

-RESEARCH ARTICLE-

INTERNAL MARKETING MODEL IN DEVELOPING EXCELLENT SERVICE OF THE SOCIAL SECURITY ADMINISTRATOR AGENCY FOR INDONESIAN EMPLOYMENT

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—Abstract—

This study aims to analyze the effect of internal marketing on organizational citizenship behavior (OCB) in enhancing excellent service, with transformational leadership and work engagement as moderating variables at the Social Security Administrator Agency for Indonesian Employment (BPJS Ketenagakerjaan Republik Indonesia). An online survey was administered to 340 employees from four service regions of BPJS Ketenagakerjaan, and the data were analyzed using Structural Equation Modeling (SEM) with LISREL 8.8. The findings indicate that internal marketing has a positive effect on OCB, and OCB, in turn, positively influences the delivery of excellent service. Transformational leadership and work engagement significantly strengthen the

Citation (APA): RY, I., MS, M., Ahadiat, A. (2025). Internal Marketing Model in Developing Excellent Service of The Social Security Administrator Agency for Indonesian Employment. *International Journal of eBusiness and eGovernment Studies*, 17(3), 1-28. doi:10.34109/ijepeg.2025170301

relationship between internal marketing and OCB. These results suggest that the effectiveness of internal marketing strategies in fostering employees' extra-role behaviors is substantially amplified when supported by transformational leadership and high levels of employee engagement, thereby directly contributing to improvements in excellent service quality. The practical contributions underscore the importance of strengthening internal marketing policies through employee training, effective internal communication, and fair reward and recognition systems; developing transformational leadership at the managerial level; and implementing programs to enhance work engagement to ensure that OCB consistently translates into excellent service quality. The theoretical contribution of this study is to propose an integrated internal marketing model with organizational citizenship behavior in public service sector to develop sustainable service excellence.

Keywords: Internal Marketing, Organizational Citizenship Behavior, Excellent Service, Transformational leadership, Work Engagement.

INTRODUCTION

The concept of internal marketing (IM) has emerged as a central idea within organizations. Although there is still debate regarding whether marketing activities should be carried out solely by the marketing division or whether all divisions within an organization—particularly those managing human resources (HR)—should be involved in delivering external services to customers outside the organization [Alkhalil et al. \(2023\)](#), IM refers to the application of external marketing concepts within the organization itself. The use of this concept can be traced to human resource management processes that influence the management of employees within the organization as well as the customers they serve ([Huang, 2020](#)).

According to [Huang \(2020\)](#) internal marketing represents marketing efforts undertaken by internal stakeholders, such as organizational management and all employees, to understand the needs and desires of external stakeholders who utilize the organization's services ([Qiu et al., 2022](#)). Organizations that seek continuous growth recognize that internal marketing activities may be equally important—or even more important—than those directed externally. Effective marketing efforts can only succeed when all departments collaborate to achieve customer-oriented goals ([Rodrigues et al., 2023](#)). However, interdepartmental harmony can only be fully achieved when senior management clearly communicates a vision of how marketing orientation and corporate philosophy serve customers. Internal marketing requires vertical alignment with senior management and horizontal alignment with other departments so that everyone understands, appreciates, and supports the strategies, plans, and tactics proposed by management ([Kowssarie & Mansour, 2023](#)).

In this regard, the Human Resources (HR) division must demonstrate a strong commitment to creating an internal marketing climate within the organization. The HR division should be capable of directing both the organization and its employees to understand and implement IM principles (Abzari & Ghujali, 2011). In carrying out recruitment, training, and motivation of competent employees, the HR division must emphasize the development of employees who possess strong service capabilities (Kotler & Keller, 2015; Rodrigues et al., 2023; Tanninen, 2024). One public sector organization that requires the implementation of IM is the Social Security Administrator Agency for Indonesian Employment (*BPJS Ketenagakerjaan*). *BPJS Ketenagakerjaan* is a public sector organization responsible for providing social security programs to Indonesian workers. It originated from Jamsostek (Workers' Social Security Program) under Law No. 3 of 1992 and was transformed into *BPJS Ketenagakerjaan* under Law No. 24 of 2011, officially operating since January 1, 2014.

BPJS Ketenagakerjaan administers four main programs: Work Accident Insurance (JKK), Old Age Security (JHT), Pension Security (JP), and Death Benefits (JKM). These programs aim to enhance workers' welfare by providing financial and social protection. The number of registered participants has shown consistent growth. As of February 2023, approximately 54.88 million individuals were registered, reflecting a 7.65% increase compared to the same period in 2022. In 2023, active membership grew by 15.89% year-on-year to 41.46 million participants. The 2024 target is projected to reach over 53 million active participants, supported by strategies focusing on retention, intensification, and extensification, particularly in the informal and micro-enterprise sectors. Despite this growth, *BPJS Ketenagakerjaan* continues to face service-related challenges. The *Ombudsman* of the Republic of Indonesia reported three forms of maladministration in its services: incompetence, procedural deviations, and prolonged delays in claim processing. These issues indicate the need for strengthening internal processes, improving human resource quality, and enhancing service accountability.

Such phenomena can be examined through the concept of service excellence (SE). Service excellence refers to the extent to which services consistently meet or exceed customer expectations (Zeithaml & Parasuraman, 2004). Delivering excellent service enables organizations to secure competitive positions and build long-term customer relationships (Choi et al., 2023; Zhang et al., 2022). However, achieving service excellence requires improvements within the organization, particularly through effective internal marketing practices.

