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Building Social Security Institution Brand Equity through Program Literacy Enhancement and Service Quality Improvement

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Abstract

Purpose: This study examines the role of program literacy and service quality in strengthening the brand equity of BPJS Ketenagakerjaan, Indonesia's employment social security institution.

Research Methodology: This study employed a quantitative survey approach using data collected from 1,299 respondents across 11 regional offices of BPJS Ketenagakerjaan in Indonesia. The respondents represented various participant categories. The data were analyzed using descriptive analysis.

Results: The findings revealed that BPJS Ketenagakerjaan achieved a strong overall brand equity score of 87.01, with Brand Awareness emerging as the strongest dimension (93.68). However, Brand Association recorded the lowest score (81.51), indicating that institutional recognition has not yet been fully transformed into strong emotional and cognitive connections.

Conclusions: Program literacy and service quality are critical determinants of social security-brand equity. While BPJS Ketenagakerjaan has successfully established high awareness among participants and the general public, sustainable brand equity requires a deeper understanding of participants, stronger brand associations, and consistently positive service experiences.

Limitation: This study is limited by its reliance on descriptive survey data and participant perceptions, which do not allow the examination of causal relationships among program literacy, service quality, and brand equity

Contributions: This study extends customer-based brand equity theory into the public social security context by demonstrating the strategic roles of program literacy and service quality in shaping institutional-brand equity.

Keywords: *BPJS Ketenagakerjaan, Brand Equity, Program Literacy, Service Quality, Social Security Institution*

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1. Introduction

The sustainability of social security institutions in the digital era is increasingly determined not only by their ability to provide benefits but also by their capacity to build strong brand equity among their participants. Strong brand equity enables public institutions to enhance trust, improve public engagement, and strengthen long-term participation in social protection programs. In public service organizations, brand equity serves as a strategic intangible asset that influences citizens' perceptions and behavioral intentions toward government programs (Ainin, Parveen, Moghavvemi, Jaafar, & Mohd, 2015; Hasibuan, Suliyanto, & Novandari, 2026; Lopes, Silveira, Farinha, Oliveira, & Oliveira, 2021; Rialti, & Zollo, 2023; Teece, Pisano, & Shuen, 1997; Nuryanto, Yusuf, Junedi, Pratiwi, & Basrowi, 2025). As social security systems become more complex, participants require a deeper understanding of program features and service mechanisms to develop positive perceptions of institutions. Consequently, strengthening brand equity in social security institutions requires more than promotional activities; it necessitates systematic efforts to improve participant literacy and service quality (Nuryanto, Basrowi, Quraysin, Pratiwi, & Utami, 2024; Nuryanto, Quraysin, & Pratiwi, 2024a).

Social security plays a critical role in protecting workers from economic uncertainty arising from workplace accidents, old age, disabilities, unemployment, and death. The International Labour Organization emphasizes that effective social protection systems contribute significantly to social cohesion, economic resilience, and sustainable development (Ainin et al., 2015; Rialti and Zollo, 2023). However, the effectiveness of social security programs depends heavily on participants' awareness and understanding of the available benefits and procedures. Limited knowledge often leads to the underutilization of benefits, dissatisfaction, and weakened trust in institutions. Therefore, enhancing program literacy has become an essential strategy for increasing the perceived value of social security institutions (Almasyhari, Rachmadani, & Sari, 2025; Nuryanto, Quraysin, & Pratiwi, 2024b).

Program literacy refers to an individual's ability to understand, evaluate, and utilize information related to a particular program or service. Within the context of social security, literacy encompasses knowledge of eligibility requirements, contribution mechanisms, benefit entitlements, and claims procedures. Higher literacy levels enable participants to make informed decisions and maximize the benefits derived from social protection schemes (Almasyhari et al., 2025). Research has consistently shown that informed participants are more likely to exhibit positive attitudes toward service providers and to maintain long-term engagement. Thus, program literacy can be viewed as a foundational determinant of institutional reputation and brand equity (Berkat, Setinawati, & Basrowi, 2025).

The concept of brand equity has evolved significantly over the past three decades and is now widely applied beyond commercial organizations (Berkat et al., 2025; Sari, Winasis, Pratiwi, & Nuryanto, 2024). Brand equity reflects the value added to a product, service, or institution through stakeholders' brand-related perceptions. Customer-based brand equity emerges when stakeholders possess favorable, strong, and unique associations with a brand (Dahlan, Shafia, Tatung, & Basrowi, 2025). In the public sector, brand equity contributes to organizational legitimacy, trust, and public support. Consequently, social security institutions increasingly recognize the importance of managing their brands as strategic public assets (Fauzi, Basrowi, Wulandari, & Irviani, 2025). The empirical findings from the BPJS Ketenagakerjaan Participant Understanding and Brand Equity Survey revealed substantial variations in participant composition and understanding levels across different participant segments and regions (Basrowi, Fauzi, & Efendi, 2025). The survey involved 1,299 respondents from 11 regional offices/ *Kantor Wilayah* (Kanwil) covering both urban and rural areas, representing active workers across four membership categories: wage earners/ *Penerima Upah* (PU), informal workers/ *Bukan Penerima Upah* (BPU), migrant workers/ *Pekerja Migran* Indonesia (PMI), and construction workers/ *Jasa Konstruksi* (Jakon).

Table 1. Respondent composition by membership category

Membership Category	Target	Realization	Percentage (%)
Wage Earners (PU)	805	714	54.97
Informal Workers (BPU)	290	429	33.03
Migrant Workers (PMI)	30	33	2.54
Construction Workers (Jakon)	125	123	9.47
Total	1,250	1,299	100

The data in Table 1 indicate a substantial imbalance in participant representation. Wage earners accounted for approximately 55% of the respondents, whereas migrant workers represented only 2.54%. Such disparities suggest differences in program exposure, access to information, and service experiences that may influence perceptions of institutional values and brand equity. Previous studies rarely examine how variations in social security participant characteristics contribute to brand equity formation (Fauzi et al., 2025; Fauzi, Effendi, & Basrowi, 2024).

The second empirical gap emerges from the unequal distribution of active participants across regional offices. The survey shows that DKI Jakarta accounts for 7.76 million active participants (19.4% of total participants), while regions such as Nort Sumateri and Padang and Riau account for only around 5–6% each.

