

Navigating Employee's Role as Influencers in Social Media: Measuring Employee-Based Brand Equity Using Mixed Methods Sequential Explanatory Model

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ABSTRACT: In digital disruption age, companies are heavily invested in social media to promote their brand, including Nutrifood, leading Indonesian FMCG company who currently focus on leveraging the growing influence of employee in social media. This mixed-method research combines conventional employee-based brand equity (EBE) scales with Instagram data to examine the connection between EBE and employees' social media. The study aims to navigate employee's role as influencer in Nutrifood by assessing brand consistent behavior, brand endorsement, brand allegiance through likert scale questionnaire and social media qualitative scoring. Quantitative scale is analyzed using PLS-SEM, consisting reflective and formative model. Reflective model shows EBE variables have strong reliability and validity, while formative model also show linear relationship between variables. Qualitative scoring analysis of 570 Instagram contents revealed that highest score is image content (53%, n=303) and lowest score is link-branding (2%, n=13). Overall, Nutrifood employees have a high baseline of consistent brand behavior on social media, but lower scores in endorsement indicate they have not explicitly expressing it. Integration of both data are sequentially processed, to visualize, EBE integrative matrix is proposed. Employees who demonstrates high score on both EBE score are potential employee influencer, while those who score lower on both needs development plan. This matrix can help company to identify, monitor, and evaluate the extent to which employees' actions align with the brand, which leads to increased consumer trust. It also found that EBE has shown a high level of correlation with social media activities ($R^2 = 0.8341$) and work experience ($R^2 = 0.8807$). Therefore, companies should regularly identify and nurture potential employee influencer among their employees. This novel measure of EBE can be adopted for other companies to navigate and leverage their employee roles as influencer in social media.

KEYWORDS:- Employee-based brand equity, employee influencer, social media, internal brand management, Instagram.

I. INTRODUCTION

1.1 Background

As companies develop their brand presence, the importance of social media in influencing the customer journey and collectively building brand value is increasing. Social media touchpoints, which include various types of interactions such as brand-to-customer, customer-to-customer, customer-to-brand, employee-to-employee, employee-to-customer, and employee-to-brand, have disrupted and blurred the conventional stages of the customer journey, namely pre-purchase, purchase, and post-purchase [1]. This disruption affects both the internal and external branding activities and strategies. Academics and professionals in marketing are becoming more aware of the crucial role that employees play in collaborating to create brand value [2] and in the internal branding process [3], particularly in relation to social media.

Over the years, organizations have made significant investments in social media to promote their brand and establish relationships centered around the brand [4]. This is aligned with Nutrifood's strategy shifts to enhance the involvement of employees in social media by 2024. The shift is a response to global emerging trends where businesses are enabling their frontline employees to have more power in expressing their opinions on social media and sharing work-related content on online platforms like Instagram. As a company that provides healthy food and drinks, Nutrifood needs the role of their employee to influence potential consumers through every platform, more importantly social media. This strategic decision is a response to the increasing influence of employees. This influence can be seen in employees shaping consumers' perceptions, influencing other employees' perceptions of the brand, collaborating to create value, and advocating for the brand. From the consumers standpoint, employees have the ability to represent and embody the corporate brand. This is crucial, particularly for brands that focus on healthy products, as frontline employees play a vital role in educating consumers about the benefits of the brand and ensuring the delivery of a positive and genuine unique selling proposition.

By 2024, Instagram had gained a staggering 2.35 billion users globally, solidifying its position as a leading social media platform. With over 1 billion active users every month, it presents an attractive opportunity for corporate brands to establish their presence and enhance their brand image [5]. Nutrifood has a huge potential of collectively more than half a million frontline employee's followers, increase from 2021 to 2023, only from Business Growth Directorate, who directly facing competitors and respond appropriately to consumer needs and behavior.

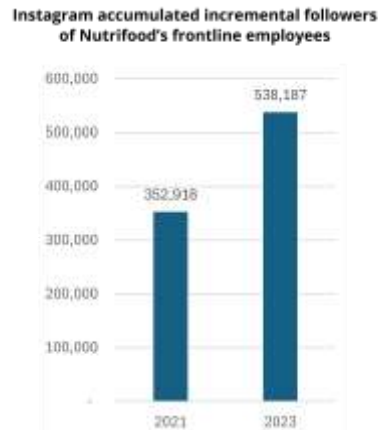


Figure 1. Increasing accumulated Instagram followers. Source: internal company data

Influencer Marketing is widely regarded as an effective and efficient marketing strategy on Instagram. Based on data provided by MediaKix, 35% of marketers affirm that marketing utilizing influencers is highly effective, while 45% consider it to be effective. According to a survey, 80% of marketers affirm that employing influencers in marketing is an effective strategy. Currently, Nano-influencers are at the initial stage as influencers with the highest engagement rate among all categories of influencers. This is because they have a smaller audience, typically ranging up to 10,000 followers [6], this is aligned with Nutrifood frontline employees which are predominantly nano influencers.

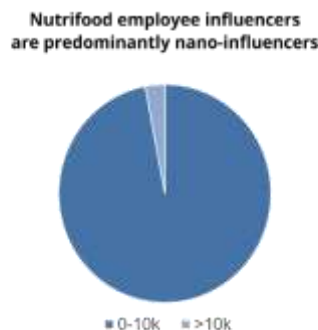


Figure 2. Frontline employees' followers are based on Instagram. Source: internal company data

This research focuses on analyzing three dimensions of Employee Brand Engagement (EBE) in Nutrifood using quantitative which has been used as a scale to analyse EBE within organizations and qualitative methods which is currently developed as a new qualitative approach using social media Instagram public data. The aim is to understand the impact of employees on internal branding and brand value co-creation, optimize the use of social media for brand building, and examine the emerging role of Nutrifood employees as influencers. These employees articulate their opinions, share work-related content on social platforms, express their impressions of their employer's brand, and influence consumers through social media.

1.2. Research Questions and Research Objectives

The research questions are:

1. What is the current level of employee-based brand equity (EBE) of PT. Nutrifood Indonesia frontline employees?
2. How do existing employee social media practices of PT. Nutrifood Indonesia frontline employees related to employee-based brand equity (EBE)?

3. What are the proposed internal branding initiatives as business solution for PT. Nutrifood Indonesia to leverage employee's role as influencer in social media?

