

-RESEARCH ARTICLE-

THE ROLE OF JOB STANDARDIZATION IN BUILDING INTERNAL SERVICE QUALITY AND JOB SATISFACTION IN THE INDONESIAN PUBLIC SECTOR

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—Abstract—

This study seeks to analyse the pivotal role of Job Standardization in fostering Internal Service Quality and Job Satisfaction with the ultimate aim of cultivating Customer Orientation within the Indonesian Public Sector, specifically within the Provincial Civil Service Agency (BKD). Employing a quantitative research design to fulfil the research objective, the study utilizes cluster sampling, selecting respondents from provinces with varying employee populations. The sample comprises 404 respondents from BKD offices in South Kalimantan, North Sulawesi, South Sumatera, Lampung, South Sulawesi, Western Sumatera, Western Papua, North Maluku, and Papua Provinces. Utilizing Structural Equation Modelling (SEM) through the LISREL 8.80 application

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for data analysis, the findings indicate that Job Standardization significantly impacts both Internal Service Quality and Job Satisfaction, thereby contributing to the development of Customer Orientation. Additionally, the study explores the moderating roles of Job Empowerment and Remuneration, revealing their critical influence in fortifying Job Satisfaction and consequently enhancing Customer Orientation. This suggests a positive correlation, signifying that elevated levels of Work Empowerment and Remuneration are associated with increased Job Satisfaction and, in turn, heightened Customer Orientation. The study underscores the imperative for the judicious implementation of Job Standardization, emphasizing the need to empower the Kaizen Approach to attain effective working time and operational efficiency. Furthermore, coordination, and effective communication among employees are highlighted as essential managerial strategies to optimize organizational performance. Consequently, the management of BKD is urged to implement measures aimed at enhancing internal service quality by reinforcing Job Engagement and fostering effective communication among employees. This strategic approach is anticipated to result in an augmented Customer Orientation towards external stakeholders.

Keywords: Customer Orientation, Job Satisfaction, Job Standardization, Internal Service Quality, Job Empowerment, Remuneration

1. INTRODUCTION

The prioritization of Job Standardization constitutes an integral aspect of employment within an organization or company, requiring comprehensive comprehension by every employee. It is posited that the standardization of work holds the potential to exert a positive impact on the quality of services rendered (Tsauro et al., 2014). However, Prakash and Srivastava (2019) unveiled two distinct categories of service quality: internal service quality, directed towards employees as the internal consumers, and external service quality, oriented towards external consumers. Employees are required to adhere to Job Standardization in order to cater to the needs of external consumers, as the implementation of customer orientation.

The majority of research on work standardization is predominantly conducted within non-public sectors that operate on a profit-driven basis (Chiang & Wu, 2014; Tsauro et al., 2014), emphasizing a greater emphasis on external service quality as opposed to internal service quality. Conversely, the non-profit public sector also requires active involvement in standardizing work processes, impacting the quality of internal services and subsequently shaping employee job satisfaction oriented towards external customer service to meet consumer demands. However, limited research has been undertaken to explore the role of Job Standardization in the non-profit public sector (Tsauro et al., 2014). Research on Job Standardization needs to address the gap related to its potential reduction of control for employees directly engaging with external customers,

potentially adversely affecting perceptions of service quality (Raub, 2008). Furthermore, Job Standardization offers essential guidance to underscore employee responsibilities, thereby mitigating stress and uncertainty, enhancing efficiency, and facilitating more satisfactory work performance (Becker & Knudsen, 2005). Hence, this study centres its attention on the non-profit public sector.

According to Davis (1991), it was asserted in the mid-1980s that internal service quality emerged as a crucial concept for organizations, aiming to deliver services effectively to their internal customers. This approach was seen as instrumental in subsequently influencing the provision of higher quality services to external customers. This assertion underscores the notion that work standardization has the potential to impact both external and internal service quality. Therefore, further research is warranted to elucidate the link between work standardization, job satisfaction, and the orientation towards fulfilling the needs of external customers (Chiang & Wu, 2014).

Job satisfaction constitutes a foundational requirement for engendering behavioural tendencies directed towards addressing the needs and desires of external consumers (Hoffman & Ingram, 1992). Enhanced employee job satisfaction manifests as heightened enthusiasm and vigour during service delivery, significantly elevating the potential for delivering high-quality services to external consumers. Nevertheless, job satisfaction within consumer-oriented public sector organizations, particularly among employees of the Indonesian Provincial Civil Service Agency (BKD), requires improvement. The existing low job satisfaction is attributed to a lack of awareness regarding Job Standardization and Internal Service Quality, as evidenced by the Key Performance Indicators report of BKD Lampung Province in 2022 and the Public Service Compliance Standard assessment by the Indonesian Republic Ombudsman in 2021. BKD, in partnership with the Indonesian State Employment Agency (BKN), functions as a provincial-level government organization responsible for managing the performance of government employees, known as ASN ("State Civil Apparatus") in each Indonesian Province. Additionally, it is posited that Job Empowerment and Remuneration may either reinforce or diminish levels of Job Satisfaction, thereby influencing Customer Orientation.

According to the data from the Indonesian Republic Ombudsman in 2021, 21 out of 34 provinces are categorized in the red zone (value 0 - below 50.99) and yellow zone (value 51.00 – 80.99), indicating low service quality based on UU No. 25, year 2009 of Indonesian Public Service. A correlation is observed, wherein decreased organizational service quality corresponds to diminished internal customer satisfaction. Simultaneously, reduced internal customer satisfaction results in a decreased propensity for Customer Orientation, influenced by the moderating factors of Job Empowerment and Remuneration, as indicated by Chiang and Wu (2014).

