

PROPOSED EMPLOYEE INFLUENCER PROGRAM TO STRENGTHEN EMOTIONAL ENGAGEMENT IN GOVERNMENT COMMUNICATION A CASE STUDY OF WEST JAVA PROVINCIAL GOVERNMENT

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Abstract

This study proposes an employee influencer program aimed at strengthening emotional engagement within government communication, focusing on the West Java Provincial Government as a case study. Recognizing the critical role of emotional connection in enhancing employee motivation, trust, and organizational culture, this research explores how employee influencers can serve as authentic communicators to foster deeper engagement both internally and externally. Employing a qualitative research design with a library research method, the study systematically reviews existing literature, government communication policies, and case studies on employee advocacy and influencer strategies in public sector organizations. Through content analysis, key themes such as trust-building, authentic communication, leadership support, and social media governance are examined to understand the factors that contribute to successful employee influencer programs. The findings suggest that well-structured influencer initiatives, supported by clear guidelines and continuous training, can significantly improve emotional engagement, enhance transparency, and build stronger relationships between government employees and stakeholders. The study highlights the importance of aligning influencer activities with organizational values and communication objectives to maximize impact. This research contributes to the growing body of knowledge on internal communication strategies in government institutions and offers practical recommendations for designing and implementing employee influencer programs to achieve sustainable emotional engagement. Future research is encouraged to empirically validate these findings through field studies and stakeholder feedback.

Keywords: *Employee influencer, emotional engagement, government communication, internal communication, qualitative study.*

INTRODUCTION

In today's digital world, people expect government agencies to do more than just provide services. They also expect them to connect with people with empathy, transparency, and authenticity. This fits with the larger goal of digital transformation, which aims to change how governments work and interact with citizens through technology (Criado & Gil-Garcia, 2019). However, in the age when we have too much knowledge and too many feelings, only delivering information to people is not enough anymore. Citizens, particularly younger generations, increasingly look for emotional connection. In today's world, the rigid and top-down communication is quickly becoming outdated as people prioritize relatability over formal and hierarchical messages. This change is part of a larger trend in public communication, as organizations around the world are shifting away from one-way and transactional information sharing and towards more emotive story-based involvement (Kader, 2023). As things change, emotional resonance, cultural closeness, and authenticity are becoming the new bases for trust in public discourse (Block, 2018).

Several countries have shown that emotionally intelligent government communication, especially through social media, may help build trust in the government and get people involved in their communities (Newman, 2018). Under Prime Minister Jacinda Ardern, New Zealand used a method that combined clear communications with emotional resonance, which was well applauded. Ardern often utilized Facebook Live to talk to people directly from her house in an informal caring way (Slovak et al., 2023). She talked about policy and acknowledged the emotional problems individuals were having during Covid-19 (Voina & Stoica, 2023). Her way of talking

indicated kindness and solidarity which enabled her building emotional connection and getting international approval ratings. Taiwan also used a civic-tech-based communication approach using social media to provide clear and open messages that everyone could take part in. Digital Minister Audrey Tang led efforts to fight misinformation with memes, jokes, and content created by users. This strategy is known as "humour over rumour." The government also made real-time open data available on platforms like LINE and Facebook, letting tech-savvy citizens build mask-map tools and directly participate in policy implementation. This two-way communication plan through social media made people feel that they were a part of the movement and emotionally engaged to national activities (K. Fang, 2023).

On the other hand, Sweden's approach during the COVID-19 epidemic showed how a solely top-down, fact-based communication style doesn't work. The Swedish Public Health Agency mostly used official briefings and traditional media, with very little use of social media. There wasn't much emotional tone, and officials thought that people would follow logical rules. As the issue got worse and public trust fell, Sweden's social media communication was criticized for not being sympathetic or responsive enough to keep people involved or calm.

A scoping review by (Boonprakong et al., 2025) backs up these worldwide instances by showing how well narrative-based communication may create public confidence. The study focuses on health communication among Indigenous groups, but it makes a larger point which is when messages are delivered by real and culturally relevant storytellers instead of through distant institutional channels, people are much more likely to get involved and trust the message. This supports the idea that emotionally resonant narrative is not only important in healthcare, but also in public sector communication in general.

Dedi Mulyadi, the governor of West Java, is a great example of emotionally resonant public communication in a local setting. He has changed the way politicians talk to people by using Instagram and YouTube to talk directly to people. He is known for being involved with people at the grassroots level and using digital media well. His genuine and culturally based style has struck a chord with the people and raised the bar for government outreach (Wimmer, 2016). His approach shows how storytelling and getting people emotionally involved can make government more human, even when it's done outside of official institutions.