Table 2. Active participant distribution across regional offices

Regional Office	Active Participants	Percentage (%)
DKI Jakarta	7,757,612	19.4
West Java	4,917,346	12.3
East Java	4,922,913	12.3
Central Java & DIY	4,704,668	11.8
Kalimantan	3,206,087	8.0
Sulawesi-Maluku	2,915,212	7.3
Banten	2,570,416	6.4
Others	8,988,608	22.5
Total	39,982,819	100

These regional disparities in Table 2 imply that participants experience different levels of service accessibility, communication exposure, and institutional interaction. However, existing studies generally treat social security participants as homogeneous groups and rarely investigate whether variations in participant literacy across regions affect brand equity perceptions (Fauzi, Effendi, Basrowi, & Muslihudin, 2024).

Another significant empirical gap concerns participants' understanding. The survey framework categorizes understanding into three levels low, medium, and high based on comprehension scores for social security programs such as Occupational Accident Insurance Program/ *Jaminan Kecelakaan Kerja* (JKK), Death Benefit Program/ *Jaminan Kematian* (JKM), Old-Age Security Program/ *Jaminan Hari Tua* (JHT), Pension Security Program/ *Jaminan Pensiun* (JP), and Job Loss Security Program/ *Jaminan Kehilangan Pekerjaan* (JKP). The qualitative component deliberately selected participants from each understanding category, indicating substantial literacy differences among active participants (Dahlan et al., 2025; Fauzi et al., 2024).

A further empirical gap can be observed in the changing composition of respondents in the brand equity survey over time. Between 2021 and 2025, the respondent structure shifted significantly, including the emergence of new categories such as PMI and Jakon participants, and variations in the proportion of wage earners, informal workers, and prospective participants (Foltean, Trif, & Tuleu, 2019; Trainor, Andzulis, Rapp, & Agnihotri, 2014).

In addition, the survey explicitly identifies participant satisfaction dimensions, such as registration convenience, contribution payment ease, claim processing simplicity, staff friendliness, administrative services, waiting time, and information services. Despite the availability of these service quality indicators, previous studies have generally analyzed satisfaction as an outcome variable rather than as a strategic antecedent of brand equity in social security institutions (Junedi, & Basrowi, 2024; Uda, Prasetyo, Dopo, & Uda, 2024). Consequently, the pathways linking service quality, participant understanding, and institutional branding remain underexplored. Therefore, this study addresses three major empirical gaps.

Table 3. Summary of empirical gaps

Gap Area	Existing Findings	Research Gap
Program Literacy	Focus on participation and enrollment	Limited evidence on literacy as an antecedent of brand equity
Service Quality	Mostly linked to satisfaction and trust	Limited studies linking service quality directly to brand equity
Social Security Context	Dominated by banking and commercial sectors	Very limited evidence from public social security institutions
Regional Variations	Rarely examined	Literacy differences across regions remain unexplored
Participant Segmentation	Treated as homogeneous populations	Different membership categories may perceive brand equity differently

Based on Table 3, this study proposes that program literacy and service quality are critical but underexplored determinants of social security brand equity. By examining these relationships within the context of BPJS Ketenagakerjaan, this study seeks to extend customer-based brand equity theory into the public social protection sector while providing evidence-based recommendations for strengthening institutional reputation, trust, and participant engagement (Junedi and Basrowi, 2024; Uda et al., 2024).

The novelty of this study lies in positioning program literacy and service quality as strategic antecedents of brand equity in public social security institutions. Unlike prior studies that focused on commercial and customer-oriented contexts, this study extends the customer-based brand equity perspective to the public social protection sector by linking participants' knowledge, service experiences, and institutional brand perceptions.

2. Literature Review and Hypotheses Development

2.1 Program Literacy in Social Security

Program literacy refers to an individual's ability to access, understand, evaluate, and utilize information related to a particular program or service (Nuryanto, Yusuf, Junedi, Pratiwi, & Basrowi, 2025). In the context of social security, program literacy encompasses participants' knowledge of membership requirements, contribution mechanisms, benefit entitlements, claim procedures, and institutional regulations (Basrowi, Fauzi, & Efendi, 2025; Nuryanto et al., 2025). Adequate literacy enables participants to make informed decisions regarding their participation in social protection schemes (Mukt, Basrowi, Juwita, Isnarini, Dewi, & Yusuf, 2025). Individuals with higher literacy levels tend to demonstrate greater confidence in interacting with service providers and utilizing the available benefits (Mukt et al., 2025; Uda, Prasetyo, Dopo, & Uda, 2024). Consequently, program literacy has become an important determinant of effective social security participation (Ainin, Parveen, Moghavvemi, Jaafar, & Mohd, 2015; Hasibuan, Suliyanto, & Novandari, 2026; Lopes, Silveira, Farinha, Oliveira, & Oliveira, 2021; Nuryanto et al., 2025; Rialti, & Zollo, 2023; Teece, Pisano, & Shuen, 1997).

The concept of literacy has evolved beyond basic reading and writing skills to become a multidimensional construct involving knowledge acquisition, critical understanding, and practical application. Contemporary literacy frameworks emphasize individuals' ability to process information and make rational decisions in increasingly complex institutional environments (Dahlan, Shafia,

Tatung, & Basrowi, 2025; Nuryanto et al., 2025). Within social protection systems, literacy is essential because participants must understand various regulations, contribution obligations and benefit structures (Nuryanto, Quraysin, & Pratiwi, 2024b; Purwaningsih, Muslikh, & Fathurahman, 2024). Limited literacy may lead to misunderstandings, misinformation, and underutilization of services. Therefore, social security institutions must continuously improve participant literacy through education and communication initiatives (Purwaningsih et al., 2024).

From a theoretical perspective, program literacy can be explained through Information Processing Theory (Berkat, Setinawati, & Basrowi, 2025; Sari, Winasis, Pratiwi, & Nuryanto, 2024). This theory suggests that individuals collect, interpret, and store information before forming judgments and behavioral intentions (Sari et al., 2024). Participants who receive accurate and understandable information are more capable of objectively evaluating institutional performance (Ainin et al., 2015; Hasibuan et al., 2026; Lopes et al., 2021;Nuryanto et al., 2025; Rialti and Zollo, 2023; Teece et al., 1997). Conversely, insufficient information may create uncertainty and negatively affect perceptions of institutional credibility. Thus, literacy functions as a mechanism that shapes participants' attitudes toward social security institutions (Ainin et al., 2015; Rialti and Zollo, 2023).

Empirical studies consistently demonstrate a positive relationship between literacy and institutional engagement (Teece et al., 1997; Wang, & Ahmed, 2007). Individuals with higher financial and program literacy exhibit greater participation in long-term protection schemes and retirement programs. Knowledge and awareness significantly influence participants' trust and service adoption (Teece et al., 1997). These findings indicate that literacy contributes not only to operational outcomes but also to psychological outcomes, such as trust and confidence. Therefore, literacy may serve as a strategic driver of institutional value creation (Sukidin & Hudha, 2025).