One important mechanism in achieving successful IM is the development of Organizational Citizenship Behavior (OCB). OCB refers to voluntary employee behaviors that go beyond formal job requirements and contribute positively to organizational effectiveness (Abdel-Gawwad et al., 2020). OCB includes altruism,

conscientiousness, sportsmanship, courtesy, and civic virtue (Yildiz & Yildiz, 2022). In the context of BPJS *Ketenagakerjaan*, fostering OCB among employees can significantly enhance service delivery and customer satisfaction. Previous studies indicate that IM positively influences OCB, which in turn enhances service excellence (Ghorbani & Mostafavi, 2013). Furthermore, transformational leadership plays a significant role in strengthening OCB and improving employee performance. Transformational leaders inspire, motivate, and empower employees by providing a clear vision and supportive work environment (Listiani et al., 2020). Such leadership enhances employee motivation, innovation, and overall performance. Another critical variable influencing service delivery is work engagement. Work engagement refers to a psychological state in which employees identify strongly with their jobs and perceive their performance as meaningful for both themselves and the organization (Babcock-Roberson & Strickland, 2010). Employees with high work engagement demonstrate enthusiasm, dedication, and active involvement in their tasks. Research indicates that work engagement mediates the relationship between transformational leadership, OCB, and job performance (Abas et al., 2018).

Therefore, this study proposes to examine whether IM can affect OCB, and also work engagement mediates the relationship between OCB and service excellence, while transformational leadership functions as a moderating variable. Another research aim is to analyze the integration of IM, OCB, transformational leadership, and work engagement to improve service excellence within *BPJS Ketenagakerjaan*, thereby enabling the organization to achieve its membership targets and enhance public service quality.

LITERATUREREVIEW AND HYPOTHESISDEVELOPMENT

Organizational Justice Theory

This research adopts Organizational Justice Theory. Organizational Justice Theory discusses employee perceptions of fairness in the work environment and how these perceptions influence their attitudes and behavior, which is generally divided into three main dimensions, namely Distributive Justice, Procedural Justice, and Interactional Justice (Sheeraz et al., 2021). Distributive Justice relates to employee perceptions of the fairness of outcomes or distribution of resources within the organization. This fairness assesses whether employees feel that compensation, promotions, participation in Education and Skills development, and other rewards, as part of Internal Marketing (IM) activities, are distributed fairly according to their contributions; Procedural Justice focuses on the fairness of the processes and procedures used to determine the distribution of outcomes. This includes consistency, transparency, and freedom from bias in organizational decision-making, which are activities of Organizational Leaders

to encourage increased employee engagement for productive work (Yean & Yusof, 2016). Interactional Justice highlights the quality of interpersonal treatment received by employees from superiors or management who have a leadership style that is more reflective of a transformational leadership style, so that it will shape employee behavior as an individual who is fully responsible for their work tasks. This includes aspects such as respect, politeness, and honesty in daily interactions, which describe organizational citizenship behavior (OCB). A meta-analysis study by Cohen-Charash and Spector (2001) showed that the three dimensions of organizational justice have a significant relationship with various work outcomes, such as job satisfaction, organizational commitment, and OCB. Furthermore, a study by Cropanzano et al. (2001) explored that organizational justice can influence employee trust and loyalty, which can be reflected in full and loyal engagement with the organization, representing OCB of the employees (Çolak & Erdost, 2004).

OCB plays an important role in understanding the relationship between internal marketing (IM), OCB itself, and excellent service, especially when transformational leadership serves as a moderator between IM and OCB. Employees' perceptions of justice within the organization, which include distributive, procedural, and interactional justice, influence their attitudes and behaviors in the workplace. When IM is implemented fairly, employees tend to exhibit higher OCB, which in turn improves the quality of service to customers. In addition, transformational leadership and work engagement can strengthen the positive effect of IM on OCB by motivating and inspiring employees to contribute more, such as service excellence delivery. Thus, the implementation of fair IM, supported by transformational leadership and work engagement, can increase OCB and excellent service in the organization. Therefore, it can be concluded that Organizational Justice Theory is very relevant to this research model, especially to prove this research hypothesis, in accordance with the development of the following hypotheses.

Internal Marketing Effect on Organizational Citizenship Behaviour and Service Excellence

There are several perspectives on Internal marketing (IM). One perspective regards IM as a means of achieving employee satisfaction by treating job functions as products offered to internal customers. Another perspective emphasizes fostering customer-oriented behavior among employees, suggesting that maintaining employee satisfaction is the minimum requirement organizations must fulfill. A further perspective conceptualizes IM as a strategic approach that enhances cross-functional integration, thereby facilitating the achievement of organizational strategic objectives (Qiu et al., 2022). Regarding the strategic approach, IM can affect the OCB formation.

On the other hand, the concept of OCB focuses on individuals, who are considered one of the most important organizational resources, as the human component constitutes a fundamental pillar in achieving organizational success (Rakowska & Cichorzewska, 2019). OCB helps reduce the need for allocating scarce resources and contributes to maintaining organizational cohesion (Hemaloshinee & Nomahaza, 2017). Employees who engage in OCB can enhance their coworkers' performance and increase overall productivity to serve the service excellence, while also reducing the supervisory burden of team leaders (Martinescu et al., 2021). OCB reflects employees' voluntary commitment that goes beyond formal contractual obligations. It is generally not included in formal performance appraisals and is not explicitly linked to incentive systems (Klotz et al., 2018).

OCB encompasses helping behavior, taking charge, and creative behavior. Helping involves supporting colleagues and sharing necessary information; taking charge refers to initiating change and innovation; and creative behavior involves generating innovative ideas for organizational development (Arshad et al., 2021). Indicators of OCB include altruism, courtesy, sportsmanship, civic virtue, and conscientiousness, which collectively reflect voluntary actions that support organizational effectiveness beyond formal role requirements (Utami et al., 2021). Although various classifications exist, OCB benefits the organization by directing individual employees to have high commitment in delivering excellent services due to IM practices within the organization (Pletzer, 2021). Bansal et al. (2001) state that IM can influence external marketing outcomes, such as delivering excellent service through OCB. Souchon and Lings (2001) argue that the adoption of IM practices has a significant impact on OCB and employee retention. In line with this argument, several studies have examined the effects of IM dimensions on OCB to test the influence of IM on employees' extra-role behaviors. SeyedJavadin et al. (2012) revealed a positive and significant effect of IM on OCB within the organization. Similarly, Lings (2004) explained that treating employees as an internal market through IM practices can enhance internal organizational performance outcomes such as job satisfaction, employee retention, and organizational commitment to deliver service excellence. Furthermore, Yaghoubi et al. (2011) demonstrated a positive and significant relationship between IM and OCB, indicating that increases or decreases in IM practices lead to corresponding increases or decreases in OCB.