In keeping with this, the idea of leveraging influencers in public communication is becoming more popular. In corporate setting, more people are using employee influencers who share authentic stories to make organizations seem more human and gain the trust of stakeholders. Corporate influencers are very important for reaching more people, building trust with stakeholders, and improving the reputation of the organization, especially when there is open communication within the company (Brockhaus & Zeffass, 2022).

This change affects Indonesia as well. Government agencies are more visible with more than 167 million people using the internet and platforms like Instagram and TikTok. The government in West Java, a province with more than 50.3 million people, most of whom are under 35, has started using digital channels to tell people about its programs. The figure below shows the significant digital demographic base.

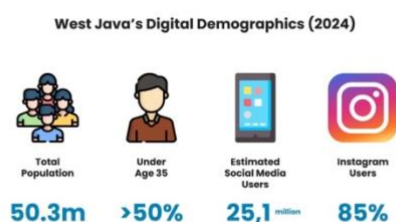


Figure 1.1 West Java's Digital Demographics (2024)

Source: BPS Jawa Barat

National data on the platform preferences suggest that Instagram, TikTok, and WhatsApp are the most popular social media sites in Indonesia. This fits with the demographic profile. Instagram is a good way for the public to become involved, especially with younger people, because it's popularity.

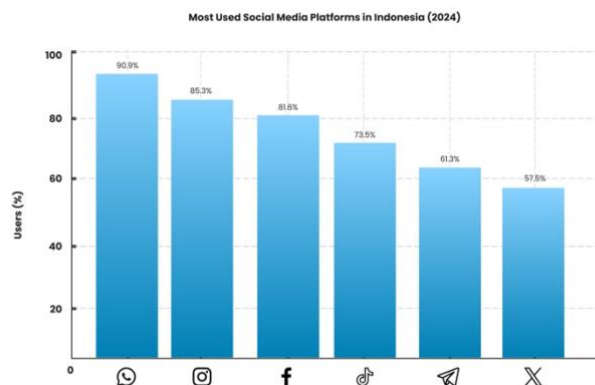


Figure 1.2 Most Used Social Media Platforms in Indonesia (2024)

Source: DataReportal

Despite this strong digital infrastructure and large youth audience, many government communication strategies remain largely formal and top-down. This creates a growing mismatch between how institutions communicate and how citizens, especially young and digitally fluent audiences, expect to be engaged. While citizens may be aware of government initiatives, they often remain emotionally disconnected, perceiving such efforts as distant and impersonal. One observable indicator of this weak connection is the limited interaction found on official government social media posts such as the low number of likes or comments. Many of these posts are often designed as static announcements or posters filled with text and logos, rather than relatable narratives. As a result, the audience tends to merely 'acknowledge' the content rather than feel moved to respond, engage, or share. This lack of two-way interaction reflects a broader issue which is government communication may be seen, but it is not felt.

One promising approach is to extend the idea of storytelling to internal actors. Known as employee influencers, these individuals voluntarily share their perspectives across digital platforms. In the public sector, employee influencers can serve as authentic storytellers bridging the gap between the state and society. Unlike spokespersons, they offer a people-first perspective, grounded in sincerity and proximity to the public. Their stories help humanize the institution and make government feel closer, not higher. This study builds on that idea. It looks at how the West Java Provincial Government can use a structured, employee-based storytelling strategy to help internal influencers connect with people on an emotional level, make institutions more relatable, and rebuild public trust through honesty and shared experience.

This lack of emotional connection is not a minor problem; this is a growing structural problem in communication in the public sector. For example, official government Instagram accounts like @humas_jabar, which has more than 220,000 followers, often have engagement rates below 1%, which is much lower than the average for public figures and community content (Toff & Mathews, 2024). These low levels of interaction show that even if digital content is being shared a lot, it does not guarantee to generate resonance or connection. This study is important because the emotional gap between the government and its population is getting bigger in the digital age. Digital infrastructure and reach are already in place, but the lack of emotional engagement might hurt public trust, lower civic participation, and make government institutions less relevant overall, especially among younger people who use online platforms the most. The government could become more and more out of touch with the people it wants to serve if it does not start communicating in a way that is more human-centered.