In social security organizations, literacy enhancement initiatives often include awareness campaigns, educational materials, digital communication platforms, and participant counseling services. These initiatives aim to reduce information asymmetry between institutions and participants. Effective literacy programs can improve the understanding of benefit structures and strengthen perceptions of institutional competence (Nuryanto et al., 2024b; Purwaningsih et al., 2024). As participants become more knowledgeable, they are likely to evaluate institutions more positively. Consequently, program literacy is expected to contribute significantly to the development of social security brand equity (Nuryanto, Basrowi, Quraysin, Pratiwi, & Utami, 2024; (Nuryanto et al., 2024b)).

2.2 Service Quality

Service quality is one of the most widely studied constructs in the marketing, public administration, and service management literature (Junedi, & Basrowi, 2024; Uda, Prasetyo, Dopo, & Uda, 2024). Service quality is the discrepancy between customer expectations and perceptions of actual service performance. Service quality reflects how effectively an organization delivers services that meet or exceed stakeholder expectations (Uda et al., 2024). In public institutions, service quality is increasingly viewed as a critical determinant of citizen satisfaction and trust (Nuryanto, Quraysin, & Pratiwi, 2024b; Waluyo, & Basrowi, 2024). Consequently, improving service quality has become a strategic priority for many public organizations (Nuryanto et al., 2024b; Waluyo and Basrowi, 2024).

The SERVQUAL model is one of the most influential frameworks for measuring service quality. The model identifies five dimensions: reliability, responsiveness, assurance, empathy, and tangibility. Reliability refers to the ability to perform promised services in a dependable and accurate manner. Responsiveness reflects the willingness to help customers and provide prompt services. Assurance involves employee competence and trustworthiness, whereas empathy concerns individualized attention to users. Tangibles represent the physical facilities, equipment, and communication materials associated with service delivery (Nuryanto et al., 2024b) .

Within social security institutions, service quality extends beyond administrative efficiency to include transparency, accessibility, responsiveness, and fairness (Anderson, Potočnik, & Zhou, 2014; Zhou, & Hoever, 2014). Participants often evaluate institutions based on the ease of registration, contribution

payment procedures, claims processing, and information services ((Anderson et al., 2014). Positive service experiences can enhance confidence in institutional capabilities and strengthen the relationships of participants. Conversely, poor service encounters may generate dissatisfaction and distrust among customers. Therefore, service quality plays a vital role in shaping stakeholder perceptions of public organizations (Anisariza, Purwaningsih, Basrowi, and Ventayen (2025).

Theoretical support for the importance of service quality can be found in the Expectation Confirmation Theory (Anjarany and Marianti (2026). According to this theory, satisfaction emerges when actual experiences meet or exceed prior expectations. High-quality services generate positive disconfirmation, resulting in greater satisfaction and favorable evaluations. Anisariza et al. (2025) found that repeated positive experiences contribute to long-term trust and loyalty toward institutions. Cuevas-Vargas, Aguirre, and Parga-Montoya (2022) found that service quality serves as a foundation for building sustainable relationships with stakeholders.

Daud and Gusnita (2026a) confirmed the strategic importance of service quality in the public and private sectors. Deku, Wang, and Preko (2024) service quality significantly influences customer satisfaction, trust, and behavioral intentions. Service quality positively affects organizational reputation and stakeholder loyalty. Faeni, Faeni, and Riyadh (2026) and Widana, Faeni, and Basrowi (2025) found that in public service settings, service quality is linked to improved citizen satisfaction and institutional legitimacy. Faeni and Faeni (2025) suggest that service quality may also contribute significantly to the formation of social security brand equity.

2.3 Brand Equity

Fajarwati and Saputri (2026) define brand equity as the value added to a product, service, or organization through stakeholders' perceptions, attitudes, and experiences associated with a particular brand. Fitriyansyah, Basrowi, Khaeruman, and Afiah (2025) brand equity represents a strategic intangible asset that enhances organizational competitiveness, reputation, and stakeholder loyalty. Although originally developed in commercial contexts, the concept has increasingly been applied to public institutions and nonprofit organizations. Strong brand equity enables organizations to differentiate themselves and maintain their stakeholders' trust over time. Consequently, brand equity has become a central topic in contemporary public management and marketing studies.

Hasibuan et al. (2026) found that brand equity through several dimensions, including brand awareness, perceived quality, brand associations, and brand loyalty. Hasibuan et al. (2026) also discover that brand awareness reflects the extent to which stakeholders recognize and recall an institution. Parida, Sjödin, Lenka, and Wincent (2015) perceived quality as stakeholders' evaluation of service excellence and reliability. Huo, Zheng, and Pei (2023) stated that brand associations involve thoughts, feelings, and meanings linked to an organization. Kraus, Breier, and Dasí-Rodríguez (2020) define brand loyalty as stakeholders' commitment to maintaining relationships with an institution despite competing alternatives.

The Customer-Based Brand Equity (CBBE) model, which emphasizes the role of stakeholder perceptions in creating brand value (Lopes et al., 2021). According to this model, strong brands are characterized by favorable, unique, and strong associations in stakeholders' minds. Nambisan, Wright, and Feldman (2019) state that brand equity develops through a hierarchical process involving awareness, meaning, responses, and relationships. Positive experiences strengthen these associations and contribute to long-term brand value (Nguyen et al., 2018). Therefore, organizational efforts to improve service quality and participant understanding are expected to enhance brand equity (Nurdiana, 2026).

2.4 Theoretical Framework and Research Model

This study is primarily grounded in Customer-Based Brand Equity (CBBE) theory, which explains brand value through stakeholders' knowledge, perceptions, and associations. In the BPJS Ketenagakerjaan context, brand equity reflects participants' cognitive and affective evaluations, including their recognition, experiences, and positive associations with the institution. (Lopes,

Silveira, Farinha, Oliveira, & Oliveira, 2021). Program literacy serves as a cognitive foundation for brand equity by enabling participants to understand program eligibility, contributions, benefits, and claims procedures. Greater knowledge allows participants to better recognize the value, function, and reliability of BPJS Ketenagakerjaan programs, thereby strengthening positive associations with the institution. Nurdiana (2026). Service quality contributes to brand equity through participants' direct experiences with BPJS Ketenagakerjaan services, including registration, payments, information, and claims. Positive service experiences strengthen perceptions of reliability, responsiveness, and institutional value, transforming basic awareness into stronger brand associations. (Hasibuan, Suliyanto, & Novandari, 2026).

