketenagakerjaan Perisai agents. With good communication skills, agents can convey information clearly and convincingly, answer questions appropriately, and reduce confusion and concerns that potential participants may have.

2. The efforts of BPJS Ketenagakerjaan Makassar Branch in motivating perisai agents to develop interpersonal communication for expanding membership of non-wage earners (BPU).

Based on the results of the research conducted, there have been efforts in the communication strategy; however, the implementation is still not optimal.. This can be seen from the lack of specific and detailed planning, as well as a general approach to implementation. Additionally, the training provided to perisai agents is still minimal, resulting in inadequate interpersonal communication skills among these agents. To address this challenge, BPJS Ketenagakerjaan needs to develop a comprehensive and sustainable training program. This program should not only focus on equipping agents with technical will be able to engage more effectively with prospective participants, build trust, and consequently expand BPU membership more effectively.

However, some informants have indicated that the current efforts are still inadequate and require better design. Therefore, it is crucial for BPJS Ketenagakerjaan to adopt a more suitable approach in designing communication strategies. In addition to enhancing product understanding, there is a need prioritize improving interpersonal communication skills among agents, so they can effectively in convey information to prospective participants. Concrete steps, such as implementing regular and in-depth training sessions on products, supported by structured and directed communication training, are essential. These measures can significantly enhance agent performance and facilitate the expansion of BPU membership.

In addition, it is crucial for BPJS Ketenagakerjaan to consistently evaluate the implemented communication strategy and remain receptive to feedback from perisai agents and other stakeholders. By adopting a sustainable and adaptive approach, BPJS Ketenagakerjaan aims to optimize the role of agents in fulfilling their duties and responsibilities, particularly in expanding BPU membership.

3. Factors that act as Drivers and Obstacles in the application of interpersonal communication by perisai agents to increase BPU membership in BPJS Ketenagakerjaan Makassar Branch Office.

The driving and inhibiting factors in the application of interpersonal communication by perisai agents to increase BPU membership in the BPJS Ketenagakerjaan Makassar Branch office are:

a. Factors that encourage the application of interpersonal communication by perisai agents

The main factor that encourages the application of interpersonal communication by perisai agents in increasing BPU membership in BPJS Ketenagakerjaan Makassar Branch Office is the agent's confidence in mastering the program. Agents who possess a deep understanding and confidence in conveying the BPJS Ketenagakerjaan program can articulate its benefits and procedures more effectively to prospective participants. Motivation to become a perisai agent also plays an important role in the success of interpersonal communication. Agents who are highly motivated and have clear goals tend to be more eager to learn and apply effective interpersonal communication techniques. This motivation may stem from a desire to help people, achieve personal or professional goals, or aspire to become an expert in the field of social insurance— Additionally, financial incentives in the form of *fees* given to perisai agents are also a motivating factor. Attractive *fees* can increase agents' enthusiasm and commitment to deepen their knowledge of interpersonal communication. With adequate incentives, agents feel more appreciated for their efforts and are motivated to continue improving their ability to interact with potential participants.

b. Factors that hinder the implementation of Interpersonal Communication of Perisai Agents

The first inhibiting factor of interpersonal communication is the lack of skills, effort, and motivation of perisai agents, which can hinder their ability to implement effective interpersonal communication. Without sufficient investment in skill development and motivation, the communication process will be hampered.

The second inhibiting factor is inadequate support from the coach or branch office, which can also be a significant barrier. Without sufficient support, Perisai Agents may struggle to develop the confidence and skills necessary to communicate effectively. Another inhibiting factor is the low level of human resources (HR) education and relevant interests, which can also hinder interpersonal communication skills. Inappropriate

education levels and irrelevant interests can reduce a understanding of communication concepts, and affect perisai agents' motivation to improve their communication skills.