Hence, the primary goal of this work is to scrutinize the influence of Job Standardization on the development of Internal Service Quality and Customer Satisfaction, with moderation effects introduced by Job Empowerment and Remuneration, as proposed by [Chiang and Wu \(2014\)](#). Job Empowerment and Remuneration exhibit the capacity to enhance both Job Satisfaction and Customer Orientation, substantiated by empirical evidence. Consequently, the exploration of Job Empowerment and Remuneration constitutes a novel contribution within the scope of this study.

2. LITERATURE REVIEW

This study employs the Social Exchange Theory, developed by [Blau \(1964\)](#), that Social Exchange Theory contends that voluntary actions within an organizational context are prompted by the manner in which the organization treats its employees, anticipating reciprocal responses from the employees. This theory elucidates that individuals assimilate lessons from their social interactions and past experiences, subsequently influencing their personality development and fostering a sense of hope. The cultivation of hope towards others and the belief that one's behaviour may yield future rewards from others serves as a catalyst, instigating social exchanges among individuals ([Blau, 1964](#)).

The Social Exchange Theory, posited by [Blau \(1964\)](#) underscores interpersonal interactions through the equilibrium of reciprocation. In instances where an organization pledges to afford its employees appreciation, respect, fairness, and other integral elements, it cultivates a heightened sense of trust among the employees. This heightened trust, in turn, engenders an augmented willingness on the part of employees to exert greater effort in their work. Subsequently, this enhanced commitment results in improved organizational performance as employees reciprocate the positive treatment ([Masterson et al., 2000](#)).

On the other hand, [Muhammad and Abdullah \(2016\)](#) asserting a correlation between employee empowerment and the Social Exchange Theory, it is posited that the reciprocal dynamic between workers and their respective organizations serves as a foundational framework for understanding this relationship. [Zhao et al. \(2020\)](#) arguing that the Social Exchange Theory delineates employee behaviours that are more constructive when organizations treat them positively, this perspective aligns with the theory's portrayal of the reciprocal relationship between employees and organizations. In contexts where companies offer support, seek input from employees in decision-making, and foster an environment of assistance, there is an observable increase in employees' commitment to the organization. Furthermore, organizational initiatives that endorse empowerment and equitable treatment contribute to heightened job satisfaction, subsequently bolstering employee trust and commitment ([Norbu & Wetpravit, 2021](#)).

Hence, this study employs the Social Exchange Theory to elucidate the reciprocal nature of the organizational relationship with employees, conceptualizing it as an exchange mechanism. The exchange process in this investigation commences with the establishment of work standardization serving as a guiding framework for tasks. Outputs derived from adhering to these standardized work practices result in remuneration. Moreover, the influence of work standardization extends to the quality of internal service among employees, fostering collaborative relationships to mutually support work activities, with an anticipated outcome of heightened job satisfaction. This dynamic mirrors the principles of Internal Marketing.

Originating with Internal Marketing conceptualizes employees as internal customers and characterizes work as products. The fundamental tenet of internal marketing is grounded in the perception of employees as the organization's primary clientele (Berry, 1981). Berry (1981) further identifies internal marketing as a strategic approach aimed at ensuring the consistent delivery of high-quality services. Additionally, work, viewed as an internal product, must possess qualities that attract and motivate employees, ultimately leading to the satisfaction of employees through the provision of superior work services (Kaurav et al., 2016).

The internal marketing concept has undergone three interrelated stages, focusing on employees, customers, and the company (Kimura, 2017). Nevertheless, a unanimous agreement on the definition of internal marketing remains elusive. Sousa et al. (2018) unveiled that internal marketing is oriented towards the attraction, cultivation, coordination & retention of employee functions with the overarching goal of augmenting employee satisfaction, concurrently fostering service quality and contentment among external customers.

Mohd Suki et al. (2020) asserted that the internal marketing concept can be cultivated through the manipulation of internal marketing mix elements, which are effectively administered through internal performance management, internal objectives, internal political influence, and the provision of quality internal services to foster enduring internal relationships.

Narteh (2012) posits indicate that empowerment is a progression tied to the advancement of employees' perceptions of progress and self-assurance, aiming to augment their authority in decision-making processes for the attainment of customer satisfaction. Kaurav et al. (2016) contends propose that Internal planning serves as a strategic instrument within the domains of marketing, human resources, and operations, contributing to managerial practices that yield motivated employees inclined toward delivering high-quality services. This, in turn, exerts a substantial influence on both customer satisfaction and organizational performance (Mainardes et al., 2019).

Job Standardization, Job Satisfaction and Internal Service Quality

[Hanseth et al. \(1996\)](#) references standardization as “a social and technical process for developing artifacts related to information infrastructure, namely standards that regulate communication patterns. The development of standardized communications brings closer to standardization, which involves activities and evaluating activities through relationship development strategies” ([Tsaour et al., 2014](#)).

Work standardization pertains to the degree to which employees are required to adhere to SOPs in the execution of tasks, encompassing the level of compatibility between software & hardware components ([Hsieh & Hsieh, 2001](#); [Karatepe et al., 2004](#)). Work standardization exerts a substantial influence on service quality and job satisfaction within the domains of, hotels, and retail services. Hence, employees are anticipated to operate according to uniform procedures.

[Chen et al. \(2009\)](#) asserted that work standardization involves the adherence of employees to SOPs in the execution of tasks. While the nature of work standardization may vary across different fields, its effective implementation remains imperative. [Karatepe et al. \(2004\)](#) propose that the standardization of work in service-oriented businesses has the potential to enhance service quality as perceived by frontline employees. The implementation of work standardization at various stages of service delivery can facilitate the provision of expeditious and error-free services, thereby contributing to the cultivation of job satisfaction.

The implementation of work standardization has demonstrated its efficacy in reducing the divergence in perceptions of service quality between providers of service and customers ([Parasuraman et al., 1991](#)). However, [Chiang and Wu \(2014\)](#) contended that there exist gaps in occupational standardization necessitating additional research.