Ultimately, this research is not only about communication; it's about connection. In a time when people often think of institutions as cold and distant, giving employee influencers the opportunity to share honest and human-centered stories is a new way to go forward. These stories do more than inform. The influencers who can make people feel connected can encourage empathy and show the ideals of the people who work in the

bureaucracy. By fostering this emotional engagement, the West Java Provincial Government can reestablish public trust, improve civic ties, and redefine what it means to be a government that really connects with its people.

METHOD

This chapter explores the steps that were taken to do the research in order to answer the research question presented in Chapter I. It talks about the study's overall design, the method utilized to collect data, and how the data was analyzed. The chosen methods reflect the exploratory nature of the topic and are meant to help us learn more about how employee influencers work in the public communication system of the West Java Provincial Government to build emotional connections between institutions and citizens through digital platforms, especially Instagram.

Research Design

This study uses a qualitative exploratory approach with a single case study design. The West Java Provincial Government (Pemprov Jabar) is the main part of analysis. This research uses the case study method because it looks at a complicated, real-world situation (Darmini, 2021). In today's world, public communication is affected by more than just formal institutional messaging. It is also affected by how people use digital platforms like Instagram, how emotionally involved they are, and how actively employees are on those networks. The objective of this study is not to test hypotheses or produce generalizable statistical results. Instead, it is to get a deep understanding of how employee influencers can develop emotional connections between the government and its people. These influencers who are regular employees can add a distinct layer of communication to the institution. Their stories, values, and deeds in public show a kind of bottom-up and emotionally resonant communication that is not often seen in government messaging.

The qualitative method allows the researcher to look at the subjective realities behind these behaviors, such as how employees see their roles, how stories are made and shared, and how meaning is made and received through digital interactions (Wolff, 2024). This study does not look for numbers; instead, it looks for reasons, interpretations, and symbolic meanings that need open-ended inquiry and flexible interpretations (Parks, 2023). In this study, knowledge is seen as being built together by people and changed by the social situation (Enworo, 2023). In this view, employee influencers are more than just messengers for the company; they are also active agents who change how people see things by turning their own experiences into communicative acts. Their content typically shows true feelings, cultural closeness, and institutional value that affect how much people trust them (Kaur, 2019).

Besides, choosing a single-case design enables in-depth focus on the institutional setting of Pemprov Jabar, which is quickly changing how it communicates with the public through digital means. This design allows the researcher immerse themselves in a specific setting instead of comparing organizations. It captures both formal strategies and informal behaviors that show how emotional connection is built at the intersection of policy, identity, and storytelling (X. Fang, 2021).

There are four main theoretical pillars support this research. Each one directly supports the study's analysis flow and research design. Authenticity Theory is the first thing to look at. It explains how honest, open communication fosters trust between institutions and their audiences, especially when it comes from employees. Second, the Narrative Paradigm Theory talks about how important it is for stories to be meaningful, coherent, and relevant. This helps to explain how institutional messages become more human and emotionally resonant in the public view. Third, the Theory of Planned Behaviour (TPB) describes how attitudes, perceived social norms, and perceived behavioral control affect both the propensity of employee communicators to disseminate institutional messages and the readiness of the general public to engage with those messages. Finally, the Customer-Based Brand Equity (CBBE) Model shows how persistent, emotionally charged interactions develop long-term emotional relationships and strengthen institutional brand equity.

A number of supporting hypotheses also add to the conceptual framework. King and Grace talk about how employees' clarity, devotion, and skill affect how well the brand fits with the company. Symbolic Consumption Theory helps us understand how people use symbols to show who they are and where they belong. This is important for figuring out how government stories connect with different groups of people. Finally, Social Cognitive Theory focusses on the process of social learning, which shows how people copy the actions and attitudes of peers or institutional actors who they can relate to and trust. These ideas are all connected and work together to establish a strong conceptual base. This makes sure that the research questions, data gathering methods, and analytical procedures are all logically sound and based on sound theory.

Furthermore, this research method also gives us a complete picture of how public institutions in the digital age might make their communication more human by using stories from their employees. It understands that personal voices, informal content, and authentic expression can help make the interaction between government and society more emotionally meaningful. This design also shows the analytical basis for the next parts, which explain the study's specific units of analysis, data gathering procedures, and ways of interpreting the results.