In more recent research, the philosophy of IM views employees as the organization's internal customers who should be treated accordingly (De Bruin et al., 2021). IM represents an organizational effort to encourage employees to be responsive to market demands, especially when the employees serve the market with service excellence, and to adapt quickly to changes in the external environment (Nwoko & Yazdani, 2023). Therefore, the formulation of hypothesis 1 is as follows.

H1: *Internal marketing (IM) empirically influences Organizational Citizenship Behavior (OCB)*

Delivering service excellence (SE) is an important outcome or performance of an organization. SE refers to the services provided by an organization that meet or exceed customer expectations. It is a key determinant of business success, particularly in service industries, because it directly influences customer satisfaction, customer loyalty, and corporate reputation (Al-Laymouna et al., 2020).

In the literature, discussions of service excellence often begin with three widely accepted service models. The first model frequently employed in measuring service excellence is the European Foundation for Quality Management (EFQM) model (2000, 2010, 2011), recognized as one of the most prominent business excellence frameworks in Europe. The second is the Kano Model (1984), which is used to understand customer needs and their impact on customer satisfaction. Subsequently, Johnston (2004) conceptualization of service excellence emerged as one of the most widely recognized approaches in service research and is often included in comparative discussions of excellence models. Specifically, the EFQM model provides researchers and practitioners with a systematic method for evaluating a company's competitive position (Conti, 2007). Meanwhile, the Kano Model introduces customer satisfaction into managerial discourse by categorizing service attributes based on their contribution to customer delight and dissatisfaction, thereby enabling organizations to maximize service delivery (Matzler et al., 1996). Johnston's analysis of service excellence (Johnston, 2004), on the other hand, emphasizes assessment from the customer's perspective, focusing on how customers perceive the superiority of services delivered and received. In this context, the present study offers an innovative approach that provides new insights into the conceptualization of service excellence in the public service sector. Therefore, the research conducted at *BPJS Ketenagakerjaan* adopts (Johnston & Kong, 2011) service excellence framework.

Johnston's service excellence model emphasizes that excellent service should generate extraordinary satisfaction Oliver et al. (1997) highlighted the importance of positive customer emotions resulting from superior service delivery. Such positive emotional responses often arise when customers experience unexpected service performance that exceeds their prior expectations (Oliver et al., 1997) However, this definition is not without controversy. Johnston and Kong (2011) challenges the notion that businesses should rely solely on surprising or delighting customers. Unexpected and delightful service experiences cannot be consistently delivered unless all organizational personnel clearly understand what must be done to ensure customer satisfaction (Bacon & Fitzgerald, 2001; Johnston, 2004; Johnston & Kong, 2011). Thus, service excellence is not merely about exceeding expectations through sporadic exceptional encounters, but about building a systematic organizational culture in which every employee

comprehends and consistently executes service excellence, first created by OCB. So, the second formulation hypothesis is

H2: *Organizational Citizenship Behavior (OCB) empirically influences Service Excellence (SE)*

The moderating role of transformational leadership in the effect of internal marketing on Organizational Citizenship Behavior.

Within an organization, leaders must be capable of fostering creativity and innovation among all employees they supervise. Leaders are also expected to encourage followers to think critically and solve problems independently (Poturak et al., 2020) According to Wang (2020) transformational leadership involves individualized consideration, whereby leaders pay attention to the specific needs of each team member by providing support, coaching, and development opportunities aligned with individual potential. Transformational leadership further focuses on creating positive organizational change by building strong relationships and motivating team members to achieve their full potential. This approach often leads to improved performance, job satisfaction, and organizational commitment (Wang, 2020). To support the hypothesis regarding the moderating role of transformational leadership in the relationship between internal marketing and OCB, Transformational Leadership provides an appropriate theoretical framework. This theory explains how inspirational and visionary leaders motivate employees to transcend personal interests in pursuit of organizational goals, thereby strengthening the relationship between IM and OCB. Relevant research in this context was conducted by Kristiawan (2020), who analyzed the influence of transformational leadership, organizational culture, and OCB on employee performance. Their findings indicate that transformational leadership significantly affects employee performance through the enhancement of OCB (Kristiawan, 2020).

Research by Majeed et al. (2017) found that work engagement significantly mediates the effect of transformational leadership on the OCB of millennial lecturers, suggesting that transformational leadership can enhance OCB by increasing employee engagement. Similarly, Praditya (2022) examined the roles of OCB, transformational leadership, and digital leadership on performance through the mediation of organizational commitment in family businesses. Their findings reveal that transformational leadership significantly influences performance through increased OCB and organizational commitment (Praditya, 2022) These findings explain how leadership can moderate the relationship between IM practices on OCB by enhancing employees' extra-role behaviors that can contribute to improved service quality.

Transformational leadership is one of the most prominent leadership theories and has been considered a significant leadership topic for more than two decades (Long et al.,

2014). The body of knowledge surrounding transformational leadership has developed extensively, particularly in relation to leader–subordinate relationships, commitment, performance motivation, and leadership effectiveness (Alkhalaf et al., 2023). Shafi et al. (2020) Over time, transformational leadership has gradually replaced instructional leadership as a dominant concept (Jasni et al., 2025). Transformational leaders assess each subordinate’s abilities and potential by identifying opportunities for growth and empowerment (Bastari & Ali, 2020).