[Parasuraman et al. \(1985\)](#) spot forth two propositions regarding service quality. Firstly, superior service quality arises from the comparison of customer expectations with their actual experiences. Secondly, the assessment of quality extends beyond the outcomes of the service to encompass the entirety of the service delivery process. Subsequently, [Parasuraman et al. \(1994\)](#) characterize service quality as the extent of disparity linking perceptions of service performance and customer expectations.

Internal service quality is defined as the contentment of employees derived from their comprehensive comprehension of the services offered by the organization's internal service providers [Pantouvakis and Mpogiatzidis \(2013\)](#). Meanwhile, [Miknevičius et al. \(2022\)](#) characterized Internal service quality as the level of satisfaction experienced by an employee in their role as an internal customer within the organization. This satisfaction arises from the perception of the service provided by other employees who function as internal service providers within the organization.

Prakash and Srivastava (2019) indicate that service quality is bifurcated into internal service quality, pertaining to non-profit contexts, and external service quality, associated with profit-oriented settings. Prior research has explored the correlation between work standardization and service quality within profit-driven domains (Tsaour et al., 2014). Conversely, internal service quality plays a pivotal role in engendering high-quality performance. Employees who deliver outstanding service to the organization demonstrate a commitment to achieving performance standards set forth by the organization.

Therefore, the initial hypothesis in this study, namely

H1: Work standardization has a significant positive effect on internal service quality.

Researchers commonly perceive job satisfaction as an individual's overarching cognitive attitude toward their job or specific job-related facets. According to Federici and Skaalvik (2012), job satisfaction is an emotional response to all aspects encountered in work environments. Operationalizing the concept involves a subjective evaluation of various job-specific factors, including promotion opportunities, salary, benefits, work relationships and many more (Wood & Ogbonnaya, 2018).

Employee satisfaction has garnered considerable attention in the research pursuits of industrial and organizational psychologists (Akgunduz et al., 2018). Job satisfaction reflects the extent to which individuals appreciate their work, notwithstanding some perceiving work as a necessity (Ali & Anwar, 2021). From an organizational standpoint, adequate job satisfaction correlates with enhanced employee performance (Loan, 2020). Fulfilled employees are integral for boosting productivity, responsiveness, quality, and service recognition. Job satisfaction tends to elicit behaviours conducive to a company's success (Paais & Pattiruhu, 2020).

Karatepe et al.'s (2004) research findings affirm a positive impact of job standardization on job satisfaction. According to Hsieh and Hsieh (2001), service managers implementing high work standardization are inclined to elevate employee job satisfaction. Elevated work standardization, providing frontline employees with standardized procedures, aids in achieving service objectives (Hsieh & Hsieh, 2001).

Job standardization, as noted by Luoh et al. (2014), operates consistently and efficiently with minimal deviation that engenders a sense of comfort is posited to further elevate employee job satisfaction. This formulation suggests the following hypothesis:

H2: Job standardization has a significant positive effect on job satisfaction.

The quality of internal services within an organization plays a pivotal role in influencing the satisfaction of both internal users and employees, as highlighted by Calabuig-

Moreno et al. (2016), and contributes to organizational loyalty, as indicated by Peltier et al. (2013). Almohaimmeed (2019) establishes a positive association between internal service quality and overall performance. Consequently, organizations are encouraged to cultivate an internal customer (employee) service orientation, as articulated by McDermott and Emerson (1991), to ensure the delivery of high-quality services to external customers. The imperative for organizations to identify, assess, and effectively manage internal elements that contribute to external customer satisfaction is underscored by Hallowell et al. (1996).

Heskett et al. (1994) suggested that internal service quality serves as the principal catalyst for employee satisfaction, instigating a heightened commitment to delivering optimal service to external customers. The significance of internal service quality extends to its pivotal role in fostering job satisfaction, employee loyalty, and organizational productivity, as emphasized by Hallowell et al. (1996). Empirical findings by Sharma et al. (2016) affirm a positive correlation linkage internal service quality and job satisfaction, indicating that employees experiencing high-quality internal services tend to manifest greater satisfaction and motivation.

Employee satisfaction is delineated as the sentiment of contentment or prosperity derived by employees from their work, encompassing factors such as enjoyment, the perceived meaningfulness of their tasks, and the extent to which work exerts negative physical or psychological effects on them (Griffin & Moorhead, 2013). Prior research findings indicate that internal service quality not only enhances employees' job performance but also contributes to heightened job satisfaction (Chiang & Wu, 2014).

Labauskaite and Fominiene (2016) revealed the pivotal role of job satisfaction in shaping employees' positive emotional reactions and attitudes toward their organizational connection. Importantly, job satisfaction is not a static state but subject to change, necessitating periodic reinforcement (Labauskaite & Fominiene, 2016). The quality of internal services within an organization emerges as a crucial determinant of job satisfaction for internal users (employees) and their loyalty to the organization, as noted by Avourdiadou and Theodorakis (2014).

Seyyedi et al. (2012) research strongly indicates a significant correlation joining employee satisfaction and internal service quality in determining pivotal service attributes within the tourism and hospitality industry. This underscores the imperative for organizations to prioritize employees, fostering quality internal services as a linchpin for influencing various factors crucial for organizational success.

Consequently, the hypothesis is formulated as:

H3: Internal service quality has a significant positive effect on job satisfaction.

Job Satisfaction and Customer Orientation

Job satisfaction comprises two components: the cognitive facet, which evaluates work-related elements such as tasks, conditions, and the environment, and the affective facet, which pertains to the impact derived from positive (employees satisfied with their jobs) or negative (employees dissatisfied with their jobs) assessments (Viseu et al., 2020). These components collectively contribute to the development of Customer Orientation.

At the organizational level, customer orientation pertains to the market orientation of a service organization, embodying a set of beliefs that prioritize the interests of customers (Deshpandé et al., 1993). Prayag et al. (2019) indicated that customer orientation encompasses the norms guiding an organization's service-oriented engagements with both existing and potential customers. This involves activities such as designing service systems and structures, formulating and implementing standards, procedures, and organizational service policies, delivering service training, and assessing practices to ensure the provision of exemplary service.