DISCUSSION

The discussion of the results of this study focuses on implementing interpersonal communication strategies to expand membership of non-wage earners (BPU) at the Makassar branch office. The assessment of the effectiveness of these strategies reveals that communication with BPJS Ketenagakerjaan Perisai agents is open and effective. Perisai agents consistently remind individuals to pay contributions and are willing to meet face to face to clarify any unclear information. This demonstrates their awareness of the importance of open communication and their efforts to ensure participant understanding through detailed explanation in direct interactions.

The empathy factor plays a crucial role in the effectiveness of interpersonal communication strategies for expanding the membership of non-wage earners. Perisai agents in their efforts to communicate and increase membership, receive significant support in various forms. Perisai coaches not only provide material assistance, such as laptops and other resources, but also offer emotional appreciation.

Furthermore, in the analysis of the effectiveness of interpersonal communication strategies in expanding BPJS Ketenagakerjaan participants, positive sentiment has been observed both within the organization and among the involved Perisai agents. Therefore, it is crucial to support this with coaching or training. Data analysis related to the similarity in the implementation of interpersonal communication for the expansion of BPJS Ketenagakerjaan BPU membership, indicates that Perisai agents demonstrate a high commitment to their duties, reflecting their desire to contribute positively to the BPJS Ketenagakerjaan program.

In terms of the AIDDA concept applied to interpersonal communication strategies for expanding BPJS Ketenagakerjaan BPU participants, the attention aspect has demonstrated full and sincere engagement when explaining the expansion of BPU (Non-Wage Recipient) membership to various parties. Furthermore, regarding the interest factor (*desire*), findings from this study indicate the communication by BPJS Ketenagakerjaan perisai agents has proven highly effective in generating interest among prospective BPJS Ketenagakerjaan BPU participants. This effectiveness is evident in their increased understanding of BPJS Ketenagakerjaan BPU programs and benefits, especially in terms of expanding BPU membership.

Regarding decisions influenced by interpersonal communication, analysis of the data from this study indicates that the application of interpersonal communication by BPJS Ketenagakerjaan Perisai Agents impacts the decisions of prospective BPJS Ketenagakerjaan BPU participants to join the membership expansion. Data analysis further reveals that prospective participants who were successfully registered by perisai agents exhibited varying readiness in decision-making related to the expansion of BPU membership. Some potential participants appeared hesitant, possibly due to differing levels of understanding and awareness. This underscores the importance of enhancing educational efforts to ensure all potential participants receive sufficient information about the benefits of BPU membership.

2. Efforts of BPJS Ketenagakerjaan Makassar Branch Office in motivating perisai agents in the process of expanding BPU membership

Based on the results of the data analysis conducted, this study's findings enhance both product understanding and communication skills among Perisai Agents. Perisai agents emphasize that an effective interpersonal communication strategy must include training focused on these two aspects. A thorough understanding of the product and proficient communication skills are deemed crucial for clearly conveying information to prospective BPJS Ketenagakerjaan BPU participants.

BPJS Ketenagakerjaan Makassar Branch faces challenges in expanding membership for non-wage earners (BPU), especially through the role of perisai agents. Base on the analysis of conducted interviews that through the results of the analysis of interviews , perisai agents require two main things, through product understanding and effective communication skills. Therefore, BPJS Ketenagakerjaan Makassar branch needs to design an interpersonal communication strategy that emphasizes intensive training to- enhance both BPU membership.

BPJS Ketenagakerjaan Makassar branch must adopt a more appropriate approach in designing interpersonal communication strategies for perisai agents. By offering comprehensive training in both product understanding and communication skills, perisai agents will be better equipped to effectively expand BPU membership. This strategy aims to enhance agent performance and aligns with BPJS Ketenagakerjaan's objective of broadening social protection coverage for all workers.