In this research context, transformational leaders utilize their capabilities to transform organizations by recognizing the need for change, developing a compelling vision, and mobilizing resources to translate that vision into action (Hutagalung et al., 2024). Transformational leadership represents one of many leadership styles that enable employees to perform at their best. Such leaders help organizations articulate a developmental vision, promote positive transformation, and strengthen organizational commitment to develop OCB behaviour (Pongpeachan, 2016). Leaders have the ability to inspire innovation and change, while preparing their followers to adapt and thrive. Bass and Avolio (1993) was a pioneering scholar who sought to measure transformational leadership. According to Bass and Avolio (1993) transformational leadership consists of four primary dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Consequently, transformational leadership is viewed as a multidimensional construct measurable through the Bass and Avolio (1993). Several studies have identified transformational leadership as a key variable influencing employee creativity (Shafi et al., 2020) It has also been found to function as a moderating variable that strengthens relationships between two variables (Grau-Alberola et al., 2022) Based on these principles, transformational leadership by immediate supervisors exerts both direct and indirect positive effects on appraisal, self-efficacy to behave responsibly and strengthen OCB practice, and job performance, and it moderates the impact of uncertainty on employees (Kearney & Gebert, 2009; Matsunaga, 2025).

This study, therefore, examines whether transformational leadership strengthens the influence of IM on OCB and then directly creates excellent service quality at *BPJS Ketenagakerjaan*. When transformational leaders provide inspiration, support, and recognition, and IM practices, employees tend to feel obliged to reciprocate through extra-role behaviors such as OCB. In a moderating context, transformational leadership can strengthen the relationship between IM and OCB because employees become more motivated to contribute their best efforts to develop OCB practice in delivering superior service.

H3: *Transformational leadership moderates the effect of internal marketing (IM) on Organizational Citizenship Behavior (OCB).*

The Moderating Role of Work Engagement in the Effect of Internal Marketing on Organizational Citizenship Behavior

Lockwood (2007) defines work engagement as a condition in which individuals can commit to their organization both emotionally and intellectually. Based on the theoretical explanations above, work engagement can be understood as employees' attitudes and behaviors in which they express themselves fully in their work, physically, cognitively, affectively, and emotionally. This study adopts the definition of work engagement proposed by Schaufeli and Bakker, measured using the Utrecht Work Engagement Scale (UWES), a concise questionnaire based on the conceptualization of work engagement as a combination of vigor, dedication, and absorption.

Schaufeli et al. (2002) explain that work engagement consists of three dimensions. The first dimension, vigor, refers to employees' strong mental resilience while working and completing tasks, characterized by high levels of energy, enthusiasm, persistence, and willingness to invest effort despite difficulties. The second dimension, dedication, reflects employees' strong involvement in their work, accompanied by feelings of significance, enthusiasm, inspiration, pride, and a willingness to embrace challenges. The third dimension, absorption, describes a state in which employees are fully concentrated and happily immersed in their work, such that time passes quickly, and they find it difficult to detach themselves from their tasks. Work engagement is influenced by both internal and external factors. Internal factors include biographical background, personality characteristics, employees' trust in the organization, feelings of pride toward the company, and employees' perceptions that their work is meaningful, purposeful, and important (Kompaso & Sridevi, 2010; Lockwood, 2007; Smith & Macko, 2014). In many studies, work engagement has emerged as a moderating variable that strengthens relationships between key variables. For example, Côté et al. (2021) examined work engagement as a moderating variable in research on presenteeism. Most prior studies had focused on the prevalence, determinants, and health consequences of presenteeism for employees and organizations, with limited attention given to its impact on attitudinal and motivational responses.

This study was conducted at *BPJS Ketenagakerjaan*, where it is assumed that work engagement within a public service organization implementing IM practices may enhance OCB, moderated by work engagement. Theoretically, IM is viewed as an organizational investment that provides benefits to employees, such as training, effective communication, and recognition. When employees feel valued by IM practices, they tend to reciprocate through extra-role behaviors, including OCB. However, this effect is not automatic and may depend on the level of employees' work engagement. Work engagement—reflecting employees' involvement, energy, and commitment to their work—acts as an amplifying factor. Employees with high work engagement are more likely to perceive and appreciate the benefits of IM initiatives and

respond with increased OCB. Conversely, when work engagement is low, the influence of IM on OCB may weaken because employees are less motivated to contribute beyond their formal roles. So, the following hypothesis is

H4: *Work engagement moderates the effect of internal marketing on OCB.*

Based on the hypothesis formulation above, this research proposes the research model as shown in the [Figure 1](#) below.

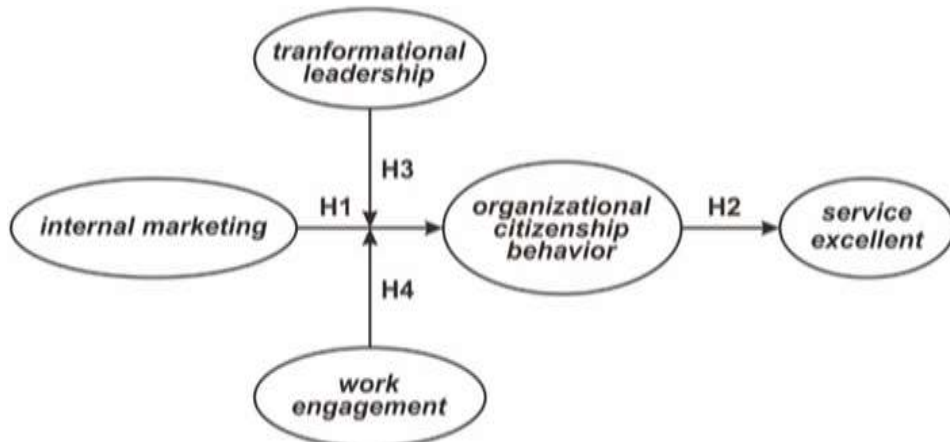


Figure 1: Proposed research model.