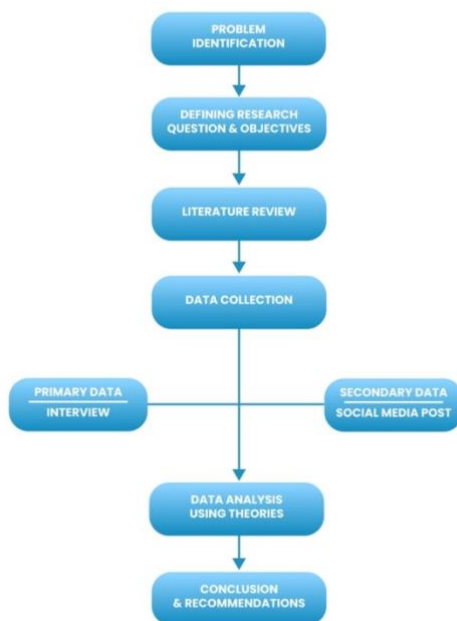


Figure 3.1. Research Design

Data Collection Methods

This study collected data from multiple sources to look into how employee influencers help people connect emotionally in public communication. The researcher employs a semi-structured in-depth interview, social media documentation, and supporting engagement data to get a full, contextual, and triangulated picture of the phenomenon.

Unit of Analysis and Participant Criteria

The West Java Provincial Government (Pemprov Jabar) is the unit of analysis in this study. It focusses on how employee-led storytelling on digital platforms affects the way public communication works in institutions. The major focus of the study is still the government institution, but it narrows its focus to look at individual employees who take part in informal, narrative-based communication that helps shape the institution's public image and emotional connection with citizens. The term "employee influencer" is employed in this study to describe employees who are active in spreading institutional messaging online in an informal way. It is important to note that Pemprov Jabar does not currently have an official "employee influencer" program. The people chosen for this study include those who have been seen or known to actively distribute content about government actions, are occasionally encouraged or republished by institutional accounts, and often have many followers or interaction on social media. However, even though they are not officially appointed as a part of the institution's strategic communication initiatives, their presence and impact on digital platforms provide us a good idea of how public communication might develop naturally within the organization. Their role shows how institutional narratives are shaped at the grassroots level in ways that are not always official.

The study uses purposive sampling to select people who are likely to give useful and interesting information on this occurrence. The following are the criteria for choosing participants:

- Currently work at Pemprov Jabar as a civil servant (ASN) or non-ASN
- Actively posting about their work, public duty, or personal involvement in any government-related activity on Instagram
- Institutional channels like @humas_jabar may have encouraged them to share, invited them to repost, or reposted them, but they don't have any official influencer status.
- They have at least 1,000 Instagram followers, which shows that they have a significant personal digital presence.
- Represent organizational units of Dinas (Department), Biro (Bureau), and Badan (Agency) to make sure diversity in communication culture and style.
- Ready to take part in an interview and reflect their online behavior, motivations, and experiences

There will be twelve (12) people chosen to take part in this study. This sample will have:

- Ten workers who are active on social media and frequently post about government issues on their own Instagram profiles. At least one person from a Dinas (Department), a Biro (Bureau), and a Badan (Agency) as the representatives of Pemprov Jabar's organizational components. Their inclusion is to ensure that diverse administrative tasks and communication styles are covered throughout the institution. It also shows how informal digital communication behavior vary by organizational context.
- Two participants from Diskominfo, the government agency in charge of handling public information and digital communication. This comprises both operational staff personnel that administer or organize social media material, as well as managerial or leadership-level officials who are involved in strategic decision-making about communication policies and public engagement initiatives.

This framework allows the research to get both the bottom-up view of storytelling from employees and the top-down view of institutions from communication authorities. The combination helps in understanding better on how informal digital habits might build emotional connections between the government and its citizens.

Data Analysis Methods

These steps align with the constructivist paradigm and enhance the credibility of findings by reflecting both surface-level patterns and underlying meanings shaping employee-driven public narratives. The analysis draws inspiration from the approach used by, while adapting it to the specific institutional and cultural context of Pemprov Jabar.

Analytical Approach

This study adopts a multi-layered qualitative analytical framework to address the research questions and investigate how employee-driven emotional communication unfolds within the West Java Provincial Government (Pemprov Jabar). The framework integrates thematic analysis, narrative analysis, and engagement metrics as a contextual layer, alongside triangulation techniques to enhance the rigor, depth, and trustworthiness of the findings. Each analytical component complements the others, working together to capture the complex and multifaceted nature of the collected data (Arief et al., 2022).

