

THE EFFECTS OF EMPLOYEE BRANDING BEHAVIOR IN SOCIAL MEDIA PLATFORMS ON CONSUMER-BASED BRAND EQUITY AND EMPLOYER ATTRACTIVENESS

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ABSTRACT. *Currently, the problem that occurs in the current digital era is the behavior of employees who work in companies in using social media, which is thought to affect the image or branding in the company in the eyes of the community. Therefore, this research will discuss to identify the effects of employee branding behavior in social media on consumer-based brand equity and employer attractiveness based on supporting indicators. This research can be employed as the aspects to consider by company or organization resource management across Greater Jakarta (Indonesia), particularly those related to personal social media use to improve the company's consumer-based brand equity and employer attractiveness. The data collection method applied in this research uses questionnaires through the Google form sent out to respondents who work as company employees and are active social media users. The authors use Structural Equation Modeling (SEM) to analyze the effects of independent and dependent variables on the data obtained using the SmartPLS 3.0. The results of these tests indicate that consumer-based brand equity and employer attractiveness can be influenced by employee branding behavior in social media.*

Keywords: Employee branding, Social media, Consumer, Brand equity, Employer attractiveness

1. Introduction. The rapid development of information technology in various aspects of people's lives continues to boost the Internet's use across the globe, including Indonesia. According to the survey conducted by the Indonesian Internet Service Providers Association (APJII) in 2016, the penetration rate of Internet users in Indonesia has reached 196.71 million out of the total population of 266.91 million [1]. Technology and Internet developments begin to influence people's daily lives in various aspects as to how people interact. It is usual for society nowadays to interact using social media. With various social media types equipped with attractive features, more and more Internet users are accessing social media. Based on the type of content accessed, around 51.5% of Internet users in Indonesia use the Internet to access social media [1]. This data composition of content accessed by Internet users in Indonesia has given rise to more specific questions about social media accessed by the population. Based on the survey [1] conducted by the

Indonesian Internet Service Providers Association (APJII), the most frequently accessed social media is Facebook. Based on the types of professions, the highest number of Internet users is from workers. Based on the data obtained, we can interpret that Internet users in Indonesia who access social media are mostly workers.

A high level of engagement with the Internet has made employees very active on social media, especially when working. According to a survey conducted by authors in 2019 with 1,345 respondents in Jakarta, 81% of employees access social media at work and, 51% of office workers often use social media to post events held in their company. The high percentage shows the tendency of employees to post their complaints about their offices that employ them. Such complaints range from disappointment with management, relationships with superiors, or colleagues, to a large amount of work to complete. Management's lack of awareness of this activity can indirectly change the prospective employees' perception of the company's image (branding) when seeing those kinds of posts. Besides, consumers' and prospective customers' perceptions of a company can be influenced by events posted by employees on social media.

One of the well-known companies in Indonesia, Go-jek, imposes strict sanctions related to the work done by its employees because the content uploaded on social media has caused controversy among various parties [2]. Go-jek's decision is one of the measures to protect them from the public's bad opinions. Furthermore, it was depicted in the video recorded by employees which does not reflect the values of company. Social media has become an issue that can be linked to various aspects, such as human resources. It is not surprising when someone is eventually sued by other parties due to their social media posts. It is highly possible that the prospective employees' and consumers' perspectives on the company's image (branding) change due to social media posts uploaded by employees. Based on the research conducted in [3-5], the content posted on social media plays an important role in the brand equity of consumers (consumer-based brand equity). The social media platforms can positively impact brand awareness from customers' perspective that can influence the customer's behavior to respond the organization's actions [6]. The organization needs to use social media for productive purposes, such as sharing knowledge between employees [7]. Because of the role and impact of social media in the workplace, the organization needs to determine the rule of thumb or regulation to control customer behaviour [8].

People live in social network environment, so we used the virtual space to create a social interaction [9]. The previous research mentioned Social Network Sites (SNS) give the positive impact to job performance in organization [10]. The SNS users in the context of individualistic cultures have wider but looser social networks [11]. In South Korea, several workers use the social media like KakaoTalk for work purpose, especially for communication [12], because in the current era, we are very difficult to make a differentiation also between social media platform and messenger application, because of the overlap function between those platforms, that is triggering also by social media platform number growth [13]. And the previous research shows the social media give the positive effect to job performance [14]. The other research mentioned the negative impact used of social media on job performance of office workers [15]. However, the knowledge workers need to improve their skills with continuously learning and exploring the new things [16]. They can use social media to improve their knowledge with the flexible time and simple way [17]. The previous research identified the positive perspective of social media to increase the profit organization [18] and the impact of social media to employee performance by considering the role of trust [19]. The other research used deep learning techniques (sentiment analysis) to classify radicalism, hate speech, extremism in Indonesia based on the posted content on social media platform [20]. So that is interesting to us, when we would like to measure the impact of social media in Indonesia, not only the impact on job performance, when the employee to the format duties or tasks [21]. Thus, companies need to establish