The objective of the research is to:

1. To measure and analyze the current level of employee-based brand equity (EBE) for PT. Nutrifood Indonesia frontline employees.
2. To evaluate the impact and correlation of existing PT. Nutrifood Indonesia frontline employees' social media practices to employee-based brand equity (EBE).
3. To propose internal branding initiatives as business solution for PT. Nutrifood Indonesia to leverage frontline employees' role as influencer in social media.

1.3. Research Scope and Limitation

This study integrates the novel qualitative model of employee-based brand equity (EBE) approach utilizing social media data and the established quantitative model of EBE scale employing questionnaires. However, it should be noted that this study represents a singular case investigation. Methodologically, a single case study approach was adopted due to the focus on analyzing Nutrifood's employee-based brand equity as evidenced on Instagram and through questionnaires, specifically through the perspectives of frontline employees acting as influencers.

II. LITERATURE REVIEW

2.1. Internal Brand Management

The importance of internal brand management has grown due to the crucial role employees play in building and maintaining the brand's value, as seen in brand equity. When examining brand equity from the consumer's perspective, the organization aims to encourage enduring patterns of consumption. For an employee, their behavior is directly related to their work and is centered around meeting the expectations set by the brand. Positive employee behavior is crucial for the development of strong and successful brands. However, there is currently a lack of research on employee behavior in the field of internal brand management [7].



Figure 3. Effects of brand management strategies.

Fig. 2. depicts a framework that organizations can utilize to evaluate the efficacy of their internal brand management strategy and its impact on Employee-based brand equity (EBE), Consumer-based brand equity (CBE), and Financial-based brand equity (FBE). The EBE model emphasizes the significance of IBM and the human element. It suggests that employees who possess a clear understanding of how to fulfill the brand promise and demonstrate loyalty to the organization will contribute to a range of organizational benefits in terms of their attitudes and behaviors [8]. Several studies have discovered that when employees possess a clear comprehension of their responsibilities, possess a strong understanding of the strength of their brand, and are dedicated to fulfilling the brand promise (also known as positive EBE), it results in customers being more inclined to pay a higher price for the services they receive (specifically in the context of the banking industry), thereby enhancing brand preference. Furthermore, it has been demonstrated that prominent brands must effectively handle EBBE to attain financial performance. Thus, it is imperative to provide backing for CBE through EBE [9]

2.2. Employee-Based Brand Equity (EBE)

The EBE model for the first time was positioned as a predecessor to consumer-based brand equity and financial-based brand equity [10]. EBE originates from the application of marketing principles to the field of human resource management, where employees are influenced by the company's image and have an impact on the company's identity. The measure of EBE is considered a vital indicator of organizational efforts [11]

2.2.1 Quantitative EBE Framework

EBE Questionnaire Construct (King et al., 2012)	
Endogenous Construct	Exogenous Construct
<p>Brand Consistent Behavior</p> <p>I demonstrate behaviors that are consistent with the brand promise of the organization I work for</p> <p>I consider the impact on my organization's brand before communicating or taking action in any situation</p> <p>I am always interested to learn about my organization's brand and what it means to me in my role</p>	<p>Generic Role Clarity</p> <p>I know how I should behave while I am on the job</p> <p>I know how I am expected to handle unusual problems and situations while on the job</p> <p>I know exactly what output is expected of me on the job</p> <p>I know what I am expected to achieve in my job</p>
<p>Brand Endorsement</p> <p>I say positive things about the organization (brand) I work for to others</p> <p>I would recommend the organization (brand) I work for to someone who asks my advice</p> <p>I enjoy talking about the organization (brand) I work for to others</p> <p>I talk positively about the organization (brand) I work for to others</p>	<p>Brand Role Clarity</p> <p>Information about my organization's brand improved my basic understanding of my job</p> <p>I understand what is expected of me because I have information about my organization's brand</p> <p>I know how to make specific decisions for my job because I have information about my organization's brand</p>
<p>Brand Allegiance</p> <p>I plan to be with the organization (brand) I work for, for a while</p> <p>I plan to be with the organization (brand) I work for 5 years from now</p> <p>I would turn down an offer from another organization (brand) if it came tomorrow</p> <p>I plan to stay with the organization (brand) I work for</p>	<p>Brand Commitment</p> <p>I am proud to be a part of the organization I work for</p> <p>I really care about the fate of the organization I work for</p> <p>My values are similar to those of the organization I work for</p> <p>I am willing to put in extra effort beyond what is expected to make the organization I work for successful</p> <p>I feel like I really fit in where I work</p>

Figure 4. EBE quantitative questionnaires constructs.

Fig. 4 demonstrated an empirical study to test the EBE model by administering questionnaires. The findings of the study provided empirical evidence to support the presented model. In 2018, the model underwent testing in a culturally diverse setting. According to a study in China, the findings indicate that role clarity and brand commitment have notable direct or indirect impacts on EBBE [12].

2.2.2. Qualitative EBE Framework

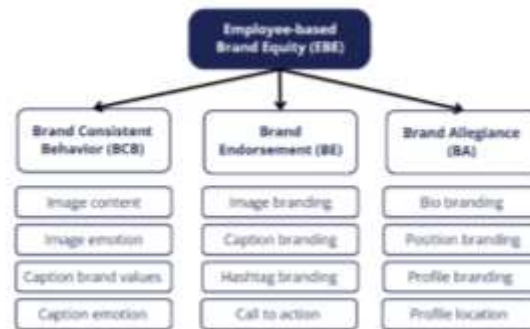


Figure 5. EBE qualitative framework using social media public data.

Brand consistent behavior refers to the actions that employees take that align with the brand, also defined as the behavior of employees that are not explicitly instructed but align with the brand's identity and values [13]. It extends beyond the official job responsibilities, showcasing compatibility with the organization's brand values. Brand endorsement refers to the statements that employees make in support of the brand, implies to the degree to which an employee is willing to express positive opinions about the organization and readily recommend it to others. Brand allegiance refers to the intentions that employees have to support the brand in the future, it is also relating to an employee's intention to stay with their organization in the future [14]. Employees who exhibit brand allegiance have a strong sense of trust and loyalty towards their organization, similar to the concept of customer loyalty [15]. For employees to stay with their organization, they must effectively communicate and uphold the organization's brand promise to external stakeholders.