RESEARCH METHOD

The hypotheses that have been formulated will be further examined and tested based on various theoretical foundations. Accordingly, this research adopts a quantitative research design, grounded in deductive theory by using the Structural Equation Modeling (SEM) data analysis, under LISREL 8.8 statistical application to test the research hypotheses (Kim et al., 2019; Neuman, 2014). To thoroughly analyze the data results, this study follows the interview, after distributing the questionnaires using Google Forms in three months (March – May 2025) by self-administered questionnaires to the 340 employees (following the recommendation by F. Hair Jr et al. (2014), taken from four regional offices of *BPJS Ketenagakerjaan* Indonesia (DKI Jakarta; West Java; Sulama/Sulawesi dan Maluku; Banuspa/Bali, Nusa Tenggara, Papua), fulfilling the sample size requirement, as stated in F. Hair Jr et al. (2014) within “Purposive Sampling” technique.

Accordingly, the SEM procedure begins with testing the validity and reliability of instruments associated with the respective variables (Kim et al., 2019). The instrument adopted previous research instruments, requiring validity and reliability testing through convergent validity with AVE criteria and construct reliability with Cronbach's Alpha

criteria. The IM variable used the instrument developed by [Abzari and Ghujali \(2011\)](#) The OCB instrument adopted by [Rita et al. \(2018\)](#) Service excellence instrument used the instruments developed by [Johnston \(2007\)](#). The instrument of Transformational Leadership adopted the instruments by [Grau-Alberola et al. \(2022\)](#) Work Engagement instruments were based on those developed by [Schaufeli et al. \(2002\)](#) and were also used by [Zahari and Kaliannan \(2023\)](#).

RESULTS

Respondents ‘characteristics

After successfully collecting data from 340 respondents, the respondents' characteristics profiles show that males have dominated the sample, with a percentage of 62%. Most respondents (75%) were over 36 years old. In terms of regional distribution within *BPJS Ketenagakerjaan*, respondents from the Jakarta Regional Office accounted for 43.41% of the sample. This profile is consistent with the sample selection based on the four designated BPJS Ketenagakerjaan regional offices. Regarding educational background, respondents holding a Master’s degree (S2) dominated the sample at 43%, followed by those with a Bachelor’s degree (S1) at 35%. Respondents with a Senior High School or Diploma qualification accounted for 19%. In terms of position, the largest proportion of respondents (51%) held middle management positions, followed by customer service staff (36%) and top managers (13%), as shown in [Table 1](#).

Table 1: Respondents’ characteristics

Respondents’ Characteristics		Frequency	Percentage (%)
Gender	Male	212	62%
	Female	128	38%
Age (Years)	27–31	34	11%
	32–36	49	14%
	Above 36	257	75%
BPJS Region	Jakarta	147	43.41
	West Java	101	29.77%
	Sulama	50	14.50%
	Banuspa	42	12.32%
Education Level	Senior High School and Diploma	62	19%
	Bachelor’s Degree (S1)	121	35%
	Master’s Degree (S2)	145	43%
	Doctoral Degree (S3)	12	3%
Education Level	Customer Service Staff	124	36%
	Middle Manager	172	51%
	Top Manager	44	13%
Total Respondents	340		

Sources: Calculated using the SPSS application, 25 version.

Validity and Reliability Test of the Research Variable

Before the hypothesis tests are conducted, the validity and reliability of the variables' instruments must meet the requirements, using Convergent Validity (AVE > 0,5) and Construct Reliability. Measured by CR value > 0,70, as shown in [Table 2](#).

Tabel 2: Validity and Reliability Test of the Research Variable

Variabel	SLF > 0.50	Error	CR > 0.70	AVE > 0.50	Conclusion
TRANSFORMATIONAL LEADERSHIP	0.96	0.70	0.96		Reliable
TL1	0.8	0.36		0.70	Valid
TL2	0.79	0.37			Valid
TL3	0.77	0.41			Valid
TL4	0.76	0.42			Valid
TL5	0.85	0.28			Valid
TL6	0.87	0.23			Valid
TL7	0.9	0.19			Valid
TL8	0.9	0.18			Valid
TL9	0.86	0.25			Valid
TL10	0.88	0.22			Valid
TL11	0.76	0.42			Valid
WORK ENGAGEMENT	0.93	0.70	0.93	0.70	Reliable
WE1	0.86	0.24			Valid
WE2	0.76	0.42			Valid
WE3	0.84	0.29			Valid
WE4	0.9	0.18			Valid
WE5	0.73	0.47			Valid
WE6	0.86	0.25		Valid	
SERVICE EXCELLENT	0.85	0.60	0.85	0.60	Reliable
SE1	0.77	0.41			Valid
SE2	0.9	0.18			Valid
SE3	0.8	0.37			Valid
SE4	0.6	0.64		Valid	
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0.89	0.58	0.89	0.58	Reliable
OCB1	0.71	0.49			Valid
OCB2	0.79	0.37			Valid
OCB3	0.69	0.52			Valid
OCB4	0.7	0.51			Valid
OCB5	0.92	0.14			Valid
OCB6	0.73	0.46		Valid	
INTERNAL MARKETING	0.93	0.64	0.93	0.64	Reliable
IM1	0.75	0.44			Valid
IM2	0.67	0.56			Valid
IM3	0.85	0.28			Valid
IM4	0.84	0.29		Valid	

IM5	0.91	0.17			Valid
IM6	0.8	0.36			Valid
IM7	0.77	0.4			Valid

Source: SEM under LISREL 8.8 Output Results, 2025

Table 2 shows that all indicators of the research variables were valid and reliable, so the following steps to prove the hypotheses must be conducted through measuring Model Fit and lastly by testing the hypothesis, through SEM structural model results.