guidelines on how employees use their social media. From this study, it is suspected that employee brand behaviour in social media influences consumer-based brand equity and employer attractiveness. The objectives of this research include 1) to investigate the effect of a company’s employee branding behavior on consumer-based brand equity; 2) to investigate the effect of a company’s employee branding behavior on employer attractiveness. Moreover, we would like to provide recommendations for the company’s human resource management to improve employee branding behavior through social media to increase consumer-based brand equity and employer attractiveness.

2. Methods. This research method uses a quantitative approach. The researchers distribute questionnaires using Google forms to employees who actively use social media and work in companies located in Jakarta, Bogor, Depok, Tangerang, and Bekasi. Sampling technique is a technique used in gathering the data sampling used in this research. The researchers apply a non-probability sampling technique in which the researchers do not provide equal opportunities for each element of the population to be selected as a sample. The researchers use the judgmental sampling technique, where they set certain criteria in selecting elements from the existing population as samples, i.e., employees who are more approachable when aiming them to be the samples. Based on the formulation of the problems, the hypotheses to be tested in this study are as follows: (A) Employee branding behavior in social media towards consumer-based brand equity – H0: Employee branding behavior in social media does not affect consumer-based brand equity; H1: Employee branding behavior in social media influences consumer-based brand equity; (B) Employee branding behavior in social media towards employer attractiveness – H0: Employee branding behavior in social media does not affect employer attractiveness; H1: Employee branding behavior in social media influences employer attractiveness.

The following picture is a research model (Figure 1).

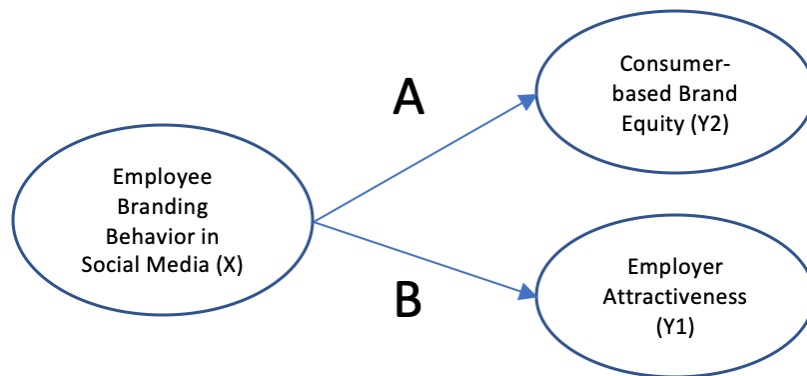


FIGURE 1. Research model

Table 1 shows the information about the indicators of this model.

The novelty point of this research model is employee branding behavior in social media activities variable that can give the impact to brand equity and employer attractiveness, because it has never been studied before. The technique used in analyzing the existing data is quantitative analysis. A quantitative method is used when the research data are in the form of numbers and statistics is used in the analysis. A quantitative method is used when there are different variables. In this study, there are two variables: employee branding behavior on social media (independent variables), consumer-based brand equity (dependent variable), and employer attractiveness (dependent variable). In conducting quantitative analysis, the researchers use the Partial Least Square Structural Equation Modeling (PLS-SEM) method with SmartPLS 3.0 software.