2.3. Employee Influencer & Social Media

The use of social media for marketing and selling goods and services is increasing. Simultaneously, employees are experiencing a growing sense of authority to voice their opinions on employer review sites and share work-related content on popular social media platforms like Instagram or TikTok. By utilizing employee influencers on social media platforms, businesses can effectively and actively engage with consumers in a direct and interactive manner. Viewed through a co-creative lens, every social media action performed by an employee has the capacity to significantly enhance a brand's value [16]. Employee influencers are a distinct category of influencers who willingly promote their employer's corporate brand by regularly sharing relevant brand-related content on social media, targeting both internal and external audience. At the same time, there is a rising phenomenon where influencers purchase fake followers to boost their online visibility, resulting in consumer

doubt and resistance. As a result, brands are compelled to be more diligent in managing their marketing strategies. Ensuring coordination and consistency in brand communication among employees has become crucial. This leads to positive behaviors and attitudes towards the brand, ultimately resulting in EBE benefits [17]. Employee influencers are increasingly valuable for companies seeking to decrease their media and production expenses, enhance current initiatives, and improve spending effectiveness.

2.4. Conceptual Framework

In this research, the conceptual framework combines the EBE quantitative framework with the EBE qualitative framework. The conceptual framework in this research is shown in Fig. 6.



Figure 6. Conceptual framework. Source: Author's development adopted from [14]

III. RESEARCH METHODOLOGY

Mixed method explanatory model is designed to analyze both quantitative and qualitative constructs Employee-based Brand Equity (EBE) of Nutrifood frontline employee and breakdown key gap & opportunities that could be leveraged.

3.1. Research Design

The design of this research is shown in figure III.1.

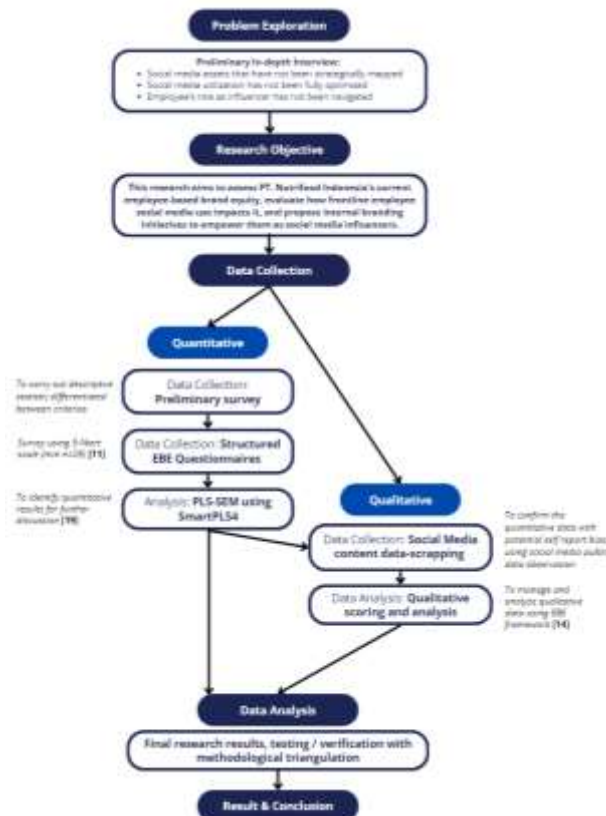


Figure 7. Research design of EBE using mixed-methods sequential explanatory model.

As shown in Fig. 7, the mixed-methods sequential explanatory design comprises two separate stages of data analysis: first quantitative, followed by qualitative [18]. In this design, the research will initially gather and examine the quantitative (numeric) data. The qualitative data is gathered and examined subsequently, in order to provide further insight or clarification on the quantitative findings obtained during the initial stage. This data will provide a more comprehensive explanation of Nutrifood's EBE measurement using both quantitative and qualitative approaches. The goal is to gain a clearer understanding of what internal branding initiatives could be given according to the results.

3.2. Data Collection & Analysis Method

Data will be collected within Nutrifood organizations to all employees in the Strategic Marketing, Area Marketing, Distribution Development, and Media Digital Business Division, which has a role and is designed as Nutrifood's frontline employees (trained as spokesperson or health educator). To have more clear analysis, criteria inclusion of the frontline employee is defined as:

1. Nutrifood active employee.
2. Has at least 6 months of working, to have a basic knowledge and understanding of the company's culture & value.
3. Trained as spokesperson or health educator.
4. Actively post contents/activities in social media.
5. Employee's account is not private.

3.2.1 Sample Size Determination

PLS-SEM provides solutions for situations involving small sample sizes. When the model includes numerous constructs and a substantial number of items, it is appropriate to use small sample sizes (minimum 30-50) [19]. This study chooses a significance level of 5%, with the minimum path coefficients (p min) anticipated to have values within the range of 0.31-0.4. Therefore, the minimum required sample size should be 39 data samples.

R_{min}	Significance level		
	1%	5%	10%
0.05-0.1	1004	619	451
0.11-0.2	251	155	113
0.21-0.3	112	69	51
0.31-0.4	63	39	29
0.41-0.5	41	25	19

Figure 8. The required sample sizes for various levels of minimum path coefficients and a threshold of 80%. [19]

Table 1. Data Collection Stages

Step in Research	Type of Data	Data Collection Methods
Preliminary Research	- List of possible questionnaire respondents - Results of questionnaire data	Company data & online surveys
Quantitative data collection	- Shortlisted criteria- inclusive respondents' data - Results of EBE questionnaire data	Online 5-likert scale survey
Qualitative data collection	- Shortlisted criteria- inclusive respondents' - Social media profile, image & captions - qualitative data-scrap observation	Social media observations web-scraping
Methodological Triangulation	- EBE questionnaire - Social media observation - Content documentation	Different methods of quantitative and qualitative data collection

Table 2. Data Analysis Stages

Step in Research	Data analysis
Preliminary data	- Descriptive analysis
Quantitative data analysis	- Smart PLS 4, reflective & formative evaluation
Qualitative data analysis	- Mean, median, min, max, total score
Integration Methodological Triangulation	- Triangulation analysis: Data triangulation (questionnaire, observation & documentation)

IV. RESULTS AND DISCUSSION

The results of EBE analysis will be presented as a sequential process of quantitative analysis which explanatory with qualitative data analysis.

4.1. Descriptive Analysis

The research was conducted using the online questionnaire that was conducted in May 2024 with 63 respondents who already trained as spokesperson and/or health educators which meet the minimum sample size requirements (30-50 minimum). This research result analysis using descriptive data analysis.