In addition, Customer orientation, as highlighted by Anosike and Eid (2011) occupies a central position in the management philosophy of high-performance organizations aiming to fulfil the needs of external customers. Meanwhile, the results of Frambach et al. (2016) demonstrate a substantial correlation between customer orientation and company performance, indicating that Customer Orientation aids companies in comprehending customer demands, securing a competitive advantage, and attaining business success.

Wu (2013) assert that a positive correlation exists between job satisfaction and customer orientation. This implies that employees experiencing higher job satisfaction are more inclined to attentively listen to customers, meet their demands, provide wholehearted service, and exhibit a stronger customer-oriented approach.

The relationship between job satisfaction and customer orientation has been explored by previous research (Donavan et al., 2004). The research findings indicate that elevated job satisfaction fosters increased customer orientation among employees (Pettijohn et al., 2007). These findings align with the social exchange theory, which posits that individuals tend to support those from whom they receive reciprocal benefits. Hoffman and Ingram (1992) applied in the workplace context, this concept was operationalized, revealing a positive correlation between job satisfaction and Customer Orientation.

Consequently, the fourth hypothesis posits:

H4: Job satisfaction has a significant positive effect on customer orientation.

The Moderating Role of Work Empowerment and Remuneration

Empowerment is a construct that connects individual competencies, and strengths, natural support systems, and proactive behaviour to social policy and change (Rappaport, 1981). Theory of Empowerment incorporates both processes and outcomes, proposing that structures, activities and actions, can be empowering, and the results of these processes yield varying levels of empowerment (Swift & Levin, 1987). This implies that empowerment encompasses organizational processes and structures designed to enhance member participation and attain organizational objectives.

Empowerment is conceptualized as a complex phenomenon with interconnected facets spanning psychological, psychological, organizational, and community levels. At the community level, empowerment involves participatory and resource mobilization processes aimed at cultivating lasting local influence and enhancing control over local decision-making (Laverack, 2006). At the organizational level, empowerment pertains to the organization's ability to wield power and influence, facilitating reciprocal support among members and thereby fostering a sense of belonging within the broader community context (Peterson & Zimmerman, 2004).

Brymer (1991) indicates that empowering employees is correlated with heightened customer satisfaction, thereby influencing an augmentation in customer orientation. This, in turn, is anticipated to contribute to a rise in organizational profitability performance.

Performance allowance, as delineated by Chaudhry et al. (2011), represents a type of occasional compensation stipulated in employment agreements that companies offer to their employees to incentivize the attainment of organizational objectives. Consequently, organizational leadership must deliberate on the provision of compensation as a means to sustain employee motivation, as emphasized by Ali and Anwar (2021), thereby signalling management's concern for employee well-being. Simultaneously, da Cruz Carvalho et al. (2020) assert that compensation encompasses all elements related to remuneration received by employees, encompassing salaries and various monetary and non-monetary components.

The findings from Chiang and Wu's study (2014) suggest that future research should delve into investigating the impact of empowerment and performance-based incentive systems on enhancing job satisfaction to fortify customer-oriented activities. Consequently, the present study will incorporate empowerment and performance allowance variables as moderators in its research design. As outlined by Baron and Kenny (1986), a moderating variable is a factor that exerts an influence on the intensity and direction of the relationship between the dependent variable and the independent variable. The presence of inconsistent

findings across studies may be attributed, in part, to the potential impact of moderating variables.

Lo et al. (2017) asserted that customer orientation remains a foundational theoretical construct and a key methodology in marketing management. This assertion underscores that organizations prioritizing customer orientation possess a superior ability to discern evolving customer needs compared to their competitors. Furthermore, these organizations deliver elevated levels of value and satisfaction. Customer orientation serves as the bedrock of organizational learning, culminating in heightened value delivery and customer satisfaction.

Despite an extensive existing literature on customer orientation, there are notable gaps in our comprehension of the motivating factors. A limitation in current research on customer orientation lies in the unexplored interrelated effects of distinct motivational drivers. Employees, remunerated for their job efforts, exhibit motivation for customer orientation when high pay satisfaction aligns with a profound sense of meaningful work experience. This alignment prompts salespeople to engage in customer orientation, driven by the prospect of both intrinsic and extrinsic rewards for their invested efforts.

This description presents the subsequent formulation of hypotheses:

H5: Job Empowerment positively moderates the significant effect of Job Satisfaction on Customer Orientation.

H6: Remuneration positively moderates the significant effect of Job Satisfaction on Customer Orientation.

The formulation of these hypotheses is encapsulated within the structure of the following research model.