RESULTS AND DISCUSSION

The research findings are presented in this chapter along with a discussion of how they relate to the goals and research questions of the study (Brockhaus & Zeffass, 2024). The analysis is organized in accordance with the conceptual framework and research methodology employed in this study and is based on information gathered from interviews and social media observations.

Analysis

This chapter presents the analysis of data collected through in-depth interviews, observations, and supporting documents. The analysis applies thematic and narrative approaches, structured according to the theoretical frameworks used in this research: Authenticity Theory, Narrative Paradigm, Theory of Planned Behavior (TPB), Customer-Based Brand Equity (CBBE), and Employee-Based Brand Equity (EBBE) (Edelman, 2020). The main objective of this section is to understand how government employees—both civil servants (ASN) and non-ASN staff—can act as employee influencers who foster emotional connection with the public through authentic, relevant, and impactful communication (Greer et al., 2020). Additionally, this section incorporates social

media metric analysis as quantitative support to assess the effectiveness of their communication efforts. Each subsection below discusses key findings according to the respective theoretical lens, concluding with a summary of analytical insights that will serve as the foundation for the discussion in the following section.

Authenticity Analysis

This section analyzes how participants express authenticity in their social media activities, using the lens of Authenticity Theory. Based on in-depth interviews with ten participants, three key dimensions emerged: originality, passion, and transparency (Martell et al., 2025). Participants showed a strong tendency to personalize their posts through local language, humor, or added captions, reflecting originality (Brockhaus & Zerfass, 2024). Many also expressed enthusiasm and pride when sharing their work or team achievements, indicating passion. Meanwhile, several participants highlighted the importance of explaining their roles and providing context, signaling transparency, though this was less commonly emphasized (Voinea & Stoica, 2023).

Importantly, most participants relied heavily on Instagram Stories rather than Feed posts. Only about 20% actively used the Feed, while approximately 80% preferred Stories, citing higher view counts, a more casual tone, and the temporary nature of Stories (which disappear after 24 hours) as advantages. This highlights the importance of understanding platform dynamics when designing employee influencer strategies. Based on the coding of 10 participants, originality appeared in 70% of participants, passion in 60%, and transparency in 40%. These figures highlight where strengths already exist and where gaps remain.

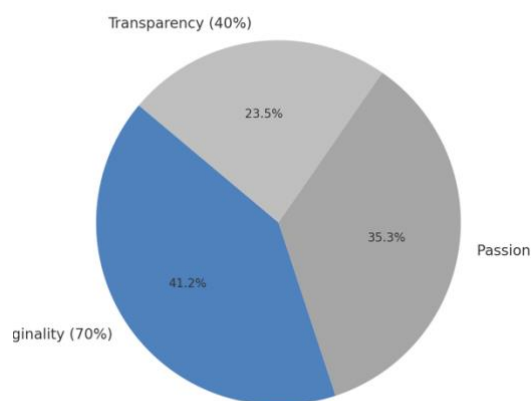


Figure 4.1. Distribution of Authenticity Dimensions Among Participants

This distribution provides important insights for the design of an employee influencer program. To be effective, the program must not simply encourage posting but should actively foster personal voice and emotional connection. Employees should be supported to express their originality and passion, while receiving guidance on how to strengthen transparency, offering honest context and clarifying their institutional role. In addition, several participants also mentioned that adding personal expressions or captions, whether in Stories or Feed posts, tends to increase audience interaction. As P2 noted, “Kalau saya tambahkan caption sendiri, biasanya yang komen lebih banyak.” Similarly, P5 shared, “Kalau cuma repost poster, jarang yang respon, tapi kalau saya tambahkan kata-kata saya sendiri, lebih banyak yang swipe up atau kasih emoji reaction.” While this observation comes from participant perception and not formal engagement analysis, it reinforces the idea that originality and personal touch enhance audience engagement.

In short, authenticity is not just a complementary aspect; it is central to the success of employee influencer strategies. Recognizing the natural tendencies of employees (favoring originality and passion) and addressing weaker areas (like transparency) offers a roadmap for building a program that empowers individuals while advancing the institution’s communication goals. The analysis reveals how authenticity dimensions shape the way employees communicate, providing valuable insight into the underlying patterns driving public engagement. These findings shed light on the factors that shape message effectiveness and hint at the deeper emotional bonds that can emerge between employee storytellers and the public — an important consideration when designing strategies that aim to build trust and connection over time. The following section will build upon these insights by exploring how personal narratives and storytelling patterns are used by employees to deepen emotional engagement with their audiences.