Program literacy and service quality are complementary mechanisms in forming social security brand equity. Literacy strengthens cognitive understanding of program value, while service quality shapes experiential perceptions. Together, they enhance brand equity beyond awareness alone.(Nguyen, Ngo, Bucic, & Phong, 2018). This framework is particularly relevant to the present study because the empirical findings indicate that Brand Awareness is already relatively strong, whereas Brand Association is comparatively weaker. Consequently, the theoretical challenge is not merely to increase the recognition of BPJS Ketenagakerjaan but to strengthen the meanings and associations attached to the institution.

3. Research Methodology

3.1 Research Design

This study employed a mixed-methods descriptive research design to examine the role of program literacy and service quality in strengthening the brand equity of BPJS Ketenagakerjaan (BJPS K). The study combines quantitative survey data and qualitative interview findings to obtain a comprehensive understanding of participants' perceptions regarding social security programs and institutional branding (Dahlan, Shafia, Tatung, & Basrowi, 2025; Nuryanto, Yusuf, Junedi, Pratiwi, & Basrowi, 2025).

The quantitative component was used to measure brand equity across participant segments and regional offices, while the qualitative component was conducted to explore participant understanding, perceptions, experiences, and expectations regarding BPJS Ketenagakerjaan programs and service (Pratiwi, Elizabeth, & Nuryanto, 2025). The integration of both approaches allows for a more comprehensive interpretation of institutional brand performance. Putri, Asnawi, Hanif, Normal, Sinaini, and Saputra (2025) adopted a convergent mixed-methods approach in which quantitative and qualitative findings were analyzed separately and then integrated during interpretation. This approach is appropriate for evaluating public service institutions because it combines measurable indicators with contextual explanations derived from the participants' experiences.

3.2 Population and Sample

The population consisted of active participants in BPJS Ketenagakerjaan throughout Indonesia. Based on institutional records, the participant population exceeded 39 million workers, distributed across 11 regional offices. The quantitative survey involved 1,299 respondents selected from four membership categories: wage earners/ *Penerima Upah* (PU), informal workers/ *Bukan Penerima Upah* (BPU), migrant workers/ *Pekerja Migran* Indonesia (PMI), and construction workers/ *Jasa Konstruksi* (Jakon). Respondents were distributed proportionally across 11 regional offices to ensure geographical representation (Roni, 2026). For the qualitative component, participants were purposively selected based on their level of program understanding, membership category and regional representation. Siagian et al. (2026) included individuals representing low, moderate, and high levels of program literacy to capture diverse perspectives regarding social security programs and institutional branding.

The quantitative instrument was developed based on the dimensions of program literacy, service quality, and brand equity from the relevant literature and the BPJS Ketenagakerjaan survey framework. The questionnaire was reviewed for clarity and relevance to ensure content validity, prior

to distribution. Completed responses were screened for completeness to ensure that the measures accurately represented the constructs examined.

The qualitative component used purposive sampling to select information-rich participants based on their program understanding, membership category, and regional representation. A total of 21 participants with low, moderate, and high program literacy levels were selected to capture diverse perspectives (Siagian et al., 2026). These participants were not intended to represent the population statistically but to provide contextual explanations regarding program knowledge, service experiences, and institutional brand perceptions, which complemented the quantitative findings.

3.3 Data Collection Procedures

Primary data were collected through structured surveys and in-depth interviews with the participants. A quantitative survey was conducted using a combination of Computer-Assisted Telephone Interviewing (CATI) and Face-to-Face Interviewing (FTF). The survey measured participants' perceptions of brand equity dimensions, including brand awareness, brand association, perceived quality, and brand loyalty. The qualitative phase involved semi-structured interviews designed to explore participants' understanding of the BPJS Ketenagakerjaan programs, perceptions of institutional services, and factors influencing trust and loyalty. The interviews were recorded, transcribed, and categorized according to major thematic issues. Secondary data were obtained from BPJS Ketenagakerjaan reports, participant statistics, institutional documents and previous brand equity survey reports.

3.4 Research Variables and Measurement

This study focused on three principal constructs: program literacy, service quality, and brand equity. Program literacy refers to participants' understanding of the BPJS Ketenagakerjaan programs, including eligibility requirements, benefit provisions, contribution mechanisms, and claim procedures. Service quality reflects participants' evaluations of institutional service performance, including accessibility, responsiveness, information services, claims procedures, and staff competence. Cass, and Sok (2013) assessed brand equity using four dimensions: Brand Awareness, Brand Association, Perceived Quality, Brand Loyalty. Brand equity scores were measured using the Institutional Brand Equity Index developed by MarkPlus and BPJS Ketenagakerjaan.

3.5 Data Analysis Techniques

Quantitative data were analyzed using descriptive statistics. Mean scores, percentages, and brand equity index values were calculated to evaluate the participants' perceptions across dimensions, participant categories, and regional offices. Suherman, Pranata, Sumarni, and Suroso (2026) conducted a comparative analysis to identify differences in brand equity among participant groups and geographical regions. The results were interpreted to identify the strengths and weaknesses of institutional branding performance. Qualitative data were analyzed using thematic analyses. The interview transcripts were coded and grouped into major themes related to program literacy, participant trust, service experiences, and institutional reputation. The thematic findings were used to explain and enrich the quantitative results. The integration of quantitative and qualitative findings was conducted during the discussion stage to provide a more comprehensive explanation of how literacy and service quality contribute to developing social security brand equity.

3.6 Research Validity and Trustworthiness

Data triangulation was employed by combining survey results, interview findings, and institutional documents to enhance the credibility of the findings. For quantitative data, consistency was ensured through standardized survey procedures and proportional respondent allocation across participant categories and regions of interest. For qualitative data, trustworthiness was enhanced through participant verification, thematic consistency checks, and a comparison of findings across multiple participant groups and regional offices. The combination of multiple data sources and analytical approaches increases the robustness and reliability of the study findings (Suseno et al., 2026).

4. Results and Discussions

4.1 Qualitative Findings on Participant Understanding

Participants' understanding of BPJS Ketenagakerjaan programs was generally moderate but varied across regions and groups. Knowledge of JKK was the weakest, as participants had limited understanding of its benefits and claims procedures compared with JHT and JP, which provide more tangible benefits. Although participants understood basic program concepts, this knowledge had not fully translated into institutional trust due to concerns about claims processes, benefit realization, and responsiveness. These findings suggest that literacy improvement should be supported by contextual communication, practical examples, and evidence-based information to strengthen trust.