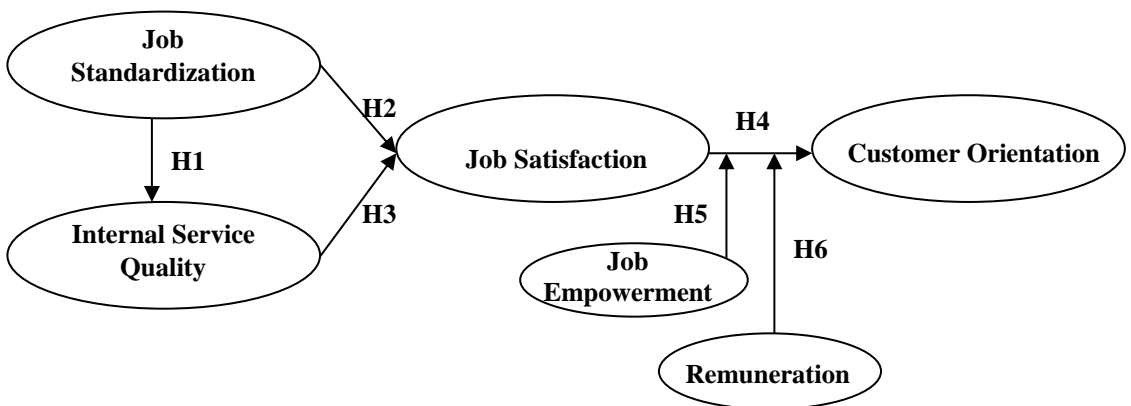


Figure 1. Research Model

3. METHOD

This study employs a quantitative design to examine the interrelationships between variables (Creswell, 2014). Questionnaire instruments were administered to 404 respondents, representing samples from 10 Provinces (South Kalimantan, North Sulawesi, South Sumatra, Lampung, West Java, South Sulawesi, West Sumatra, West Papua, North Maluku, and Papua). These provinces were selected based on their compliance scores falling within the yellow and red zones, as reported by the Ombudsman in 2021. Data collection took place from March to June 2023 over a span of 3 months, utilizing cluster sampling methodology (Fraenkel Jack & Wallen, 2008).

The determination of the sample size is guided by Foster et al. (2006), suggesting that the minimum sample size for an SEM estimation model should exceed 200. Additionally, Hair et al. (2010) recommends a representative sample size for Structural Equation Modelling (SEM) to be approximately 5 to 10 times the number of indicator items used. With 25 items in this research, the total sample size should be a minimum of 25 x 10, resulting in 250 data samples.

The research instruments for Internal Service Quality, Job Standardization, Job Satisfaction, Customer Orientation, Job Empowerment, and Remuneration were adopted from established sources. The Internal Service Quality instrument, developed by Kang et al. (2002), achieved a validity of 0.62 and reliability of 0.86. The Job Standardization instrument, adapted from Chiang and Wu (2014), demonstrated a validity of 0.53 and reliability of 0.85. Job Satisfaction, also utilizing the instrument by Chiang and Wu (2014), exhibited a validity of 0.60 and reliability of 0.88. The Customer Orientation instrument, adopted from Lee et al. (2016), displayed validity and reliability test results exceeding 0.50. The Job Empowerment instrument, referenced from Menon (2001), surpassed the validity threshold of 0.50 and a reliability threshold of 0.70. The Remuneration instrument, drawing from Almohaimmeed (2019), attained a validity of 0.85 and reliability of 0.90. All instruments employed a Likert Scale ranging from 1 to 5 which suggest “Strongly Disagree” and “Strongly Agree” respectively.

The analytical framework employed to assess the proposed hypothesis involves SEM utilizing the LISREL 8.80 application, following a two-step methodology encompassing the fitting of the structural model & the measurement model. Despite having undergone prior validity and reliability assessments, this study conducts additional validation and reliability testing through CFA. This involves scrutinizing the AVE to ensure values exceed 0.05 and evaluating the construct (composite) reliability (CR) to ensure values surpass 0.06, in accordance with the guidelines outlined by Hair et al. (2018, p. 676).

4. RESULTS

The profiles of the respondents from the 404 samples exhibited a normal distribution. Detailed profiles are available in Table 1.

Table 1: Respondent Profiles

Respondent Profiles		Frequency	Percentage
Gender	Man	276	68.3%
	Woman	128	31.7%
Age (Years)	17-27	0	0,0%
	28-38	301	74.5%
	39-49	98	24.3%
	>50	5	1.2%
Provinces	South Kalimantan	33	8.2%
	North Sulawesi	32	7.9%
	South Sumatra	45	11.1%
	Lampung	60	14.9%
	South Sulawesi	47	11.6%
	West Java	76	18.8%
	West Sumatra	45	11.1%
	West Papua	22	5.4%
	North Maluku	16	4.0%
	Papua	28	6.9%
Monthly Income	3 - 6 million	242	59.9%
	6 - 9 million	134	33.2%
	9 - 12 million	28	6.9%
Education	D1/D2/D3/Vocation	40	9.9%
	D4/S1/Undergraduate degree	283	70.0%
	Master Degree	81	20.0%
Working Time	< 5 Years	81	20.0%
	> 5 Years	323	80.0%
Job Rotation	Never Rotation	23	5.7%
	Job Rotation 1 time	70	17.3%
	Job Rotation 2-3 times	311	77.0%

Sources: SPSS application, 2023

The data utilized for analysis met the assumptions of normality, exhibiting no evidence of multicollinearity, as assessed through the robust maximum likelihood model-based SEM-Covariance method, as recommended by [Hair et al. \(2010\)](#). Additionally, the Univariate Normality, assessed using Z-scores within the range of ± 2.58 and p-values for skewness and kurtosis > 0.05 , further confirmed the normal distribution of the data.

The instruments used for validity and reliability testing are deemed valid and reliable, as evidenced by an AVE score exceeding 0.50 and a Composite Reliability (CR) score surpassing 0.70, as indicated in [Table 2](#).