Model Fit

Based on the SEM analysis in LISREL 8.8, the research model is a single baseline model with no modifications to the initial proposed model. Therefore, based on the overall model fit analysis, the first stage of the model fit testing was conducted to generally evaluate the degree of model fit, namely the Goodness of Fit Index (GOFI). GOFI is divided into three categories: absolute fit measures, incremental fit measures, and parsimonious fit measures. Absolute fit measures determine the extent to which the overall model (both structural and measurement models) predicts the correlation and covariance matrices (Hair et al., 2006). The model fit is shown in Table 3.

Table 3: Model Fit Test Results (Goodness of Fit)

Overall Fit		Result Value	Standard Value	Conclusion
Absolute Fit Measure	χ^2		expected to be small	Good
	RMSEA	0,04	≤ 0.05	Good
	GFI	0,90	≥ 0.90	Good
Incremental Fit Measure	IFI	0,96	≥ 0.90	Good
	NFI	0,91	≥ 0.90	Good
	CFI	0,96	≥ 0.90	Good
Parsimonious Fit Measure	PNFI	0,62	≤ 0.90	Good
	PGFI	0,57	≤ 1.00	Good

Sources: SEM LISREL 8.80 Output (2026)

The results indicate that the structural model (overall model) demonstrates satisfactory outcomes, meaning that the Model Fit Test (Goodness of Fit) used to develop the structural model at this stage shows a good level of fit.

Structural Model Results

The SEM estimate results support seven hypotheses.

Table4: Results of Structural Model Estimation (Overall Model)

Hypothesis	Path Analysis	Standardized Value	t-Value	Decision (t-value)
H1	Internal Marketing-OCB	3,84	7,66	Supported
H2	OCB-Service Excellent	5,96	8,11	Supported
H3	Internal Marketing * Transformational Leadership – OCB	2,53	14,35	Strengthened
H4	Internal Marketing * Work Engagement - OCB	2,08	2,12	Strengthened

Sources: SEM LISREL 8.80 Output (2023)

This is evident from the t-values exceeding 1.96 (Significant at Alpha 5%), as shown in Table 4. Also, the structural SEM results model can be drawn in Figure 2.

Table 4 and Figure 2 show that Internal marketing has a positive effect of 3.84 on Organizational Citizenship Behavior (OCB). In the second equation, Organizational Citizenship Behavior (OCB) has a positive effect of 5.96 on Service Excellence. Thus, the research results indicate that the internal marketing variable positively affects Organizational Citizenship Behavior (OCB), with a coefficient of 3.84. These show that the better the implementation of internal marketing at *BPJS Ketenagakerjaan*—which includes employee training, effective internal communication, and the provision of rewards and recognition—the higher the tendency of employees to exhibit extra-role behaviors such as helping colleagues, being loyal to the organization, and acting proactively without expecting additional compensation.

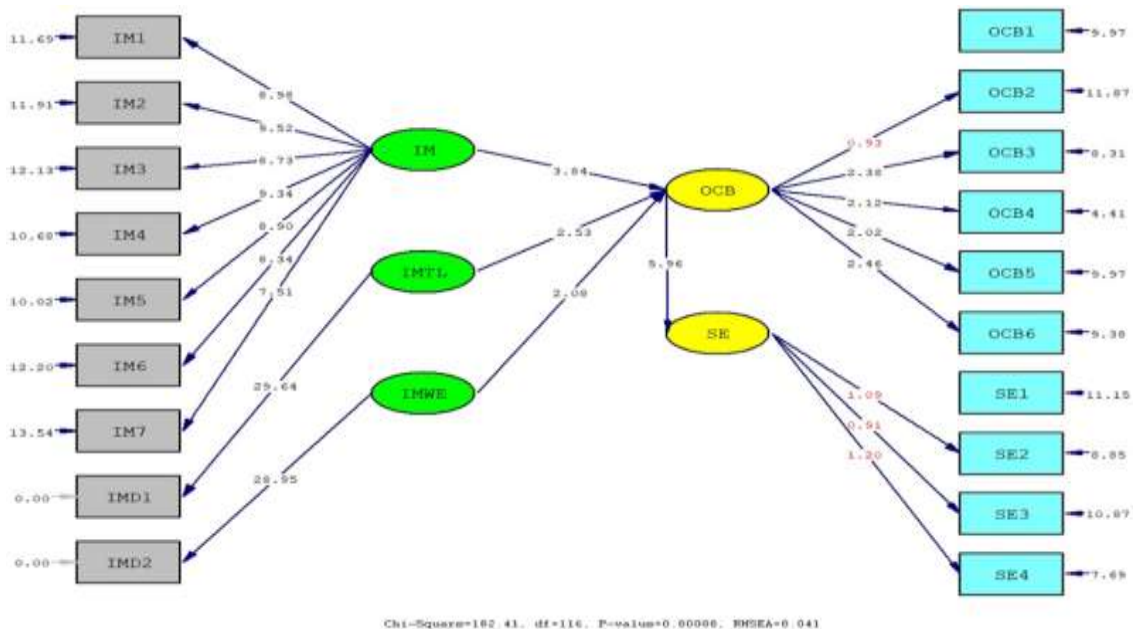


Figure 2: Structural Model Testing

This data analysis comprehensively illustrates the causal relationships among variables. The coefficient of 3.84 indicates a strong, statistically significant relationship, reinforcing the notion that BPJS Ketenagakerjaan's internal marketing strategies can create a supportive work environment that encourages OCB among employees. This aligns with research on internal marketing, which emphasizes that effective implementation of internal marketing strategies can enhance employee commitment and promote positive organizational behaviors, such as Organizational Citizenship Behavior (OCB). Employees who feel valued and supported by the organization tend to demonstrate loyalty, initiative, and concern for the team's and the organization's success (Afshardoost & Eshaghi, 2020) Other studies also support these findings, showing that good internal communication and attention to employee needs significantly contribute to increased work engagement and voluntary work behaviors. Therefore, the findings at *BPJS Ketenagakerjaan*, which show a positive influence of internal marketing on OCB, are consistent with previous academic literature (Nemteanu & Dabija, 2021).