TABLE 1. The variable and indicators of research model

Variable	Dimension	Indicator
Employee branding behavior in social media	Positive WOM	EBB1- about superior
		EBB2- about company's achievement
		EBB3- about employer's brand
	Participation	EBB4- strengthen brand image
		EBB5- constructive suggestion
		EBB6- sharing information
	In-role brand building behavior	EBB7- Brand congruency
		EBB8- brand adequate
Consumer-based brand equity	Brand awareness	CBBE1- familiarity with the brand
		CBBE2- brand recognition among competitors
		CBBE3- recall symbol or logo of product
	Perceived quality	CBBE4- quality
		CBBE5- reliable
		CBBE6- consistent
		CBBE7- durable
		CBBE8- performance
	Brand loyalty	CBBE9- recommend this product
		CBBE10- first choice brand
		CBBE11- intend to keep purchasing this brand
	Association	CBBE12- characteristic of brand
		CBBE13- unique
		CBBE14- trust
		CBBE15- favorable
Employer attractiveness	Social value	EA1- Have a good relationship with your colleagues
		EA2- Have a good relationship with your superiors
		EA3- Supporting and encouraging colleagues
		EA4- Happy work environment
	Economic	EA5- Good promotion opportunities within organization
		EA6- Above average basic salary
		EA7- Attractive overall compensation package
	Development	EA8- Feeling more self-confident as a result of working for a particular organization
		EA9- Feeling good about yourself as a result of working for a particular organization
		EA10- Gaining career-enhancing experience
		EA11- Humanitarian organization – gives back to society
	Application	EA12- Opportunity to apply what was learned in college/university
		EA13- Opportunity to teach others what you have learned

3. Results and Discussion. In this study, the respondents selected by the researchers are residents who live in Jakarta, Bogor, Depok, Tangerang, and Bekasi and work as employees of a company, both inside and outside of their domicile (commuters). The sampling technique used by researchers is judgmental sampling because researchers have certain personal judgments and characteristics in selecting samples among the population. The questionnaire is distributed using Google form to respondents who use social media.

The minimum number of samples needed in this study is 140, but researchers successfully obtain 443 respondents. Thus, it can be seen that the respondents selected by the researchers have met the required minimum sample. And from seven social media sorted out based on the intensity of respondents' use, the researchers can summarize the features on each social media. Figure 2 shows the respondent profiles in this study. The validity and reliability test shows the validity of loading, cross loading indicators, and average variance extracted ≥ 0.5 and the score for Cronbach's alpha and community reliability ≥ 0.7 , it means the model valid and reliable. And after the validity and reliability test, the researchers did the bootstrapping for the hypotheses test (the results show in Figure 3).