Table 2: Test Results of Reliability and Validity

Variable	SLF > 0,50	Error	CR > 0,70	AVE > 0,50	Conclusion
Job Standardization			0.92	0.70	Reliable
SP1	0.86	0.21			Valid
SP2	0.88	0.26			Valid
SP3	0.82	0.42			Valid
SP4	0.74	0.28			Valid
SP5	0.83	0.31			Valid
Internal Service Quality					
Reliability			0.86	0.57	Reliable
REL1	0.78	0.39			Valid
REL2	0.79	0.37			Valid
REL3	0.80	0.36			Valid
REL4	0.52	0.73			Valid
REL5	0.83	0.31			Valid
Assurance			0.91	0.72	Reliable
ASS1	0.80	0.36			Valid
ASS2	0.79	0.37			Valid
ASS3	0.91	0.16			Valid
ASS4	0.88	0.22			Valid
Tangibles			0.82	0.54	Reliable
TAN1	0.74	0.45			Valid
TAN2	0.63	0.61			Valid
TAN3	0.65	0.57			Valid
TAN4	0.90	0.20			Valid
Empathy			0.95	0.80	Reliable
EMP1	0.87	0.25			Valid
EMP2	0.89	0.20			Valid
EMP3	0.79	0.37			Valid
EMP4	0.93	0.13			Valid
EMP5	0.97	0.07			Valid
Responsiveness			0.87	0.62	Reliable
RES1	0.69	0.52			Valid
RES2	0.84	0.30			Valid
RES3	0.72	0.48			Valid
RES4	0.89	0.21			Valid
Job Satisfaction			0.84	0.51	Reliable
JS1	0.68	0.54			Valid
JS2	0.65	0.58			Valid
JS3	0.80	0.37			Valid
JS4	0.76	0.42			Valid
JS5	0.69	0.52			Valid
Customer Orientation			0.79	0.51	Reliable
CO1	0.56	0.68			Valid
CO2	0.57	0.67			Valid
CO3	0.66	0.56			Valid
CO4	0.62	0.62			Valid
CO5	0.73	0.47			Valid
CO6	0.57	0.67			Valid

Job Empowerment					
Goal Internalization			0.80	0.51	Reliable
GI1	0.68	0.54			Valid
GI2	0.59	0.65			Valid
GI3	0.61	0.62			Valid
GI4	0.66	0.56			Valid
GI5	0.82	0.33			Valid
Perceived Control			0.88	0.61	Reliable
GL1	0.86	0.26			Valid
GL2	0.75	0.44			Valid
GL3	0.85	0.28			Valid
GL4	0.62	0.62			Valid
GL5	0.79	0.38			Valid
Perceived Competence			0.92	0.69	Reliable
COMP1	0.79	0.38			Valid
COMP2	0.75	0.44			Valid
COMP3	0.68	0.54			Valid
COMP4	0.93	0.14			Valid
COMP5	0.93	0.14			Valid
Remuneration			0.87	0.69	Reliable
REM1	0.78	0.40			Valid
REM 2	0.94	0.11			Valid
REM 3	0.75	0.43			Valid

Sources: SEM Output, 2023

The fit measurement outcomes indicate that the Goodness of Fit Index (GOFI) is deemed satisfactory, characterized favourable absolute, parsimonious fit measures, incremental and favourable absolute (Hair et al., 1998), as depicted in Table 3.

Table 3: Fit Model Measurement Results

Overall Fit		Score Result	Score Standard	Conclusion
Absolute Fit Measure	h^2	271,53	Expected Small	Good
	RMSEA	0,023	$\leq 0,05$	Good
	GFI	0,97	$\geq 0,90$	Good
Incremental Fit Measure	IFI	1,00	$\geq 0,90$	Good
	NFI	1,00	$\geq 0,90$	Good
	CFI	1,00	$\geq 0,90$	Good
Parsimonious Fit Measure	PNFI	0,39	$\leq 0,90$	Good
	PGFI	0,36	$\leq 1,00$	Good

Sources: SEM Output, 2023

Figure 2 shows the findings of the Structural Model confirm the support for all hypotheses.

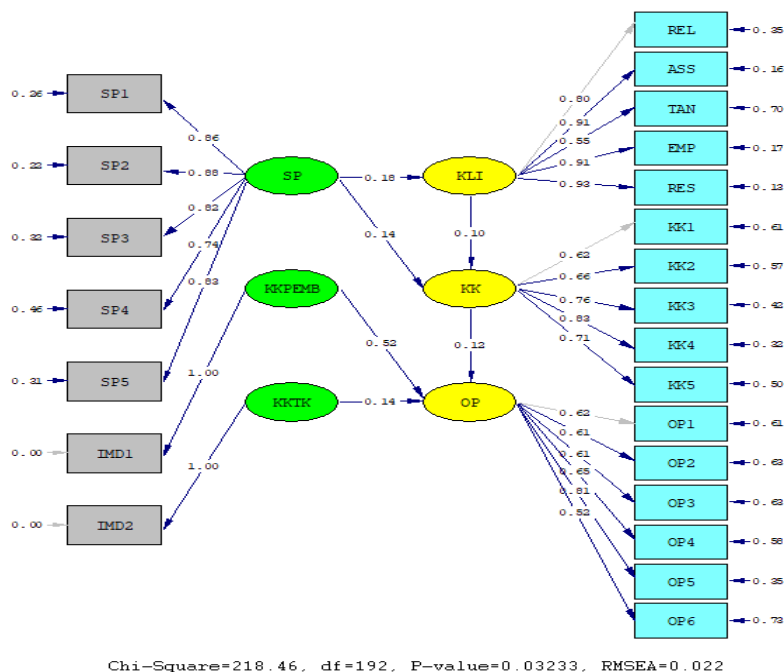


Figure 2: Structural Model Results, Based on SEM Output, 2023

Observing [Figure 2](#) above, we can also discern the findings supporting the hypotheses as shown in [Table 4](#).

Table 4: Results of Supported Hypothesis

Hypothesis	Standardized Estimates	t-value	Hypothesis Decision
H1: Job Standardization Internal Service Quality	0.18	3.07	Supported
H2: Job Standardization Job Satisfaction	0.14	2.06	Supported
H3: Internal Service Quality Job Satisfaction	0.10	2.02	Supported
H4: Job Satisfaction Customer Orientation	0.12	2.05	Supported
H5: Job Satisfaction * Job Empowerment Customer Orientation	0.52	7.28	Supported
H6: Job Satisfaction * Remuneration Customer Orientation	0.14	2.45	Supported

Sources: SEM Output, 2023

Table 4 reveals that Job Standardization exerts a more pronounced positive impact on Internal Service Quality (18.00%) compared to Job Satisfaction (14.00%). Additionally, Internal Service Quality significantly and positively influences Job Satisfaction by 10.00%, which, in turn, positively and significantly impacts Customer Orientation by 12.00%. This signifies that heightened Job Empowerment corresponds to increased Job Satisfaction, consequently fostering elevated levels of Customer Orientation.