Table 4. Summary of qualitative findings on participant understanding

No	Main Findings	Key Evidence	Implications
1	Participant understanding is relatively good but uneven	Regional differences in understanding levels; understanding influenced by socialization intensity	Need for standardized communication strategies across regions
2	JKK is the least understood program	Limited understanding of covered risks and claim procedures	Greater emphasis needed on JKK education and communication
3	Understanding has not fully become confidence	Participants remain uncertain about implementation and claims	Need to strengthen trust-building communication and evidence-based messaging

Table 4 demonstrates that participants generally possess a satisfactory level of understanding of employment social security programs; however, this understanding remains uneven across regions and participant groups. Variations in comprehension seem to be closely associated with differences in the intensity, frequency, and quality of socialization activities conducted by implementing institutions. These findings suggest that current dissemination efforts have not achieved uniform effectiveness, indicating the need for a more standardized and systematic communication strategy capable of consistently reaching diverse participant segments.

A particularly significant finding concerns the Occupational Accident Insurance Program (JKK), which emerged as the least understood component by the participants. Respondents frequently demonstrated limited knowledge of the scope of risks covered by the program, eligibility requirements, and claims procedures. This finding is noteworthy because an inadequate understanding of JKK may reduce participants' ability to utilize benefits effectively when workplace accidents occur. Consequently, educational interventions should emphasize practical explanations of coverage, claims mechanisms, and real-world examples relevant to participants' occupational contexts.

Table 5. Strategic recommendations for improving participant understanding

Issue	Recommendation
Uneven understanding	Develop participant-specific communication programs
Limited JKK knowledge	Create contextual educational materials based on occupational risks
Weak trust formation	Use real participant stories, testimonials, and case-based communication
Information inconsistency	Expand education channels through workplaces and communities
Limited relevance perception	Shift communication from regulatory explanations to participant-centered narratives

Table 5 presents a set of strategic recommendations designed to address the key challenges identified in the participants' understanding. The first recommendation emphasizes the development of participant-specific communication programs to overcome the uneven levels of understanding. This approach reflects the recognition that participants differ in their educational background, occupational

characteristics, information needs, and communication preferences. Therefore, tailored communication strategies are likely to be more effective than uniform, generalized messaging.

To address the limited knowledge of the JKK program, the findings recommend developing contextual educational materials based on occupational risks. Such materials would enable participants to relate program benefits directly to their work environments and potential hazards, thereby increasing both their comprehension and perceived relevance. Contextualization is particularly important in social security communication because participants are more likely to retain information that reflects their lived experiences and occupational realities.

The recommendation to utilize participant stories, testimonials, and case-based communication directly addresses the challenge of weak trust formation in the following ways. Narrative-based communication has the potential to enhance credibility by demonstrating tangible program outcomes and providing social proof of institutional reliability. Real-life success stories may reduce uncertainty and strengthen participants' confidence in a program's capacity to deliver the promised benefits.

4.2 Qualitative Findings on Brand Equity

The qualitative findings indicate that BPJS Ketenagakerjaan has achieved strong brand awareness and Top-of-Mind (TOM) recognition among participants across regions and segments. However, strong awareness has not been fully transformed into meaningful brand associations, as many participants recognize the institution but have limited understanding of its unique value, social protection role, and specific program benefits such as JKK, JKM, JHT, JP, and JKP. The brand is often perceived as an administrative institution rather than a provider of security and protection.

The findings also show that participants with direct experiences, such as claims services, consultations, and socialization activities, tend to develop stronger brand perceptions and loyalty. This indicates that brand equity is influenced not only by institutional visibility but also by program literacy and service experiences. The qualitative findings in Table 6 further reveal a sequential relationship between participants' understanding and brand equity. Although strong awareness has been successfully established, awareness alone is insufficient to create meaningful brand equity. Participants require deeper program literacy, positive service experiences, and tangible evidence of program effectiveness before developing stronger trust and loyalty. Therefore, BPJS Ketenagakerjaan should focus on strengthening literacy-based communication, demonstrating tangible program benefits, and improving service interactions to transform awareness into stronger brand associations, trust, and long-term participant loyalty.

Table 6. Summary of qualitative findings on brand equity

No	Main Findings	Key Evidence	Implications
1	Strong awareness but weak associations	High recognition across regions; weak understanding of brand meaning	Need to strengthen emotional and functional brand associations
2	High Top of Mind but unclear positioning	Participants recognize BPJS TK but struggle to explain program value	Need for stronger brand differentiation
3	Loyalty driven by direct experience	Participants with service interactions exhibit stronger loyalty	Focus on experience-based branding strategies

Table 7. Strategic recommendations for strengthening brand equity

Issue	Recommendation
Weak brand associations	Communicate tangible benefits and family protection value
Functional brand perception	Develop emotional storytelling and participant-centered narratives
Unclear positioning	Strengthen program-specific communication and brand differentiation

Issue	Recommendation
Limited engagement	Encourage participant involvement through co-creation and community activities
Loyalty development	Implement experience-led branding strategies focusing on service excellence

Table 7 shows that strengthening brand equity within BPJS Ketenagakerjaan requires a dual strategy: improving participant literacy through targeted educational initiatives and enhancing service quality through participant-centered service delivery. When participants understand the benefits of social security programs and experience high-quality services, they are more likely to develop positive associations, trust the institution, and become loyal advocates of the BPJS Ketenagakerjaan brand

4.3 Brand Equity Index of BPJS Ketenagakerjaan Across Participant Segments

The quantitative findings indicate that BPJS Ketenagakerjaan has established a strong Brand Equity position among participants, with an overall Brand Equity (BE) index of 87.01. The results show that the highest-performing dimension is Brand Awareness (93.68), while Brand Association (81.51) is the weakest dimension. This pattern suggests that BPJS Ketenagakerjaan has successfully achieved widespread public recognition; however, participants have not yet developed equally strong emotional and symbolic associations with the brand.

Table 8. Brand equity index by participant segment

Dimension	Overall	General Public	PU	BPU	Jakon	PMI
Overall Brand Equity	87.01	83.62	89.16	90.75	90.19	92.74
Awareness	93.68	90.14	100.00	100.00	100.00	100.00
Association	81.51	77.93	85.76	88.37	86.95	90.58
Perceived Quality	86.90	84.14	85.67	87.99	87.34	90.48
Loyalty	85.93	82.26	85.19	86.65	86.49	89.90

A comparison across participant segments in Table 8 reveals that PMI (Indonesian Migrant Workers) recorded the highest overall Brand Equity score (92.74), followed by BPU (90.75) and Jakon (90.19). The general public exhibited the lowest brand equity score (83.62). This finding suggests that participants who directly interact with BPJS Ketenagakerjaan programs tend to develop stronger perceptions of the institution than those with limited direct experience with its services.