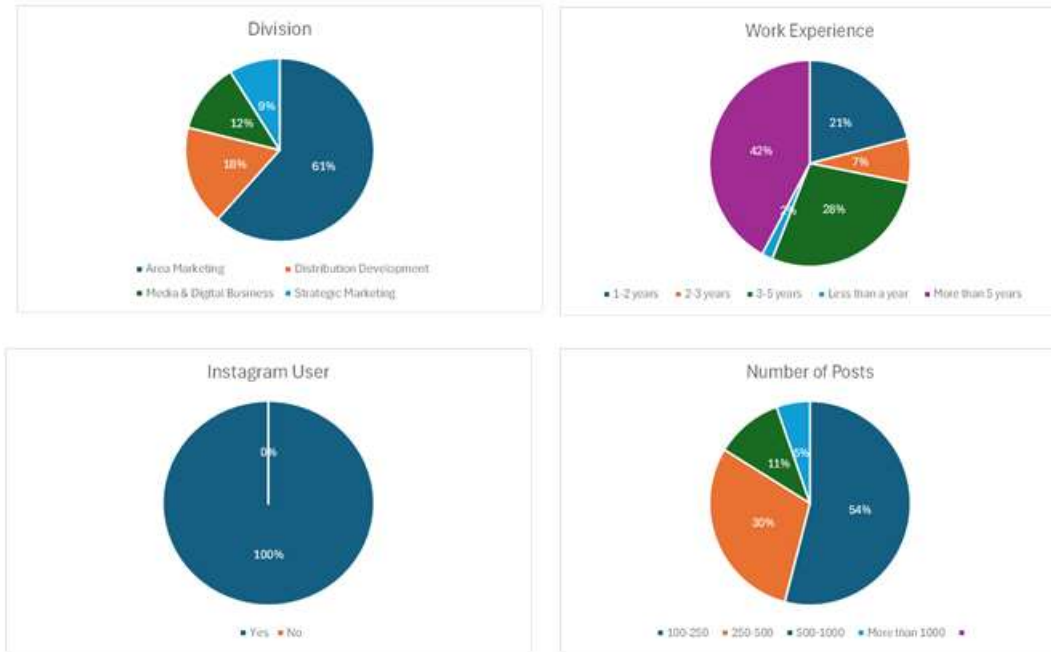


Figure 9. Demographic Employee Data

Fig. 9 explain that respondents are representative to different divisions in the Business Growth Directorate, consisting of Area Marketing (61%), Distribution Development (18%), Media & Digital Business (12%), and Strategic Marketing (9%). The dominant proportion of the Area Marketing division is reflecting its dominant role as frontline employee. Working experience is also analyzed to make sure that respondents are active employees with minimum 6 months of experience, the results are dominated at least by > 1 year of experience (98%). Platform type is also analyzed to make sure that everyone is using the same platform, which is Instagram (100%), and ensure that every employee is actively posting on the platform, we also quantify number of posts that they have posted to analyze how active their social media.

4.1.1. Quantitative Data Results & Analysis

This research result analysis using EBE quantitative construct to analyze Nutrifood's current employee-based brand equity through a 5-scale likert questionnaire with 6 variables and 23 constructs.

Table 3. EBE 5-likert scale

No	Scale	Score
1	Strongly agree	5
2	Agree	4
3	Neutral	3
4	Disagree	2
5	Strongly Disagree	1

The data is processed using Smart PLS 4, the initial measurement conducted in the outer model of the PLS-SEM is reflective measurements, which are based on its reliability and validity. This evaluation is then followed by the second model, a formative measurement.

4.1.1.1. Evaluation of Reflective Measurement Model

The outer model test aims to specify the relationship between a latent variable and its indicators.

Table 4. Outer Model Validity & Reliability. Source: Smart PLS

Variable	Construct	Items	Construct validity & reliability			
			Loading (>0,7)	α (>0,7)	pc (>0,7)	AVE (>0,5)
Brand Consistent Behavior	BCB 2	I consider the impact on my organization's brand before communicating or taking action in any situation	0.9	0.8	0.9	0.8
	BCB 3	I am always interested to learn about my organization's brand and what it means to me in my role	0.9			
Brand Endorsement	BE 1	I say positive things about the organization (brand) I work for to others	0.7	0.8	0.9	0.6
	BE 2	I would recommend the organization (brand) I work for to someone who seeks my advice	0.8			
	BE 3	I enjoy talking about the organization (brand) I work for to others	0.7			
	BE 4	I talk positively about the organization (brand) I work for to others	0.9			
Brand Allegiance	BA 2	I plan to be with the organization (brand) I work for 5 years from now	0.8	0.8	0.9	0.7
	BA 3	I would turn down an offer from another organization (brand) if it came tomorrow	0.7			
	BA 4	I plan to stay with the organization (brand) I work for	0.9			
Generic Role Clarity	GRC 1	I know how I should behave while I am on the job	0.8	0.9	0.9	0.7
	GRC 2	I know how I am expected to handle unusual problems and situations while on the job	0.8			
	GRC 3	I know exactly what output is expected of me on the job	0.9			
	GRC 4	I know what I am expected to achieve in my job	0.9			
Brand Role Clarity	BRC 1	Information about my organization's brand improved my basic understanding of my job	0.8	0.8	0.9	0.7
	BRC 2	I understand what is expected of me because I have information about my organization's brand	0.9			
	BRC 3	I know how to make specific decisions for my job because I have information about my organization's brand	0.8			
Brand Commitment	BC 2	I really care about the fate of the organization I work for	0.9	0.8	0.9	0.8
	BC 3	My values are similar to those of the organization I work for	0.9			
	BC 5	I feel like I really fit in where I work.	0.9			

Table 5. Heterotrait–monotrait (HTMT) Discriminant Validity

Heterotrait–monotrait ratio (<0.90)						
	Brand Allegiance	Brand Commitment	Brand Consistent Behavior	Brand Endorsement	Brand Role Clarity	Generic Role Clarity
Brand Allegiance						
Brand Commitment	0.42					
Brand Consistent Behavior	0.43	0.54				
Brand Endorsement	0.43	0.85	0.80			
Brand Role Clarity	0.56	0.60	0.84	0.66		
Generic Role Clarity	0.51	0.71	0.84	0.81	0.82	