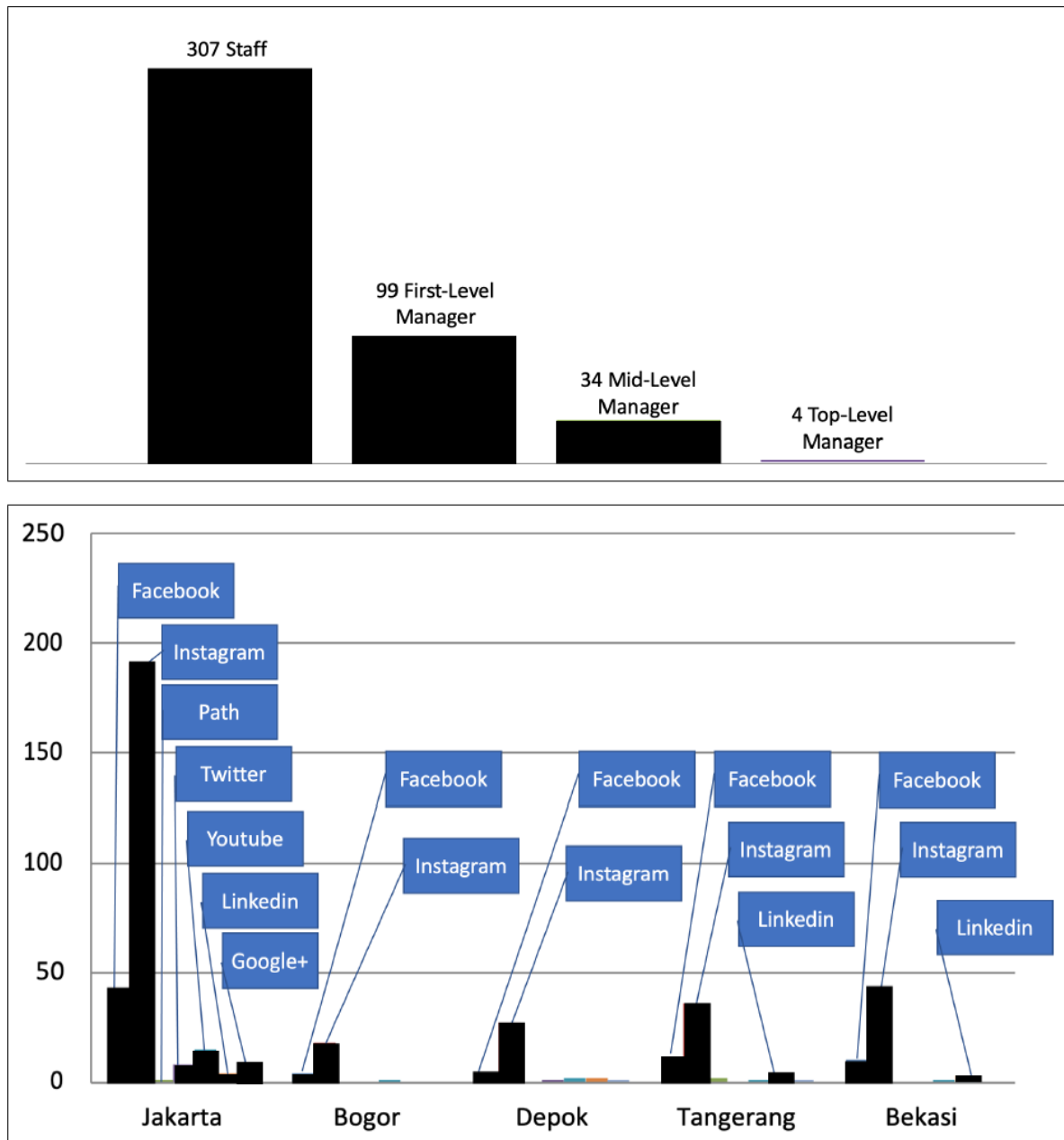


FIGURE 2. Number of respondents based on the managerial level in the company where they work & graphic of social media most frequently used by employees in Jakarta, Bogor, Depok, Tangerang and Bekasi

Therefore, we can draw the following conclusions based on data in Figure 3.

- The relationship between the employee branding behavior in social media (X) and consumer-based brand equity (Y2) is significant with a t-statistic value of 19.56

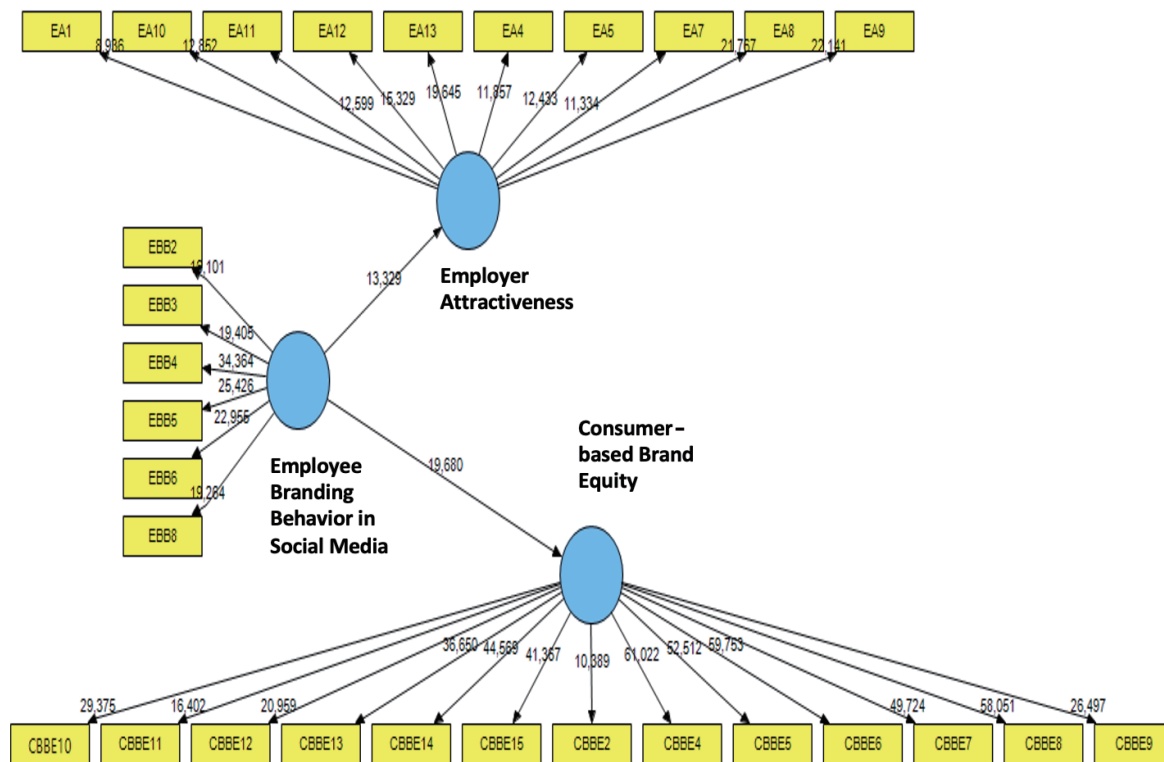


FIGURE 3. Output of bootstrapping for hypotheses test

(> 1.96) with a positive original sample estimate value, which is 0.69. Thus, the direction of the relationship between the employee branding behavior in social media (X) and consumer-based brand equity (Y2) is positive.

