

ABSTRAK

MODEL PEMASARAN INTERNAL UNTUK MEMBANGUN ORIENTASI PELAYANAN BERKUALITAS PADA BADAN KEPEGAWAIAN DAERAH TINGKAT PROVINSI DI INDONESIA

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Tantangan dalam manajemen Aparatur Sipil Negara (ASN) yang diuraikan dalam Rencana Strategis Badan Kepegawaian Negara 2020–2024 mengidentifikasi perlunya peralihan dari pola kerja silo ke kerja kolaboratif guna meningkatkan layanan yang inovatif. Penelitian ini bertujuan untuk menganalisis pengaruh *Internal Marketing (IM)* terhadap *Employee engagement (Employee Engagement/EE)* dan *Co-Creation (CC)*, serta dampak CC terhadap EE dan pengaruh EE terhadap kualitas layanan (*Orientation Service Quality/OSQ*). Selain itu, penelitian ini menguji peran mediasi CC dalam hubungan antara IM dan EE, mediasi EE dalam hubungan antara IM dan OSQ, serta moderasi *Authentic Leadership (AL)* pada pengaruh CC terhadap EE.

Penelitian ini menggunakan pendekatan kuantitatif dengan sampel 409 responden, yang terdiri dari jabatan administrasi, pengawas, fungsional, dan staf pada Badan Kepegawaian Daerah (BKD) tingkat provinsi di Indonesia. Pengujian hipotesis dilakukan melalui pemodelan persamaan struktural (SEM) dengan aplikasi AMOS, dan mediasi diuji menggunakan Sobel test.

Hasil penelitian menunjukkan bahwa *Internal Marketing (IM)* berpengaruh positif dan signifikan terhadap *Employee Engagement (EE)* dan *Co-Creation (CC)*. Selain itu, *Co-Creation (CC)* juga berpengaruh positif dan signifikan terhadap *Employee Engagement (EE)*, sementara *Employee Engagement (EE)* berpengaruh positif dan signifikan terhadap *Orientation Service Quality (OSQ)*. Hasil penelitian juga mengungkapkan bahwa *Co-Creation (CC)* secara signifikan memediasi hubungan antara *Internal Marketing (IM)* terhadap *Employee Engagement (EE)*, dan *Employee Engagement (EE)* memediasi secara signifikan hubungan antara *Internal Marketing (IM)* terhadap *Orientation Service Quality (OSQ)*. *Authentic Leadership (AL)* ditemukan memoderasi secara positif dan signifikan pengaruh *Co-Creation (CC)* terhadap *Employee Engagement (EE)*.

Implementasi manajerial, kebijakan *Internal Marketing (IM)* di Badan Kepegawaian Daerah (BKD) berfokus pada peningkatan manajemen personalia melalui pelatihan dan pengembangan karyawan berdasarkan kualifikasi, kompetensi, dan kinerja. Praktik *Co-Creation (CC)* di antara pegawai BKD didorong melalui

pengoptimalan berbagi informasi dan keterlibatan dalam pengambilan keputusan, dilakukan melalui sesi diskusi rutin dan platform berbagi informasi agar keputusan lebih tepat dan efisien. Integrasi *Co-Creation* dalam program *Employee Engagement (EE)* diterapkan melalui pembentukan tim kerja, sesi brainstorming reguler, serta pemberian pengakuan atas kontribusi karyawan dalam ide atau solusi inovatif.

Penguatan program *Employee Engagement* bertujuan meningkatkan *Orientation Service Quality (OSQ)* melalui program penghargaan karyawan dan peluang pengembangan profesional yang berfokus pada kepuasan dan pengakuan karyawan. Kebijakan ini juga disesuaikan dengan temuan bahwa *Co-Creation* tidak memediasi hubungan antara IM dan EE, sehingga strategi *Employee Engagement* difokuskan langsung pada IM tanpa bergantung pada *Co-Creation*. Prioritas diberikan pada *Employee Engagement* sebagai mediasi untuk meningkatkan OSQ melalui pelatihan, pengembangan karyawan, dan perbaikan kondisi kerja. Di sisi lain, pelatihan *Authentic Leadership* ditujukan untuk meningkatkan keterlibatan karyawan dan memperkuat hubungan antara *Co-Creation* dan EE melalui nilai-nilai otentik dan transparansi dalam kepemimpinan.

Kata Kunci : *Authentic Leadership, BKD, Co-Creation, Employee Engagement, Internal Marketing, Orientation Service Quality*

ABSTRACT

INTERNAL MARKETING MODEL TO BUILD QUALITY SERVICE ORIENTATION IN PROVINCIAL CIVIL SERVICE AGENCIES IN INDONESIA

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Problems and challenges in managing ASN management as stated in the Strategic Plan for the State Civil Service Agency for 2020 - 2024, work procedures that are too siloed must be changed to collective and collaborative work so that innovative services can run optimally. This research explores the influence of internal marketing on employee engagement, the influence of internal marketing on co-creation, the influence of co-creation on employee engagement and employee engagement on service quality orientation. Mediation testing tests co-creation in the influence of internal marketing on employee engagement and mediation of employee engagement in the influence of internal marketing on service quality orientation. Moderation testing, looking at authentic leadership on the influence of co-creation on employee engagement.

This study uses a quantitative research design, the data used is primary. The sample taken was 409 respondents with a sample of administrative positions, supervisory positions, functional positions and executive positions (staff) at the provincial BKD in Indonesia. Mediation measurement with the Sobel test, developing 7 hypotheses and tested using structural equation modeling, based on the SEM-AMOS application.

The results of the study indicate that Internal Marketing (IM) has a positive and significant effect on Employee Engagement (EE) and Co-Creation (CC). In addition, Co-Creation (CC) also has a positive and significant effect on Employee Engagement (EE), while Employee Engagement (EE) has a positive and significant effect on Orientation Service Quality (OSQ). The results of the study also revealed that Co-Creation (CC) significantly mediates the relationship between Internal Marketing (IM) and Employee Engagement (EE), and Employee Engagement (EE) significantly mediates the relationship between Internal Marketing (IM) and Orientation Service Quality (OSQ). Authentic Leadership (AL) was found to positively and significantly moderate the effect of Co-Creation (CC) on Employee Engagement (EE).

Managerial implementation concluded Internal Marketing (IM) policy in the Regional Personnel Agency aims to improve personnel management based on

qualifications, competencies, and performance through employee training and development. Encouraging Co-Creation (CC) practices among BKD employees is done by optimizing information sharing and involvement in decision-making through regular discussion sessions and information sharing platforms to ensure decisions are taken more appropriately and efficiently. Integration of Co-Creation in employee engagement (Engineering) programs is done by forming work teams, holding regular brainstorming sessions, and providing recognition for positive employee contributions in creating innovative ideas or solutions. Strengthening employee engagement initiatives is aimed at improving service quality (Orientation Service Quality/OSQ) through the implementation of employee reward and recognition programs and providing professional development opportunities, which focus on employee satisfaction and recognition.

Strategies and policies were adjusted by recognizing that Co-Creation does not mediate the relationship between IM and EE, so employee engagement programs were developed more directly and independently of Co-Creation with a focus on a strong internal marketing strategy. Priority was given to EE as a mediator to improve OSQ through investment in training, employee development, and improved working conditions. To encourage authentic leadership (AL) practices at the managerial level, leadership training was conducted that focused on authentic values and transparency, which can increase employee engagement and strengthen the relationship between Co-Creation and EE.

Keywords : *Authentic Leadership, BKD, Co-Creation, Employee Engagement, Internal Marketing, Orientation Service Quality*