Table 6. Cross loading Discriminant Validity

Cross Loadings (own parent construct > other construct measured)						
	Brand Allegiance	Brand Commitment	Brand Consistent Behavior	Brand Endorsement	Brand Role Clarity	Generic Role Clarity
BA 2	0.798	0.255	0.254	0.269	0.267	0.293
BA 3	0.732	0.155	0.215	0.203	0.318	0.261
BA 4	0.924	0.428	0.345	0.348	0.527	0.494
BC 2	0.287	0.897	0.402	0.608	0.437	0.556
BC 3	0.371	0.858	0.442	0.606	0.459	0.559
BC 5	0.307	0.862	0.292	0.628	0.434	0.5
BCB 2	0.251	0.343	0.904	0.522	0.618	0.627
BCB 3	0.366	0.447	0.903	0.604	0.606	0.639
BE 1	0.217	0.475	0.428	0.72	0.36	0.511
BE 2	0.255	0.505	0.565	0.801	0.349	0.497
BE 3	0.365	0.526	0.466	0.741	0.441	0.513
BE 4	0.25	0.673	0.502	0.865	0.531	0.623
BRC 1	0.363	0.338	0.493	0.387	0.834	0.533
BRC 2	0.476	0.554	0.627	0.533	0.904	0.653
BRC 3	0.389	0.394	0.611	0.467	0.835	0.614
GRC 1	0.435	0.487	0.528	0.535	0.669	0.823
GRC 2	0.322	0.404	0.616	0.517	0.626	0.824
GRC 3	0.389	0.553	0.575	0.628	0.574	0.91
GRC 4	0.417	0.669	0.692	0.682	0.578	0.897

4.1.2.1. Evaluation of Formative Measurement Model

The second PLS-SEM model employs formative measurements. An inner model is a type of structural model that is utilized to forecast causal relationships between latent variables or variables that cannot be directly measured. When conducting structural model testing using bootstrapping procedures in SmartPLS, the criteria involve evaluating the collinearity of indicators, as well as determining the statistical significance and relevance of the indicator weights. The inner model, also known as the structural model, represents the connections or estimated magnitudes between latent variables or constructs that are constructed using theoretical foundations. The inner model is a framework that is used to forecast the cause-and-effect connections between variables. R-square values of 0.75, 0.50, and 0.25 signify powerful, moderate, and not strong models [20].

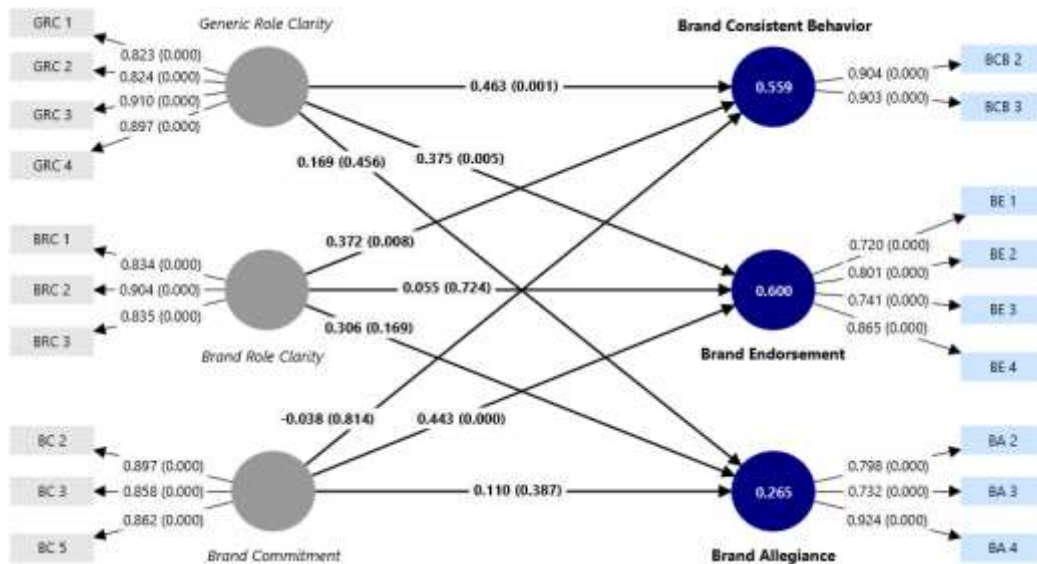


Figure 10. Bootstrap regression graphical output

From the Fig. 10 we can see that every exogenous variable has a linear relationship with each endogenous variable, except Brand Commitment to Brand Consistent Behavior. However, path coefficient must be at least 0.100 and at a significance level of at least 0.05 [21], the Brand Commitment variable with path coefficient -0,038 and significance level 0.816, it can be considered an inverse relationship but not significant, so that it can be ignored in the analysis.

After the overall and partial model have been tested, the next step is hypothesis testing. According [22], hypothesis testing is performed by comparing the T-statistic value to the T-table value = 1.96 at a significance level of p value = 0.05. If the T-statistic value is > T-table, then it can be concluded that the exogenous variable has a significant effect on the endogenous variable.

Table 5. Hypothesis Evaluation

Hypothesis	Path coefficient	T statistics (O/STDEV)	P values	Status	Confidence Interval	
					Lower	Upper
Generic Role Clarity -> Brand Consistent Behavior	0.463	3.223	0.001	Sig	-0.129	0.375
Brand Role Clarity -> Brand Consistent Behavior	0.372	2.668	0.008	Sig	-0.312	0.320
Brand Commitment -> Brand Consistent Behavior	-0.038	0.236	0.814	Not sig	0.157	0.637
Generic Role Clarity -> Brand Endorsement	0.375	2.812	0.005	Sig	-0.157	0.715
Brand Role Clarity -> Brand Endorsement	0.055	0.353	0.724	Not sig	0.069	0.618
Brand Commitment -> Brand Endorsement	0.443	3.627	0.000	Sig	-0.219	0.394
Generic Role Clarity -> Brand Allegiance	0.169	0.745	0.456	Not sig	-0.247	0.641
Brand Role Clarity -> Brand Allegiance	0.306	1.376	0.169	Not sig	0.170	0.734
Brand Commitment -> Brand Allegiance	0.11	0.866	0.387	Not sig	0.082	0.618

From the data we can conclude that for Brand Consistent Behavior (BCB) variables, two exogenous construct Generic Role Clarity (p value = 0.001) and Brand Role Clarity (p value = 0.008) have a significant effect on BCB with both T-statistics > 1.96. Generic Role Clarity (p value = 0.001). For Brand Endorsement, Generic Role Clarity (p value = 0.005) and Brand Commitment (p value = 0.000) have a significant effect on BCB with both T-statistics also > 1.96. However, three exogenous variables (Generic Role Clarity, Brand Role Clarity and Brand Commitment) have no significant effect on Brand Allegiance.