5. DISCUSSION

Job Standardization and Internal Service Quality

The research findings reveal that Job Standardization exerts a more substantial positive influence on Internal Service Quality, registering at 18.00%, compared to Job Satisfaction. This outcome aligns with the insights of Chiang and Wu (2014), representing a novel contribution in this research. Chiang and Wu (2014) advocate for the adoption of work standardization and internal service quality within service departments, emphasizing the solicitation of support from supervisors and colleagues to enhance job satisfaction and cultivate customer-oriented service perceptions in service delivery. This recommendation enables management units in provincial BKD to enhance Job Standardization, thereby improving Internal Service Quality despite temporal and spatial constraints. Contrary to the views of Hsieh et al. (2002), the results of this research challenge the notion that the positive correlation between work standardization and service quality is inapplicable to the public sector due to differences between the public and private domains.

This study employs the Social Exchange Theory to elucidate the interactions initiated by employees within the organization. The organization's implementation of work standardization becomes more readily embraced by employees when a mutual agreement exists between both parties. Subsequently, the accepted work standardization significantly influences the quality of internal service rendered by employees. This is attributable to the communication channels established among employees to collectively pursue organizational objectives through the predetermined work standardization.

Earlier research conducted by Chiang and Wu (2014) employed the service-profit chain theory to delineate the relationship between work standardization and internal service quality, with a focus on the profit-oriented public sector. Consequently, these results offer theoretical implications for subsequent researchers to discern the suitability of either theory based on the specific context of their research subjects.

Based on the descriptive analysis of the instrument responses, there is a notable 6.20% disagreement regarding the absence of procedures to rectify significant accidental issues. Additionally, 7.00% of employees are required to adhere to Job Standardization based on

the POS of the BKD organization. These findings suggest that BKD management should conduct intensive meetings to cultivate employee commitment to implementing POS.

Job Standardization and Job Satisfaction

The research findings indicate a significant positive influence of 14.00% for Job Standardization. This outcome aligns with the research conducted by [Chiang and Wu \(2014\)](#) in the aviation industry, where a 30.00% influence was observed. [Chiang and Wu \(2014\)](#) found that Job Standardization and Internal Service Quality have effect on Job Satisfaction, confirming the research results by [Hsieh and Hsieh \(2001\)](#), and [Karatepe et al. \(2004\)](#).

Furthermore, respondents' feedback regarding the measurement of Job Satisfaction reveals a modest Job Satisfaction response of approximately 12% in achieving high Job Performance, particularly in the context of complying with Job Standardization implementation. Conversely, 24.30% expressed satisfaction with Job Standardization, indicating that employees value and derive fulfilment from their work. Job Standardization facilitates the efficient and timely execution of work processes, ensuring safety and minimizing waste while upholding quality, as articulated by [Dave \(2012\)](#). The findings suggest that BKD management implement Job Standardization incorporating the Quality Assurance concept through the PDCA cycle to enhance work processes, ensuring efficiency and timely completion, ultimately fostering employee satisfaction with their tasks. While this research employs the Social Exchange Theory to elucidate the link between job standardization and job satisfaction, earlier studies exploring this relationship in the for-profit public sector have predominantly employed the service profit chain theory to address research hypotheses. Notably, the existing literature on the correlation between job standardization and job satisfaction remains limited, with discussions on work standardization commencing in earlier studies [Hsieh and Hsieh \(2001\)](#), [Chiang and Wu \(2014\)](#) and [Mao \(2022\)](#), however, the majority of existing literature primarily applies to the profit-oriented public sector. In contrast, this research addresses the relationship in the non-profit public sector, specifically focusing on the Indonesian BKD (Provincial Civil Service Agency).

This study offers theoretical implications, encouraging future researchers to extend this investigation into diverse industrial sectors to fortify the foundations of the Social Exchange Theory, particularly within the non-profit public sector.

Job Satisfaction and Internal Service Quality

The results indicate a statistically significant positive impact of 10.00% of Job Standardization on Job Satisfaction. This aligns with the results of [Al-Ababneh et al. \(2018\)](#) in the hotel industry, emphasizing that internal customers, namely workers, must deliver services that align with the expectations of all external customers, as also affirmed by [Nagel and Cilliers \(1990\)](#).

Employees function as internal customers within the organization, as they contribute by delivering high-quality services to external customers, who are individuals originating from other segments of the organization (Zeithaml et al., 2006), especially in this research in the non-profit public sector. This signifies that an organization aspiring to deliver high-quality external services must prioritize providing satisfactory internal services to ensure employee satisfaction as internal customers, as articulated by Hallowell et al. (1996) and Bouranta et al. (2009). Pike and Barnes (1995) also asserted that elevated service quality has the potential to enhance customer satisfaction, diminish customer complaints and service costs, and augment market share, ultimately leading to increased profitability.

Respondents' feedback highlights that the working environment at BKD, as an aspect of Internal Service Quality, could be more favourable despite the workers exhibiting high levels of empathy. This underscores the need for BKD management to assess and enhance the working environment, thereby improving Internal Service Quality and subsequently elevating workers' Job Satisfaction.

This study diverges from the results of Al-Ababneh et al. (2018), particularly in terms of the theoretical frameworks employed. While they utilize a service profit chain oriented towards profit generation through services in companies or organizations, this research adopts the Social Exchange Theory. The use of the Social Exchange Theory extends its application to the non-profit public sector. Consequently, future research avenues may explore other non-profit public sectors within the government domain, particularly those implementing digitalization technology, commonly referred to as "Smart Government," and incorporating the Social Exchange Theory.