- The relationship between the employee branding behavior in social media (X) and employer attractiveness (Y1) is significant with a t-statistic value of 11.84 (> 1.96) with a positive original sample estimate value, which is 0.55. Then the direction of the relationship between the employee branding behavior in social media (X) and employer attractiveness (Y1) is positive.

Based on the results, it is proven that employee branding behavior in social media significantly influences employer attractiveness and consumer-based brand equity. Based on questionnaires, it can be seen that the majority of employees in Jakarta, Bogor, Depok, Tangerang, and Bekasi use their social media following office provisions. However, there are still considerable uses of social media used to diminish the employer's attractiveness of the companies in which they work, as seen in the following examples (Figure 4).

From the outer loading figures, it is also known which indicators contribute the most in each dimension. This is seen based on the highest outer loading number in the dimension of each variable. Thus, it can be summarized as follows.

○ **Employer attractiveness variable – Dimension of social value (Happy working environment)**

A pleasant work environment is a concern of every company as a place to work. The company's human resource department can use this to attract job seekers to apply for work at the company. In doing so, a company can do such actions as encouraging employees to post Instagram stories (InstaStory), posting some photos depicting office outings, or celebrating the company's anniversary by holding photo contests containing captions or hashtags. Based on some research previously done, Instagram is the most frequently accessed social media. Companies can also create a pleasant working atmosphere, which triggers employees to share it on social media.



FIGURE 4. Example of a status posted on social media by an employee (Bahasa Indonesia)

o **Employee branding behavior variable on social media – Dimension in role brand-building behavior (Brand adequate)**

Brand adequate in the variable of employee branding behavior in social media is the biggest contributor. Therefore, this aspect needs to be maintained for the sake of increasing consumer-based brand equity and employer attractiveness of the company. The followings are some regulations that can be applied by companies for its employees so that they can still interact and communicate using social media in accordance with the regulations.

- Do not make posts, write comments, or like a post relating to a particular ethnicity, religion, race, or any posts intended to spread hatred towards others on personal social media to avoid conflicts so as not to make any impressions to the public that the company is in favor of certain ethnicity, religion, race or interests. This is in line with Law concerning Electronic Information and Transactions (ITE) Number 11 Year 2008. The Article 28 reads that “Anyone intentionally and without any rights to disseminate information intended to incite hatred or hostility towards certain individuals and/or groups of people based on ethnicity, religion, race, and intergroup (SARA abbreviation in Indonesian Language)”.
- It is prohibited to leave any comments on any posts on social media that offend the company’s competitors, but it is also prohibited to make any post about the company’s competitors.
- It is prohibited to make any posts containing confidential information of the company where the individual works. With the use of social media by employees, the company’s confidential information is prevalent to being disseminated through the social media of any employees not careful enough when uploading posts about their activities.
- Employees must be more competent in using social media by separating social media for personal and professional uses. This will reduce the possibility of employees’ confusing their personal and work affairs on social media. If they keep using one social media to account for both professional (for example, promoting product or posting testimonials) and personal uses at the same time, it is necessary for them to add certain words as markers when their social media is used professionally, for example, by writing the company’s name.

4. **Conclusion.** From the hypothesis testing results on the research model, the H0 is rejected, and the H1 is accepted. This result is in line with that of the previous research conducted [22-24]. Therefore, we can conclude that employee branding behavior can be

used as a means to increase employer attractiveness and consumer-based brand equity on the company's products. Therefore, the study's results are expected to contribute to human resource management in companies across Greater Jakarta and become the reference in the area of human capital area. The companies are expected to be able to prevent problems that may occur when employees use personal social media accounts to demonstrate the values upheld by companies they work in. The policy set by the company does not aim to restrain employees from using social media. It is established to maintain the relationship between companies and their employees. This can be done, by making new regulations socialized gradually and thoroughly to all company staff and can be in the form of additional regulations included in an employment contract for new employees.

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