4.1.2. Qualitative Data Results & Analysis

After analyzing the quantitative results of EBE, qualitative scoring sequentially operationalized and applied. For this results analysis, from 63 respondents, we eliminated 6 employees because their Instagram is private (not meet the inclusion criteria). So, the results are obtained from analyzing 570 Instagram contents, in the form of Instagram feeds posts, captions, reels, videos or highlights. This is an expansion from [14] model which only analyzes Instagram pictures. There are also adaptations of the previous construct in Brand Allegiance, in this study 'bio position' item is changed into 'link branding', and 'profile branding' item is changed into 'highlight branding', due to a new feature update from Instagram. Total score of EBE construct for the Nutrifood employee are defined from 0.00 to 10.00 out of 10. The table below summarizes research results.

4.1.2.1 Brand Consistent Behavior (BCB) Evaluation

Image content, 53% (n = 303) of images showcased health, education, socioeconomic or sustainable related activity, or any Nutrifood's brand activity. 5 out of 57 employees had 100% of their posts containing content that aligned with Nutrifood's brand values. The median score was 6. This is the highest score from brand consistent behavior. Content emotion, out of a total of 293 images (51%) displayed emotions that were in line with brand-consistent behaviors, such as happiness, fun-work, contentment, and thoughtfulness. Caption emotion, a minimum of 42% (n=239) of employees' captions exhibited emotions that are in line with Nutrifood's brand values. The score that represents the middle value in a set of scores was 5. Caption brand values, total 31% (n=177) of captions were related to health, education, socioeconomic, sustainability, or any Nutrifood's brand activity. The median score was 2. This is the lowest score of the BCB construct.

Table 6. BCB Qualitative Scoring Results

Brand Consistent Behavior Summary Result					
Calc	BCB 1	BCB 2	BCB 3	BCB 4	Total BCB / employee
	Image content	Content emotion	Caption emotion	Caption brand values	
Min	0	0	0	0	0.00
Max	10	10	10	10	10.00
Range	10	10	10	10	10.00
Median	6	5	4	2	4.25
Average	5	5	4	3	4.43
Total	303	293	239	177	
%	53%	51%	42%	31%	

4.1.2.2. Brand Endorsement (BE) Evaluation

Image branding, total 30% of posts (n = 170) showcased explicit & clear presence of Nutrifood's logo, brand, or products. The median score was only 3. However, this is the highest-scoring item for brand endorsement. Caption branding, total 24% of posts (n = 139) explicitly mentioned Nutrifood Nutrifood's logo, brand, or products related caption. The median score is 2. Hashtag branding, total 48% of posts (n = 15) included a Nutrifood-related hashtag in the caption. The median score was 1. Call to action is the lowest score for brand endorsement. There are only 3% of posts (n = 15) included a Nutrifood activity registration or product buy-related call to action in the content. The median score was 0.

Table 7. BE Qualitative Scoring Results

Brand Endorsement Summary Results					
Calc	BE 1	BE 2	BE 3	BE 4	Total BE / employee
	Image branding	Caption branding	Hashtag branding	Call to action	
Min	0	0	0	0	0.00
Max	10	10	9	3	7.25
Range	10	10	9	3	7.25
Median	3	2	1	0	1.50
Average	3	2	2	0	1.78
Total	170	139	88	15	
%	30%	24%	15%	3%	

4.1.2.3. Brand Allegiance (BA) Evaluation

Bio branding, total 5% (n = 31) of employees included Nutrifood or Nutrifood's brand in their Instagram bio. Most employees chose to affiliate themselves with Nutrifood in their Instagram bio. Link branding, only 2% of profiles (n = 12) that use link branding feature in their Instagram bio to give more information about them as Nutrifood's employees. This is the lowest-scoring in brand allegiance. Highlight branding, total 6% of profile highlights (n = 35) included Nutrifood or Nutrifood's brand-related activities and this was the highest scoring item for brand allegiance. Location branding, in total, 2% of profiles (n = 13)

included their Nutrifood office location or Nutrihub (branch office) location, which make it easier for customers and partners to ask or collaborate with.

Table 8. BA Qualitative Scoring Results

Brand Allegiance Summary Results					
Calc	BA 1	BA 2	BA 3	BA 4	Total BA / employee
	Bio branding	Look branding	Highlight branding	Location branding	
Min	0	0	0	0	0.00
Max	1	1	1	1	10.00
Range	1	1	1	1	10.00
Median	1	0	1	0	5.00
Average	1	0	1	0	3.97
Total	31	12	35	13	
%	5%	2%	6%	2%	

4.2 Business Solution

The traditional EBE scales introduced by [11] tend to rely on data collected directly from employees, meanwhile [14] developed research that highlights how EBE can be linked to employees' social media activity using publicly available Instagram data, the findings of this research is offering an evolution of the both model, the data obtained from questionnaires and qualitative scoring are integrated by methodological triangulation, so that the limitation of the past research that there's tend to be self-biases can be solved through assessing not only from the items through questionnaire but also from their social media account on how they are really show aligned brand consistent behavior, positively talk brand endorsement and showing brand allegiance through their profile.

4.2.1. EBE Gaps & Opportunities

Output of quantitative EBE constructs data results submitted by employees are sequentially confirmed by their social media activities that should be reflective to their EBE questionnaire score. The EBE results score summary are given below.