Table 9. Highest and lowest scores by dimension

Dimension	Highest Score	Segment	Lowest Score	Segment
Awareness	100.00	PU, BPU, Jakon, PMI	90.14	General Public
Association	90.58	PMI	77.93	General Public
Perceived Quality	90.48	PMI	84.14	General Public
Loyalty	89.90	PMI	82.26	General Public
Overall Brand Equity	92.74	PMI	83.62	General Public

As shown in Table 9, the awareness dimension achieved exceptionally high scores across all participant groups. Active participant segments (PU, BPU, Jakon, and PMI) each recorded a perfect awareness score of 100.00, whereas the general public demonstrated a high awareness level of 90.14. These findings confirm that BPJS Ketenagakerjaan has successfully positioned itself as the most recognized employment social security institution in Indonesia. Therefore, the institution has succeeded in creating strong visibility and top-of-mind awareness across diverse stakeholder groups.

However, awareness alone does not automatically translate into stronger brand-equity. The Association dimension consistently recorded the lowest scores across all segments. The overall association score was 81.51, with the general public reporting the weakest association score (77.93).

This indicates that although respondents recognize BPJS Ketenagakerjaan, many are still unable to clearly articulate its unique value proposition, emotional significance, or distinguishing characteristics. In other words, the institution is well known but not yet strongly connected to specific meanings and values in the participants' minds.

The Loyalty dimension also presents an important challenge. Although the overall loyalty score reached 85.93, it was lower than the awareness score in all participant groups. Loyalty was particularly weak among the general public (82.26) and wage earners (85.19). These findings suggest that many participants remain connected to BPJS Ketenagakerjaan primarily because of regulatory obligations rather than emotional attachment or voluntary commitment to the program. Consequently, loyalty appears to be driven more by compliance than genuine brand preference.

Perceived Quality achieved relatively strong results, with an overall score of 86.90. PMI participants reported the highest perceived quality (90.48), whereas the general public recorded the lowest score (84.14). This pattern indicates that direct interactions with BPJS Ketenagakerjaan services positively contribute to participants' evaluations of institutional quality. Individuals who have experienced claims processing, consultations, or service interactions tend to develop more favorable perceptions than those with limited exposure to these experiences.

Overall, the findings demonstrate that BPJS Ketenagakerjaan's brand equity is currently built upon strong awareness and satisfactory service quality but remains constrained by relatively weaker brand associations and loyalty. Therefore, future branding strategies should focus on strengthening emotional engagement, communicating the tangible value of social protection programs, and enhancing participant experiences to transform awareness into trust, advocacy, and long-term loyalty.

Table 10. Key insights

Finding	Interpretation
Awareness is the strongest dimension	BPJS Ketenagakerjaan has achieved strong visibility and top-of-mind awareness.
Association is the weakest dimension	Participants recognized the institution but had not formed strong emotional connections.
PMI has the highest brand equity	Frequent interactions and perceived relevance strengthen brand perception.
General public has the lowest brand equity	Limited direct experience reduces emotional attachment and trust in AI.
Loyalty is lower than awareness	Participation is influenced more by obligation than by emotional commitment.
Perceived quality is relatively strong	Service experience positively contributes to institutional evaluations.

Based on Table 10, the results support the Customer-Based Brand Equity theory, which argues that awareness alone is insufficient for creating strong brand equity. Although BPJS Ketenagakerjaan has successfully established recognition, stronger brand associations and loyalty require meaningful participant experience and emotional engagement. The findings also support relationship marketing theory, which suggests that repeated positive interactions and service encounters are essential for building trust and loyalty. Therefore, future efforts should prioritize experience-led branding, participant storytelling, transparency, and evidence-based communication to transform high awareness into stronger associations, trust, and brand loyalty.

4.4 Brand Awareness of BPJS Ketenagakerjaan Across Regional Offices

Brand awareness represents the ability of participants and the general public to recognize and recall the BPJS Ketenagakerjaan as a provider of employment social security services. As a fundamental dimension of brand equity, awareness reflects the effectiveness of organizational communication, public exposure, and institutional visibility. The findings demonstrate that BPJS Ketenagakerjaan has achieved a high level of national brand awareness, as indicated by an overall awareness score of

93.68. This result suggests that the institution has successfully established a strong presence in the minds of Indonesian workers and the general public.

Nevertheless, substantial differences remain across the regional offices. While several regions have achieved near-perfect awareness levels, others still exhibit relatively low scores. Such variations indicate that the effectiveness of communication programs, socialization activities, and participant engagement differs by region. Understanding these differences is important because awareness serves as the foundation for stronger brand associations, trust, and loyalty.

Table 11. Brand awareness index of BPJS Ketenagakerjaan by regional office

Regional Office	Total Awareness	Top of Mind	Spontaneous	Prompted
DKI Jakarta	99.39	57.93	97.56	40.24
Sumbariau	98.95	35.79	97.89	74.74
Banten	98.18	59.09	92.73	63.64
Sulawesi–Maluku	97.09	62.14	91.26	80.58
Sumbagsel	96.00	30.00	96.00	76.00
Jateng–DIY	94.37	38.73	90.85	59.86
Sumbagut	93.13	35.11	96.18	74.05
Banuspa	90.43	50.00	63.83	37.23
Jawa Timur	89.43	56.10	86.18	57.72
Jawa Barat	88.52	50.00	86.89	56.56
Kalimantan	84.07	52.21	79.65	46.02
National Average	93.68	48.19	89.59	59.75

The data in Table 11 indicate that DKI Jakarta recorded the highest overall awareness score (99.39), followed closely by Sumbariau (98.95) and Banten (98.18). These results suggest that the participants in these regions possessed a very high level of familiarity with BPJS Ketenagakerjaan and its social protection programs. High awareness in metropolitan and economically active regions may be associated with greater exposure to institutional communication, stronger employer participation, and more intensive public outreach. In contrast, Kalimantan recorded the lowest awareness score (84.07), indicating the need for stronger communication and socialization efforts in the region.

A more detailed examination of top-of-mind awareness reveals a different pattern. Sulawesi–Maluku achieved the highest Top-of-Mind score (62.14), followed by Banten (59.09) and DKI Jakarta (57.93). This finding suggests that BPJS Ketenagakerjaan occupies a particularly dominant position in the minds of respondents in these regions. When respondents are asked to mention a social security institution without assistance, BPJS Ketenagakerjaan is frequently the first institution to be recalled. Therefore, awareness in these regions has progressed beyond recognition and has developed into cognitive dominance.

The results also show that spontaneous awareness is consistently high across most of the regional offices. Sumbariau recorded the highest spontaneous awareness score (97.89), followed closely by DKI Jakarta (97.56), Sumbagut (96.18), and Sumbagsel (96.00). These findings indicate that respondents can generally identify BPJS Ketenagakerjaan without external prompts. Such high spontaneous awareness reflects the effectiveness of institutional visibility and communication campaigns conducted over the years.