The second relationship indicates that Organizational Citizenship Behavior (OCB) has a positive effect of 5.96 on Service Excellence. It can therefore be stated that the Organizational Citizenship Behavior (OCB) variable positively affects Service Excellence with a coefficient value of 5.96. This finding shows that the higher the OCB among BPJS Ketenagakerjaan employees—such as willingness to help colleagues, loyalty to the institution, and concern beyond formal responsibilities—the higher the perceived quality of excellent service. These positive behaviors create a collaborative, customer-focused work atmosphere, directly contributing to improved service quality.

The impact of OCB on Service Excellence is reflected in employees' ability to provide responsive, empathetic, and above-and-beyond service, even in situations not explicitly governed by standard procedures. A coefficient of 5.96 indicates a fairly strong relationship, suggesting that strengthening OCB values within the organization significantly affects participants' perception of superior service. Therefore, OCB is a strategic factor in the development of sustainable service quality.

The finding that Organizational Citizenship Behavior (OCB) positively affects Service Excellence with a coefficient of 5.96 at BPJS Ketenagakerjaan aligns with recent studies. For example, a study by Siregar et al. (2024) on employees of Bank Perkreditan Rakyat (BPR) in Bekasi found that OCB has a positive and significant relationship with service quality. Employees who demonstrate OCB behaviors, such as helping colleagues and proactively solving problems, tend to provide better customer service (Siregar et al., 2024) Another study by Qiu et al. (2022) in the hospitality industry in China found that authentic leadership increases employees' trust in their leaders, which, in turn, encourages customer-oriented OCB and contributes to improved service quality. These findings support the idea that OCB plays an important role in enhancing service quality across sectors, including the public sector, such as BPJS Ketenagakerjaan (Wu

& Liao, 2016).

The third relationship shows that Internal Marketing (IM) positively affects Organizational Citizenship Behavior (OCB) with a coefficient value of 3.84 at *BPJS Ketenagakerjaan*. This indicates that the more effective the internal marketing strategies—such as continuous training, open internal communication, and employee recognition—the higher the tendency of employees to display extra-role behaviors reflecting OCB. Employees who feel valued and engaged by the organization tend to be more loyal, caring toward colleagues, and willing to contribute beyond what is required.

The relationship between internal marketing and OCB is further strengthened by the presence of the transformational leadership moderation variable, which shows an effect value of 2.53. This means that when leaders at *BPJS Ketenagakerjaan* demonstrate transformational leadership, such as inspiring, encouraging innovation, and building positive emotional relationships with subordinates, the effectiveness of internal marketing in shaping OCB becomes much stronger. This leadership style translates internal marketing strategies into concrete actions that motivate employees to demonstrate commitment and voluntary behaviors to advance the organization.

The relationship between internal marketing and OCB is also reinforced by the presence of the work engagement moderation variable, which shows an effect value of 2.08. This indicates that several aspects of work engagement—namely vigor, reflecting employees with strong mental resilience, enthusiasm for work, high energy, and toughness in facing challenges; dedication, reflecting a strong emotional attachment to work marked by pride, enthusiasm, commitment, and a sense that the work is meaningful and inspiring; and absorption, referring to a state in which employees are fully focused and immersed in their work, enjoying it so much that they lose track of time and find it difficult to detach from work activities—can strengthen the relationship between internal marketing and OCB among *BPJS Ketenagakerjaan* employees.

DISCUSSION

Internal Marketing on Organizational Citizenship Behavior

The results of this study indicate that internal marketing (IM) has a positive effect on organizational citizenship behavior (OCB), with a coefficient of 3.84, suggesting a strong and significant relationship between effective internal marketing strategies and increased extra-role behaviors among employees. Employees who feel valued by the organization through training, internal communication, and recognition tend to exhibit proactive and voluntary behaviors in supporting the organization. Furthermore, the relationship between IM and OCB is significantly strengthened by the moderating variables of transformational leadership and work engagement, with influence values of

2.53 and 2.08, respectively. This indicates that transformational leadership—demonstrated through inspiration, individualized consideration, and idealized motivation—and employee engagement amplify IM's impact in promoting OCB among employees at *BPJS Ketenagakerjaan*. In addition, OCB was found to have a positive effect on service excellence, with a coefficient of 5.96, indicating that higher levels of OCB among employees are associated with better service quality experienced by participants. Employees who care about their colleagues and the organization indirectly contribute to creating superior and responsive public services. The structural model shows good fit indices, with RMSEA of 0.041, CFI of 0.967, and GFI of 0.947, indicating that the model fits the empirical data well. Thus, these findings support the significant interrelationships among the variables and highlight the crucial role of internal marketing and transformational leadership in enhancing employee behaviors and service quality.

This study confirms prior research, such as that of [Bansal et al. \(2001\)](#), which found that internal marketing contributes to external marketing outcomes through Organizational Citizenship Behavior (OCB). [Souchon and Lings \(2001\)](#) also argued that implementing internal marketing practices positively affects organizational citizenship behavior and employee retention. In line with this, the current study examines how the dimensions of internal marketing influence OCB to assess the overall effect of internal marketing on organizational behavior. [SeyedJavadin et al. \(2012\)](#) even examined the mediating role of OCB in the relationship between internal marketing and service quality at Tehran Gas Company, finding a positive and significant effect of internal marketing on organizational citizenship behavior.

[Lings \(2004\)](#) emphasized that treating employees as internal customers through internal marketing practices can enhance organizational aspects such as job satisfaction, loyalty, and employee commitment. Respondent feedback (Appendix 3) indicates that internal marketing has a grand mean of 4.04. Among its seven indicators, the statement “BPJS Ketenagakerjaan trusts me to make good decisions” has the highest mean of 4.07, with 85.9% agreement. This shows that respondents generally perceive strong trust in BPJS Ketenagakerjaan's decision-making, reflecting a work culture that supports autonomy and individual responsibility.