3. Encouraging and Hindering Factors in Implementing Perisai Agent Interpersonal Communication to Increase BPU Membership

Factors that become drivers in the application of interpersonal communication of perisai agents to increase BPU BPJS Ketenagakerjaan membership are as follows:

a) Confidence in Program Mastery;

Confidence in mastering knowledge enables the delivery of more convincing and accurate information.

b) Motivation to Become a Perisai

This strong motivation to achieve goals makes agents more eager to improve their communication skills.

c) Attractive Fees and Products

Competitive fees and attractive products encourage perisai agents to study interpersonal communication in depth.

d) Ability to Understand the Product Well

The training provided to perisai agents helps them understand the product in depth, thereby improving their ability to communicate effectively with potential BPU participants.

e) Motivation and Training to Boost Self-Confidence

Training that focuses on increasing the confidence of perisai agents is essential. The motivation provided through this training can help agents feel more comfortable and confident when interacting with potential participants.

f) Communication training activities

Regular and structured communication training is needed to improve the communication skills of perisai agents.

g) Training and Fees as Additional Motivation

The implementation of effective communication training and increased *fees* for perisai agents may provide additional motivation.

The inhibiting factor in the application of interpersonal communication of perisai agents is :

a) Communication and Product Knowledge

Many perisai agents have insufficient communication knowledge and product understanding.

b) Low Public Awareness

Low public awareness of the BPJS Ketenagakerjaan program is a challenge in itself.

c) Inadequate fees

The lack of financial incentives makes perisai agents less motivated to improve the quality of communication and education.

d) Agent skills and motivation

Deficiencies in communication skills, effort, and motivation among perisai agents are limiting factors.

e) Supervisor/branch office support

Perisai agents who are not fully supported find it difficult to develop better communication skills.

f) Human Resources (HR)

Inappropriate education levels and interests of perisai agents reduce the effectiveness of communication. Low human resources result in a lack of competence in carrying out tasks.

g) Lack of knowledge in the implementation of interpersonal communication

Many agents lack knowledge in the implementation of interpersonal communication. As a result, the people who are educated do not understand the BPJS Ketenagakerjaan program in depth.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion of the research, several conclusions can be drawn regarding the interpersonal communication strategy of Perisai agents in expanding the membership of Non-Wage Earners (BPU) at the BPJS Ketenagakerjaan Makassar branch office. It is evident that the level of communication openness among Perisai agents has posed challenges in maintaining consistency with the messages conveyed to participants. Furthermore, the emotional support provided by Perisai coaches enhances the motivation and performance of agents, thereby strengthening interpersonal relationships and effectiveness in expanding BPU membership.

The success of the interpersonal communication strategy of BPJS Ketenagakerjaan perisai agents in expanding BPU membership, analyzed through the AIDDA theory, has shown positive results, although there is room for improvement. Perisai agents have demonstrated the ability to capture attention and generate interest through emotional approaches and intensive socialization. However, the BPJS Ketenagakerjaan Makassar Branch Office needs to intensify efforts to motivate Perisai Agents to enhance their interpersonal communication skills. Data analysis in this study shows that in applying interpersonal communication as a perisai agent to increase membership of Non-Wage Earners (BPU) at BPJS Ketenagakerjaan Makassar Branch Office, driving factors include confidence in the program, motivation to become a Perisai agent, and attractive financial incentives. Conversely, inhibiting factors include lack of product knowledge and mastery, low public awareness, and financial constraints that impact the agents' enthusiasm for learning and performance.

The study suggests several recommendations to BPJS Ketenagakerjaan to provide structured and continuous training to perisai agents in improving their interpersonal communication skills. It is recommended that a more mature strategic planning be prepared in implementing the interpersonal communication strategy of perisai agents, so that it will be able to help in ensuring that all aspects of the strategy can be considered properly. It is necessary to make more intensive educational efforts in increasing public knowledge and awareness related to the BPJS Ketenagakerjaan program. BPJS Ketenagakerjaan should provide attractive financial incentives for perisai agents as a form of appreciation for their performance in expanding BPU membership. BPJS Ketenagakerjaan should conduct continuous monitoring and evaluation of the implementation of interpersonal communication strategies of perisai agents through regular *monitoring* and evaluation. BPJS Ketenagakerjaan should design a sustainable award program for perisai agents who consistently expand BPU membership. A sustainable reward program can include bonuses, opportunities for career development, or public recognition of achievements.

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