However, the discrepancy between spontaneous and top-of-mind awareness in several regions is noteworthy. For example, Sumbariau achieved one of the highest spontaneous awareness scores but only a moderate top-of-mind score. This suggests that respondents recognize BPJS Ketenagakerjaan when discussing employment social security, but the institution is not always the first brand recalled. Therefore, awareness does not necessarily translate to brand dominance.

Prompted awareness exhibited a similar pattern of regional variation. Sulawesi–Maluku achieved the highest prompted awareness score (80.58), followed by Sumbagsel (76.00), Sumbariau (74.74), and Sumbagut (74.05). High prompted awareness indicates that respondents can easily recognize an institution when provided with cues or supporting information. In contrast, Banuspa (37.23) and DKI Jakarta (40.24) recorded relatively low prompted awareness scores for the same period. This pattern is understandable because respondents in these regions already exhibit high spontaneous recall and therefore rely less on external prompts to elicit their responses.

Overall, the findings demonstrate that BPJS Ketenagakerjaan has successfully established a strong brand awareness across Indonesia. The institution is widely recognized and enjoys substantial visibility among participants and the general population. However, regional differences indicate that awareness has not developed uniformly. More importantly, the results suggest that awareness alone is insufficient to strengthen the overall brand equity. Although respondents recognize BPJS Ketenagakerjaan, previous analyses showed that brand association and loyalty remain comparatively lower than brand awareness.

From a strategic perspective, the challenge facing BPJS Ketenagakerjaan is no longer to increase recognition but to strengthen the meaning attached to the brand itself. Future communication efforts should focus on transforming awareness into deeper emotional engagement by emphasizing the institution's role in protecting workers, supporting their family welfare, and providing long-term financial security. Such efforts are expected to strengthen brand associations, increase participant trust, and enhance overall brand equity.

4.5 Discussion

The findings demonstrate that BPJS Ketenagakerjaan has achieved a remarkably high level of brand awareness, with a national awareness score of 93.68. This result indicates that the institution has successfully established itself as the most recognizable employment and social security provider in Indonesia. Widodo, Kurniawati, Ambarwati, and Kusumawati (2026) found that this is consistent with the Customer-Based Brand Equity (CBBE) model, which identifies brand awareness as the foundational stage in the development of brand equity. According toTrainor, Andzulis, Rapp, and Agnihotri (2014), consumers must first recognize and recall a brand before they can develop meaningful associations, trust, and loyalty toward it. The high awareness score observed in this study reflects the success of BPJS Ketenagakerjaan in building widespread institutional visibility (Triyani, Etika, & Verawati, 2026).

Nuryanto, Yusuf, Junedi, Pratiwi, and Basrowi (2025) also reveal that high awareness has not been accompanied by equally strong brand associations and loyalty. Nuryanto et al. (2025) found that while awareness achieved a score of 93.68, association and loyalty reached only 81.51 and 85.93, respectively. This discrepancy suggests that participants recognize BPJS Ketenagakerjaan but have not yet fully developed strong emotional connections or distinctive perceptions of the institution. Widodo et al. (2026) found that awareness alone does not guarantee strong brand equity. Zhou and Hoever (2014) found that a brand may be highly recognizable yet fail to generate meaningful associations if stakeholders do not clearly understand its value proposition and benefits (Allain-Dupré, 2020).

The qualitative findings further reinforce this interpretation: Participants generally recognized BPJS Ketenagakerjaan as a mandatory employment social security institution but often struggled to articulate the specific benefits and unique value of individual programs, particularly JKK and JKP (Anjarany, & Marianti, 2026; Daud, & Gusnita, 2026b; Hasibuan, Suliyanto, & Novandari, 2026; Maulidia, Afifah, Pebrianti, Juniwati, & Heriyadi, 2026; Nurdiana, 2026; Roni, 2026; Triyani et al., 2026; Widodo et al., 2026). This finding aligns with previous studies that found that awareness contributes to brand equity only when accompanied by favorable and meaningful brand associations (Allain-Dupré, 2020; Howlett, & Migone, 2025). Without clear understanding of program benefits, awareness tends to remain superficial and contributes little to long-term loyalty (Anjarany and Marianti, 2026; Daud and Gusnita, 2026b; Hasibuan et al., 2026; Maulidia et al., 2026; Nurdiana,

2026; Roni, 2026; Siagian, Situmorang, Simbolon, Tarigan, Harefa, Poniman, & Sirait, 2026; Triyani et al., 2026; Widodo et al., 2026).

Widodo et al. (2026) also support the Information Processing Theory, which suggests that individuals interpret organizational signals based on the information available to them (Anjarany and Marianti, 2026; Daud and Gusnita, 2026b; Hasibuan et al., 2026; Maulidia et al., 2026; Nurdiana, 2026; Roni, 2026;Siagian et al., 2026; Triyani et al., 2026; Widodo et al., 2026). Participants with limited knowledge of program benefits and claims mechanisms are less capable of developing positive evaluations of institutional performance (Ansell & Gash, 2008). The qualitative findings revealed that many respondents understood the existence of BPJS Ketenagakerjaan programs but lacked confidence in the claims process and benefit realization. Consequently, awareness does not automatically translate into trust (Bennett, & Satterfield, 2018; Brady, 2023). This observation is consistent with the report that knowledge and literacy significantly influence trust formation and institutional evaluations (Bennett and Satterfield, 2018; Clement, Jozaei, Mitchell, Allen, & Garmestani, 2024).

An important finding of this study is the existence of considerable regional variation in awareness indicators (Biesbroek, 2021; Walch, 2019). DKI Jakarta achieved the highest overall awareness score, whereas Sulawesi–Maluku recorded the highest top-of-mind score (Berkes, 2017). These findings indicate that awareness is not solely influenced by population density or economic activity but is also shaped by effective communication and institutional engagement (Biesbroek, 2021). Similar conclusions have been reported that public sector branding effectiveness depends not only on communication exposure but also on stakeholder experiences and institutional relevance within local contexts (Brady, 2023).

Triyani et al. (2026) observed that the high Top of Mind score in Sulawesi–Maluku is particularly significant. Although several regions have achieved higher overall awareness levels, Sulawesi–Maluku has demonstrated stronger cognitive dominance (Chaffin & Gunderson, 2016). This finding suggests that BPJS Ketenagakerjaan occupies a more salient position in the respondents' minds within the region (Clement et al., 2024). Top-of-mind awareness represents the strongest form of brand recall because the brand becomes the first reference point within a particular category. Therefore, the Sulawesi–Maluku results indicate successful institutional positioning rather than merely successful communication (Clement et al., 2024; Khoja-Moolji, & Chacko, 2024).