Conversely, 14.1% of respondents expressed disagreement, suggesting a minority feels less trusted in decision-making. While not dominant, this is important for management to address to ensure equitable trust across the organization. The lowest mean was observed in the statement “BPJS Ketenagakerjaan has comprehensive benefit programs” at 3.93, with 73.5% agreement. This indicates that while the majority perceive the programs positively, more than a quarter see room for improvement, highlighting areas where benefit coverage or communication could be enhanced.

Recent studies view internal marketing as a philosophy that treats employees as internal customers, aiming not only to increase employee satisfaction but also to foster responsiveness to market dynamics and adaptability to environmental changes (Mishra, 2022; Nwoko & Yazdani, 2023). Strategically, internal marketing is seen as a way to strengthen synergy across organizational functions to achieve strategic goals (Qiu et al., 2022). The study shows that OCB emphasizes individuals as a key organizational asset, as human resources are fundamental to organizational success (Rakowska & Cichorzewska, 2019). OCB contributes to organizational efficiency by reducing the need for scarce resources and strengthening internal cohesion (Hemaloshinee & Nomahaza, 2017). Employees exhibiting OCB can enhance their colleagues' productivity and reduce supervisory burdens (Martinescu et al., 2021).

OCB represents voluntary commitment not explicitly defined in work contracts (Siregar et al., 2024), is generally not linked to formal performance appraisals or incentives (Klotz et al., 2018). Organizational Justice Theory explains how perceptions of fairness affect employee attitudes and behaviors, including distributive, procedural, and interactional justice (Sheeraz et al., 2021). OCB encompasses three main dimensions: helping behavior, taking initiative, and creative behaviour (Rita et al., 2018). Key traits include altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Utami et al., 2021). Respondents reported a grand mean of 3.91 for OCB. The highest indicator, "I help colleagues with heavy workloads," had a mean of 3.97 and 72.9% agreement, indicating strong teamwork and altruism. The lowest indicator, "I help my supervisor without being asked," had a mean of 3.82 and 23.9% disagreement, suggesting that factors such as a high personal workload or unclear incentives may reduce voluntary support.

Transformational Leadership as a Moderator between IM and OCB

Transformational leadership strengthens the relationship between IM and OCB, with an influence of 2.53. Transformational leadership emphasizes inspiring employees to go beyond self-interest for organizational goals. Studies support that transformational leadership improves OCB and overall performance (Kristiawan, 2020; Sofiah et al., 2022). The four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—systematically measure transformational leadership (Bass & Avolio, 1993). Respondent feedback shows a grand mean of 4.01, with the highest-rated statement being "My leader provides guidance on how to complete tasks," with a mean 4.12, or 75.6% agreement.

Work Engagement as a Moderator between IM and OCB

Work engagement strengthens the IM–OCB relationship with an influence of 2.08. Work engagement consists of vigor, dedication, and absorption (Schaufeli et al., 2002).

Internal and external factors, such as personal background, personality, and perceived meaningfulness of work, influence engagement (Côté et al., 2021; Lockwood, 2007). Respondents reported a grand mean of 4.05 for work engagement. The highest-rated statement, “I enjoy my work very much,” had 81.4% agreement, showing strong emotional engagement, which supports OCB and high-quality service delivery.

CONCLUSION AND FUTURE RESEARCH

The results of this study confirm that internal marketing has a positive and significant effect on organizational citizenship behavior (OCB). The more effectively internal marketing is implemented through strengthened training, open internal communication, and recognition systems, the higher the tendency of employees to exhibit extra-role behaviors, such as helping others, demonstrating loyalty, and acting proactively without expecting additional rewards. These findings underscore that consistent internal management practices can foster a culture of voluntary behavior that supports collective performance at *BPJS Ketenagakerjaan* Indonesia.

Furthermore, organizational citizenship behavior (OCB) was found to have a strong and positive effect on service excellence. Increased helping behaviors, loyalty to the institution, and concern beyond formal duties contribute to a collaborative work environment oriented toward participant satisfaction. Consequently, the perceived quality of services improves significantly. These findings highlight the critical role of OCB as a behavioral mechanism that directly contributes to superior public service quality. Transformational leadership was proven to strengthen the effect of internal marketing on OCB. When leaders inspire, encourage innovation, and build positive emotional relationships, internal marketing strategies are more effectively translated into employee commitment and voluntary behaviors. This indicates that transformational leadership acts as a lever, accelerating the translation of internal management practices into extra-role behaviors that impact service performance.

Work engagement also strengthens the relationship between internal marketing and OCB. High levels of vigor, dedication, and absorption make employees more responsive to internal marketing practices, leading to more consistent extra-role behaviors. Thus, work engagement serves as a reinforcing condition, ensuring that organizational investments in internal marketing result in sustained improvements in OCB. Overall, these findings support previous research emphasizing the importance of treating employees as internal customers to enhance loyalty, satisfaction, commitment, and ultimately, service quality. The study also highlights areas for improvement, including evenly distributing trust, improving communication, and optimizing employee benefits programs to maximize engagement and performance. In addition, other relevant factors, such as job satisfaction, organizational commitment, and employee empowerment, might influence OCB and service quality. Future studies could incorporate these

variables to provide a more comprehensive understanding of OCB among employees and its relationship to organizational performance. The research focused on the *BPJS Ketenagakerjaan* context. To assess the generalizability of the findings, the research can be expanded to other organizations or contexts in the public or private sectors with different structures, cultures, and work climates. The novelty of this research lies mainly in demonstrating the moderating effects of Transformational Leadership and Work Engagement on IM practices to develop OCB employees, thereby enabling optimal service excellence delivery and improving other organizational performance. These values imply that the public sector organization must enhance the organizational role in terms of implementing Transformational Leadership, and the leader must motivate the employees' work engagement to strengthen OCB employees' development, which will develop service excellence delivery to the market demand.

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