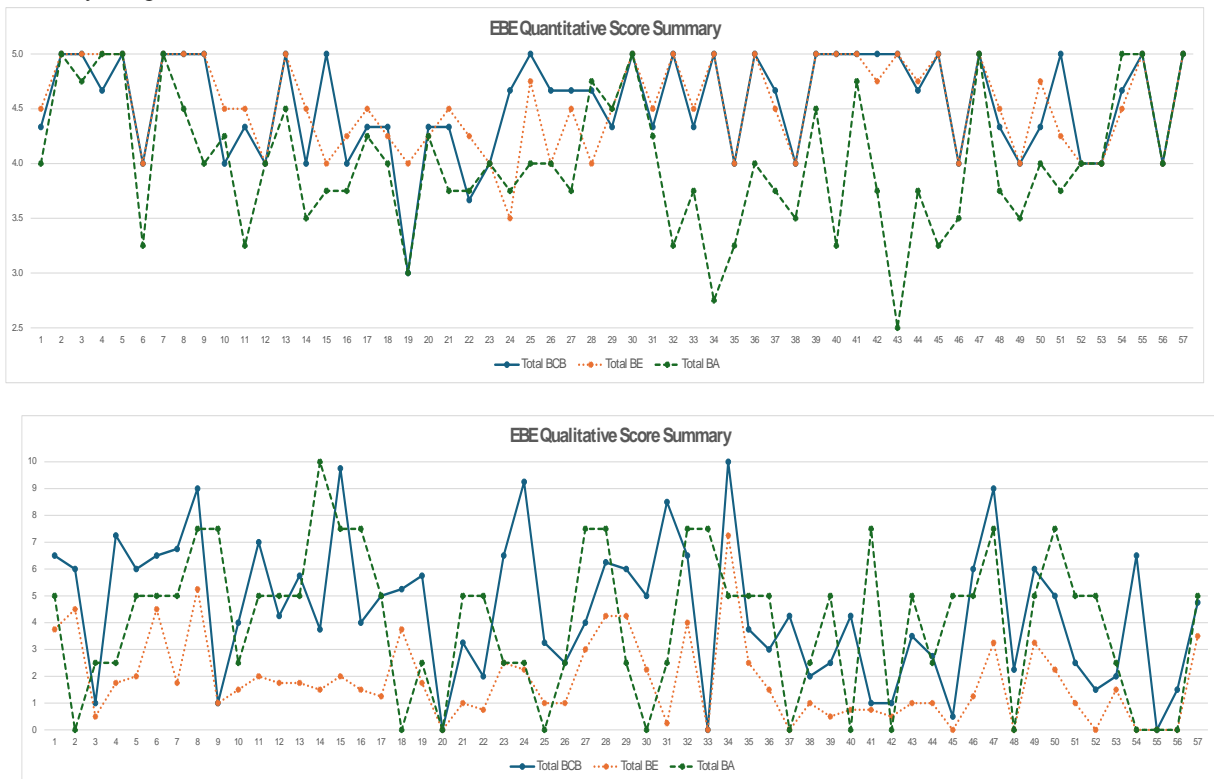


Figure 11. EBE Quantitative & Qualitative Score Summary

4.2.2. Data Distribution

To visualize the EBE score distribution between two ways of data collection, below given is the data distribution gap from median of each variable, which explain that Nutrifood's employees are confident to

answer about their brand consistent behavior, brand endorsement or brand allegiance, but not expressing the same results on their social media activity.

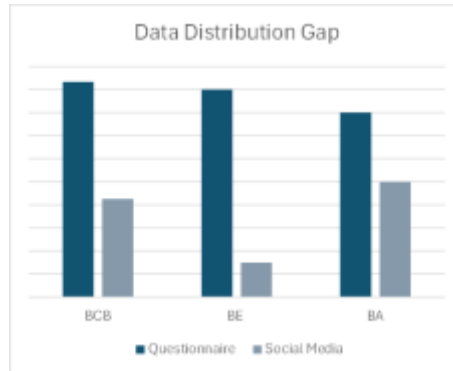


Figure 12. EBE Data Distribution

From Figure IV.3, we can see that Brand Endorsement (BE) construct has the highest gap on data result between questionnaire and social media, followed by BCB than BA. This gap means the employees are confident that they are actively communicating, talking positively and enjoy talking about their company / brands but it is not quite visualized in their social media. So, the higher the gap between those results, the more employee-based brand equity is not aligned between what they perceive and what is actually shown on their social media.

4.3. Implementation Plan & Justification

To analyze more deeply into each employee's results and have a more clear path to navigate employee's role as influencer in social media, the integrative results are divided into four quadrants of each variable to define which employee and in which variables that need to be evaluated and enhanced so their employee-based brand equity is positively aligned with their social media activities.

4.3.1. Implementation: EBE Integrative Matrix Map

The proposed internal branding initiative plan is started with the mapping of EBE Integrative Matrix, which will visualize current condition and further development action for each employee based on their EBE score results both qualitative and quantitative. Frontline employees who score high on both, should be list of employees that are the best role as employee influencer. Meanwhile employees that score lower on both need a development plan.



Figure 13. EBE Integrative Matrix

4.3.2. Justification: EBE Correlating Factors

To justify the analysis & implementation plan, pattern that found in the analysis is correlation between EBE score (both qualitative and quantitative) to social media post activities, this implies the more active employees are posting contents on social media will supposedly be higher the score of EBE, with the R-squared above 0.7 ($R^2 = 0.8341$) which shows a high level of correlation. Another pattern which is also found in the analysis is the linear correlation between EBE score (both qualitative and quantitative) with work experiences, which means people with longer working experience will have higher EBE score, with the R-squared above 0.7 ($R^2 = 0.8807$) which shows a high level of correlation.

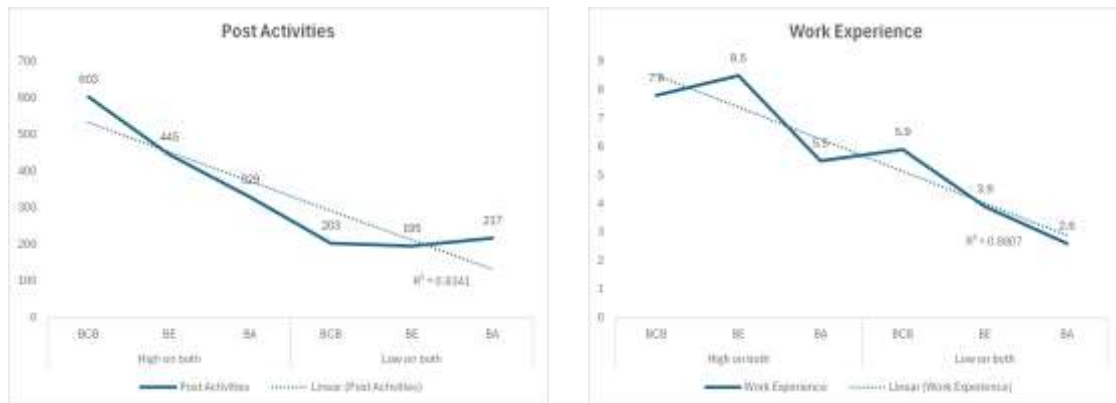


Figure 14. Linear Correlation between Social Media Activities & Work Experience vs EBE