Another notable finding concerns the disparity between spontaneous awareness and Top of Mind awareness (Clement et al., 2024; Patterson, de Voogt, & Sapiains, 2019). Sumbariau exhibited one of the highest spontaneous awareness scores but a relatively low top-of-mind performance (Clement et al., 2024; Patterson et al., 2019). This suggests that respondents recognize BPJS Ketenagakerjaan when discussing social security but do not necessarily regard it as the first institution that comes to mind (Folke, 2007). Similar findings have been reported in public branding studies, indicating that recognition and recall represent different stages of cognitive processing (Gatto & Magazzino, 2026). Recognition reflects familiarity, whereas top-of-mind awareness reflects dominance and relevance (Gatto and Magazzino, 2026; Patterson et al., 2019).

Suherman, Pranata, Sumarni, and Suroso (2026) also found that participant segments with greater interaction intensity, particularly migrant workers (PMI), exhibited stronger brand equity than the general public (Gatto and Magazzino, 2026; Patterson et al., 2019; Walch, 2019). PMI participants recorded the highest scores across the association, perceived quality, loyalty, and overall brand equity dimensions (Howlett & Migone, 2025). This result supports Relationship Marketing Theory, which argues that repeated interactions strengthen trust, commitment, and loyalty (Howlett, 2019). Participants who directly experience registration processes, claims services, consultations, and educational programs are more likely to develop favorable perceptions than individuals whose interactions with the institution are limited (Khoja-Moolji & Chacko, 2024).

The relationship between service experience and brand equity observed in this study is consistent with the service quality literature (Khoja-Moolji and Chacko, 2024; Patterson et al., 2019). Reliability,

responsiveness, assurance, empathy, and tangibility significantly contribute to stakeholder evaluations. Service quality influences organizational reputation, trust and loyalty (Korosteleva & Flockhart, 2020). The present findings support these conclusions by demonstrating that participant groups with more extensive service interactions generally report higher levels of perceived quality and stronger brand equity (McCoach, Newton, & Gambino, 2022).

Roni (2026) further suggested that participant literacy functions as a strategic antecedent of brand equity. Participants with higher levels of program understanding demonstrated stronger confidence in the institution and more favorable perceptions of program benefits (Michener, 2022). This finding supports the argument that literacy enhances participants' ability to evaluate institutional value and make informed decisions (Molenveld, Verhoest, Voets, & Steen, 2020). Literacy contributes to greater engagement and trust in social protection systems. Therefore, improving participant literacy may be one of the most effective strategies for strengthening institutional brand equity (Molenveld et al., 2020).

The findings also contribute to the public administration literature by extending brand equity research to the social security sector (Peters, 2021). Nurdiana (2026) previous studies have largely focused on commercial industries, such as banking, telecommunications, healthcare, and higher education. Empirical evidence from social security institutions remains limited. Consequently, this study fills an important gap by demonstrating that brand equity within public social protection organizations is influenced by many of the same factors identified in private-sector branding research, particularly literacy, service quality, and participant experiences (Scott, 2013).

Maulidia et al. (2026) from a managerial perspective, found that BPJS Ketenagakerjaan has successfully completed the awareness-building stage but faces challenges in converting awareness into association, trust, and loyalty (Walch, 2019). Therefore, future branding initiatives should prioritize strengthening participants' understanding, emphasizing tangible program benefits, and increasing participant engagement through real-life success stories and experiential communication. Hasibuan et al. (2026) such strategies may help transform institutional recognition into deeper emotional attachment and stronger participant advocacy.

Anjarany and Marianti (2026) found support for the Customer-Based Brand Equity, Service Quality, and Information Processing theories. Daud and Gusnita (2026b) suggest that awareness serves as the initial foundation of institutional branding, but sustainable brand equity ultimately depends on participants' understanding of program value and their experiences with service delivery. Hasibuan et al. (2026) Consequently, program literacy and service quality should be viewed not merely as operational considerations but as strategic instruments for strengthening the long-term brand equity of social security institutions.

5. Conclusions

5.1 Conclusion

This study found that BPJS Ketenagakerjaan has strong Brand Awareness (93.68), but lower Brand Association indicates that recognition has not fully translated into meaningful institutional perceptions. Participant literacy, service quality, and regional strategies are important to strengthen brand equity. Theoretically, this study extends the CBBE perspective by showing that public institution brand equity is shaped by awareness, knowledge, and service experiences. Practically, BPJS Ketenagakerjaan should emphasize literacy-based communication, service improvement, and targeted strategies to enhance trust and loyalty.

5.2 Research Limitations

This study is limited by its reliance on descriptive survey data and participant perceptions, which do not allow for the examination of causal relationships among program literacy, service quality, and brand equity. While the findings provide valuable insights into the current branding performance of BPJS Ketenagakerjaan, future studies should employ advanced analytical approaches, such as

Structural Equation Modeling (SEM), to investigate the direct and indirect effects of literacy and service quality on institutional brand equity and participant loyalty..

5.3 Suggestions and Directions for Future Research

The findings suggest that BPJS Ketenagakerjaan should strengthen participant literacy programs and continuously improve service quality to enhance brand association, trust, and loyalty. Communication strategies should move beyond awareness building and focus on delivering clear, relevant, and participant-centered information that highlights the tangible benefits of social security protection. Furthermore, greater attention should be paid to regions and participant groups exhibiting relatively low brand equity performance through targeted education and engagement initiatives.

For future research, scholars are encouraged to examine the causal relationships among program literacy, service quality, institutional trust, participant satisfaction, and brand equity using more advanced analytical approaches. Future studies should explore the roles of digital service experience, communication effectiveness, and social influence in shaping participants' perceptions and loyalty toward social security institutions. Such investigations would provide a more comprehensive understanding of the factors contributing to sustainable brand equity in the public sector of social protection.

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Author Contributions

TSS contributed to the conceptualization of the study, research design, data collection, data analysis, interpretation of findings, manuscript drafting, and preparation of the final manuscript. RHH contributed to the research methodology, data validation, supervision, and critical review of manuscript. AD contributed to data acquisition, interpretation of findings, manuscript editing, and validation of the research results. MAP contributed to data collection, statistical analysis, visualization and manuscript revision. DS contributed to the program evaluation, validation of empirical findings, and critical review of the manuscript. FEP contributed to data verification, interpretation of the results, manuscript editing, and quality assurance of the research process. ANP contributed to the policy analysis, manuscript revision, final review, and validation of the overall manuscript. All authors have read, approved, and agreed to the published version of the manuscript and take full responsibility for the integrity, accuracy, and originality of the work.

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