

ABSTRACT

BPJS Kesehatan is one of the Non-Profit Organizations (NPOs) established by the government with a mission to provide health insurance services to the entire population of Indonesia. The Department of Extension, Monitoring, and Participant Examination (P4) is the forefront responsible for achieving participant expansion. In order to enhance effectiveness and efficiency, digital strategies have been implemented, which have also been accelerated during the Covid-19 pandemic. However, in 2020 and 2021, the realization faced numerous obstacles, resulting in the participant targets not being met. Theoretically, the success of adopting digital technology depends on the level of digital maturity. Information about this level can be used to develop digital competence. The four levels of maturity used are: 1-Lagging, 2-Adapting, 3-Mature, and 4-Best Practice. Therefore, the research objective is to measure the organization's level of digital maturity and develop appropriate digital competence to enhance the performance of P4 at the Kupang Branch Office of BPJS Kesehatan.

The research method used is a mixed method, combining qualitative and quantitative approaches. The techniques employed include interviews supported by questionnaires to quantify the interview results. The respondents consisted of seven individuals, including department heads and internal staff directly involved in the participant expansion process. The interview questions were designed to determine the level of digital maturity through 27 indicators, and the data validity was verified through member checks. Data analysis was performed using reduction, display, and conclusion techniques.

The research results indicate varying levels of digital maturity between level 2 (Adapting) and level 3 (Mature), with an average of 2.63. There are 6 indicators at the lagging level, 6 indicators at the adapting level, 8 indicators at the mature level, & 7 indicators at the best-practice level. These 27 indicators are then categorized into five categories: Digital Security, Communications, Data Management, Hardware & Infrastructure, and Program Management. These 5 categories are then subject to digital competence development with the recommendation of 5 work programs, namely information and data literacy, communication and collaboration, digital content creation, security, and problem solving. This research contributes academically by merging two theories of digital maturity from different sources, namely TechSoup along with Microsoft's theory specifically tailored for the digital transformation of Non-Profit Organizations (NPOs). Additionally, it provides practical guidance and recommendations for the Kupang Branch Office of BPJS Kesehatan (Indonesia Health Insurance) in developing and enhancing digital strategies for participant expansion. This, in turn, can help improve process efficiency, expedite participant registration, enhance participant satisfaction, and optimize the benefits provided to the community.

Keywords: Digital Transformation, Digital Maturity Level, Digital Assessment, Digital Competence, Non-Profit Organization, Health Insurance, Indonesia.