Customer Orientation and Job Satisfaction

The observation shows that job satisfaction has a statistically significant and positive impact on Customer Orientation, with a magnitude of 12.00%. This aligns with the study conducted by Song et al. (2015) which focused on profit orientation within the public sector and found that Job Satisfaction has a positive significant effect on Customer Orientation at 43.00%.

Also, this research result supports the opinion of Varela González and García Garazo (2006) that Job Satisfaction will increase Customer Orientation. Furthermore, the outcomes of this research corroborate the viewpoint presented by Grizzle et al. (2009), emphasizing that Customer Orientation constitutes an obligation of employees to meet the demands of external customers.

The respondents' feedback indicates that Customer Orientation remains in the low category due to the inadequate Internal Service Quality acknowledged by BKD management. Consequently, employees do not fully deliver timely and efficient

services to external customers. This underscores the need for BKD management to provide skill training to employees, fostering a commitment to Customer Orientation implementation and thereby enhancing overall performance. Additionally, the management should actively monitor and evaluate employees' conduct in demonstrating Customer Orientation behaviour. In instances where employees exhibit a high level of commitment to Customer Orientation, recognition and rewards from BKD management are recommended to ensure customer satisfaction.

Hoffman and Ingram (1992), propose that job satisfaction is positively associated with customer-oriented behaviour, drawing from the Social Exchange Theory. The assertion posits that contented employees are more inclined to endorse and attain superior work performance (Hoffman & Ingram, 1992). Song et al. (2015) investigated the correlation between job satisfaction among casino employees and customer orientation revealed a positive and statistically significant relationship between the two variables.

The Moderating Role of Job Empowerment

The research findings indicate that Job Empowerment significantly and positively moderates the impact of Job Satisfaction on Customer Orientation by 52.00%. This outcome contributes novelty to the research, as suggested by Chiang and Wu (2014). This result also proves the opinion of Donovan et al. (2004). Job empowerment is a pivotal instrument for proactively enhancing services to external customers, thereby achieving fulfilment of their needs and fostering high customer orientation. The research results suggest a positive correlation: increased job empowerment leads to higher job satisfaction, subsequently contributing to elevated levels of customer orientation.

Hence, the management of BKD should assess the implementation of job empowerment to reinforce the execution of customer orientation. This, in turn, ensures heightened satisfaction among external customers towards the internal customer service provided by BKD organization's workforce.

The Moderating Role of Remuneration

Investigation by Chiang and Wu (2014) reveal that remuneration significantly moderates the positive impact of job satisfaction on customer orientation by 14.00%, contributing novelty to the research and supporting its implications. This implies that robust business performance can be realized by implementing a remuneration system that enhances employee job satisfaction and facilitates the implementation of customer orientation. Providing equitable and consistent remuneration aligns with the organization's values, fosters heightened job satisfaction, and enhances the execution of customer orientation (Demir et al., 2021).

Enhancing the implementation of customer orientation within the BKD organization is a crucial undertaking to meet the external customers' requirements, fostering satisfaction and loyalty, ultimately leading to elevated organizational performance in terms of increased sales, market share, and profitability, as articulated by [Varghese et al. \(2018\)](#).

6. CONCLUSION, LIMITATION, AND FUTURE RESEARCH

Job standardization plays a crucial role in influencing both Internal Service Quality and Job Satisfaction, with the impact on Internal Service Quality surpassing that on Job Satisfaction. The estimated effects are 18.00% and 14.00%, respectively. Moreover, Internal Service Quality positively contributes to a 10.00% change in Customer Satisfaction. Notably, the estimated effect is lower compared to the impact of Job Standardization on Internal Service Quality and Job Satisfaction. Additionally, Job Satisfaction exhibits a positively significant effect of 12.00% on Customer Orientation, indicating a decrease in the estimated effect when juxtaposed with the effect of Job Standardization on Job Satisfaction, which stands at 14.00%. This indicates that Job Standardization exerts a direct and indirect, positively significant impact on both Job Satisfaction and Customer Orientation. Furthermore, Job Satisfaction is poised to mediate the relationship between Job Standardization and Customer Orientation, albeit with a decrease in the estimated value of the effect on Customer Orientation by 12.00%.

Job Empowerment and Remuneration assume a positively significant moderating function in the association between Customer Orientation and Job Satisfaction, with the estimated effect of Job Empowerment being higher at 52.00% compared to Remuneration at 14.00%. However, the moderating influence of both Job Empowerment and Remuneration suggests that elevated levels of these factors correspond to enhanced Customer Orientation. This enhancement is attributed to heightened Job Satisfaction, improved Internal Service Quality, and effectively implemented Job Standardization.

Previous studies have not conclusively demonstrated whether Job Satisfaction can enhance Customer Orientation for external customers through satisfied internal customers (employees). This research establishes that Employee Job Satisfaction in the non-profit public sector indeed influences Customer Orientation towards serving external customers. To generalize these findings and fortify the Social Exchange theory, future research could extend its scope to other sectors, encompassing both non-profit public and for-profit business domains. Moreover, forthcoming research should delve into analysing how the implementation of Customer Orientation influences external customers' satisfaction, aiming to contribute to achieving the organization's sustained excellence in performance.

A limitation of this study is the absence of an examination of the leader's role in optimizing the implementation of Job Standardization and enhancing Internal Service Quality, thus enhancing employees' Job Satisfaction. Consequently, future research ought to explore the leadership's role in improving Job Satisfaction resulting from Job Standardization and Internal Service Quality.

This study provides valuable insights for BKD agency management, advocating regular performance monitoring and evaluation in the realms of Job Standardization and Internal Service Quality. This is crucial for boosting Employee Job Satisfaction, facilitating Customer Orientation implementation, and ultimately aiming for increased satisfaction among external customers. The goal aligns with the principles of the Kaizen Approach, emphasizing the need for continuous improvement. Furthermore, the management is urged to strengthen communication and coordination among employees, reinforcing Job Engagement and communication strategies to optimize organizational performance and enhance Customer Orientation towards external customers.

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