V. CONCLUSION

5.1. Conclusion

The conventional EBE scales, as proposed by [11], primarily utilize employee-collected data. In contrast, [14] have conducted research that demonstrates the connection between EBE and employees' social media activity, specifically using publicly available Instagram data. The findings of this research present an advancement in both models, as it integrates data obtained from questionnaires and qualitative scoring through methodological triangulation. In order to address the previous research's limitation of self-biases, it is proposed to assess individuals' brand consistent behavior, positive brand endorsement, and brand allegiance not only through questionnaires but also their social media activities. This analysis visualized how Nutrifood employees portray their alignment with the brand, and their activities as employee influencers that answered all research questions:

1. Current level of quantitative EBE of PT Nutrifood Indonesia frontline employees is evaluated through PLS-SEM. The results of reflective model showed that every single construct of Nutrifood's EBE measurement is considered reliable & valid with solid indicator reliability and internal consistency, and also strong discriminant and convergent validity. Each construct of EBE, scored Cronbach's Alpha, composite reliability (rho-c, pc) are both higher than 0.7 and AVE higher than 0.5. In the formative model results, the path coefficient correlation, showed that each exogenous variables (Generic Role Clarity, Brand Role Clarity, Brand Commitment) have a linear positive relationship with each endogenous variable (Brand Consistent Behavior, Brand Endorsement, Brand Allegiance), except Brand Commitment to Brand Consistent Behavior, variable with path coefficient -0,038 and significance level 0.816 with must be at least 0.100 and at a significance level of at least 0.05, so it could be considered an inverse relationship but not significant, so that it can be ignored in the analysis. In the hypothesis test, only 4 hypotheses that are accepted which are considered have significant effect on each variable connection. The highest upper significance interval is Generic Role Clarity to Brand Endorsement, the higher Generic Role Clarity developed, it will increase value potentially uplift to highest 0.715 of Brand Endorsement score. Meanwhile the lowest significant effect is from Brand Role Clarity to Brand Consistent Behavior, if an employee has a low Brand Role Clarity it will potentially decrease to lowest -0.312 of Brand Consistent Behavior score.

2. Nutrifood frontline employees' social media activities related to qualitative EBE are sequentially explaining the quantitative results by analyzing 570 Instagram contents, in the form of Instagram feeds posts, captions, reels, videos or highlights. The total EBE scores for the Nutrifood employee ranged from 0.00 to 10.00 out of 10. Highest score in Brand Consistent Behavior is image content (53%, n=303) and the lowest score is caption brand value (31%, n=177). Highest score in Brand Endorsement is image branding (30%, n=170) and the lowest score is call to action (3%, n=15). Highest score in Brand Allegiance is bio branding (5%, n=31) and the lowest score is link branding (2%, n=13). These results explained that Nutrifood frontline employee has already a high baseline (more than 50% contents are company or brand related) on doing a consistent brand behavior in social media, however lower score on Brand Endorsement means they have not quite explicitly endorsed the their company and brands, and the low score on brand allegiance means majority still operates their social media as private account which not included many aspects or elements company and brand in their bio and social media profile.

3. The EBE Integrative Matrix is proposed as internal branding initiatives for business solutions.

According to [11] for employees to be considered brand ambassadors or nowadays employee influencer, they must demonstrate activity in all three dimensions of EBE: brand consistent behavior (actions), brand endorsement (verbal support), and brand allegiance (future intentions), as this represents the subjective evaluation of the brand from the employees' point of view. An employee who achieves a high score in only one of the three dimensions will not be supposedly demonstrate brand ambassadorship. Exhibiting consistent behavior aligned with the brand would indicate that an employee is effectively embodying the role of an employee influencer, to be seen as "living the brand," brand ambassadors fully embody, internalize, and align themselves with the values of the brand, which is crucial for establishing authority and authenticity. To visualize this employee influencer mapping, the EBE integrative matrix is analyzed, comparing score results from qualitative and quantitative EBE. Frontline employees who score high on both, should be list of employees that are the best role as employee influencer. Meanwhile employees that score lower on both need a development plan. Specifically for Brand Consistent Behavior developing Generic Role Clarity and Brand Role Clarity will increase the value, statistically. Meanwhile to increase Brand Endorsement score, developing Generic Role Clarity and Brand Commitment will help.

5.2. Recommendation

Employees are articulating their viewpoints on social media, and this emerging manifestation of employee expression is crucial for employers to acknowledge, including Nutrifood. Practically, organizations can utilize this measure to comprehensively identify, monitor, control, and evaluate the extent to which their employees' actions align with their brand. This will provide a better understanding of how employees contribute to the process of creating brand value together. Previous research indicates that internal branding has a beneficial effect on firm performance, as observed from a managerial standpoint [23]. Frontline employees' empowerment is widely recognized as a crucial factor for their success [24]. Therefore, employers who ethically evaluate their Employee Brand Equity (EBE) by utilizing social media data can obtain a competitive edge.

5.2.1. Managerial Implications

Company should regularly identify and nurture potential brand ambassadors among their current employees. Therefore, by integrating brand-consistent behavior with brand allegiance and brand endorsement (which includes both explicit and implicit recommendations of the employer), a more comprehensive evaluation of employee influencer can be conducted. Engaging in brand ambassadorship on social media can provide employees with logical reasons and tangible benefits. Initially, this kind of employee conduct may be favorably perceived by the employer. Furthermore, an employee may gain indirect advantages from this conduct, such as enhancing their social media following and enhancing their personal brand [25] which could potentially result in other personal and/or professional prospects. There is a growing number of employees who share stories about their companies and corporate brands on platforms like Instagram.

5.2.2. Theoretical Contributions

A valuable scholarly contribution of this research is the implementation and utilization of EBE through a combination of qualitative and quantitative analysis, including the administration of questionnaires and the examination of public social media data. This represents a substantial advancement and development of the model proposed by [11] and [12]. This research expands upon prior studies that quantify EBE by utilizing self-reported data from employees. It introduces a novel measure of EBE that incorporates both approaches, potentially enhancing the internal validity of the data and mitigating biases commonly observed in self-report data, such as social desirability bias. The research provides a novel and enhanced version of EBE that can be utilized in future studies. The authors anticipate that future researchers will effectively utilize this EBE measurement methodology to analyze various industries or locations. This approach can also be applied to other social media platforms that incorporate both textual content and visual elements, such as TikTok.

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