Narrative Paradigm Analysis

This section analyzes how participants construct and communicate meaningful stories in their social media activities, using Walter Fisher's Narrative Paradigm Theory. This theory suggests that audiences judge stories not just by facts, but by their coherence (internal consistency) and fidelity (whether the story "rings true" with their lived experience). Based on the interview data, two key dimensions were coded: coherence, referring to how logically structured and consistent the stories are, and fidelity, referring to how relatable and emotionally resonant the content is to the audience. Based on the coding of 10 participants, coherence appeared in 50% of participants, and fidelity in 50%. These figures highlight that participant balanced their focus between logical storytelling and emotionally engaging narratives.

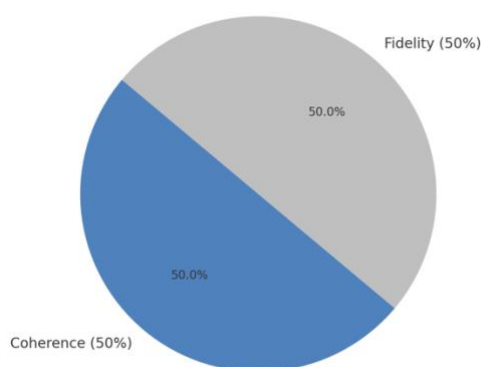


Figure 4.2. Distribution of Narrative Paradigm Dimensions Among Participants

Several participants also shared that when they told well-structured stories or emotionally resonant narratives, they noticed stronger reactions from their audience. For example, P5 noted, "Kalau ceritanya bikin orang merasa ikut terlibat, biasanya mereka kasih komentar atau respon lebih banyak." Similarly, P9 mentioned, "Kalau informasinya jelas dan runtut, orang lebih gampang nangkap maksudnya dan lebih mau share." While these insights come from participant perceptions and not formal engagement analysis, they reinforce the importance of combining coherence and fidelity in social media storytelling to strengthen audience engagement.

These findings suggest that employee influencer programs should not only encourage posting but also equip employees with skills in crafting meaningful, well-structured stories that connect emotionally with audiences. Supporting both narrative coherence and fidelity will be key to enhancing the public's connection to institutional messages. Additionally, several participants emphasized that they often post only what they directly work on. However, they expressed openness to sharing broader or trending issues — even those beyond their immediate job scope — if they are provided with complete, accurate information and clear guidelines. As P2 put it, "Kalau ada info lengkap dari kantor, saya bisa bantu share biar masyarakat tahu." Similarly, P4 shared, "Kadang kita butuh konteks supaya bisa nyampein ke warga dengan jelas, nggak cuma sepotong-sepotong." This highlights the need for management to actively supply strategic communication materials and resources so that employee influencers can confidently relay institutional messages in a comprehensive and coherent manner, ultimately increasing public understanding and emotional resonance.

The analysis offers valuable insights into how employees craft meaningful narratives, balancing logical structure and emotional resonance to enhance public engagement. These results shed light on how employee influencer communication is shaped and managed, revealing the narrative patterns and organizational supports that help strengthen audience connection. Importantly, the findings highlight that effective programs must cultivate not only coherent messaging but also emotionally engaging content, ensuring that institutional messages are both understood and meaningfully felt by the public. The next section will build upon these insights by examining the

behavioral factors — specifically, intentions, attitudes, and perceived norms — that shape employees’ willingness to engage in influencer activities.

Theory of Planned Behaviour Analysis

This section analyzes how participants’ attitudes, perceived social norms, and perceived behavioral control shape their intentions and behaviors as employee influencers, using the lens of the Theory of Planned Behavior. According to TPB, an individual’s intention to perform a behavior is influenced by three key dimensions. The first is attitude, which refers to the participant’s positive or negative evaluation of the behavior, such as whether they view sharing government content as meaningful or beneficial. The second is subjective norms, which describe the perceived social pressure to perform or not perform the behavior, including how much participants feel encouraged or influenced by their colleagues, leaders, or institutional culture. The third is perceived behavioral control, which refers to the perceived ease or difficulty of performing the behavior, similar to self-efficacy, reflecting how confident participants feel in their ability to carry out the communication tasks effectively. Based on the coding of 10 participants, attitude appeared in 30% of participants, subjective norms in 30%, and perceived behavioral control in 40%. These figures highlight the balance between individual motivation, social influence, and perceived ease or difficulty of performing the communication task.

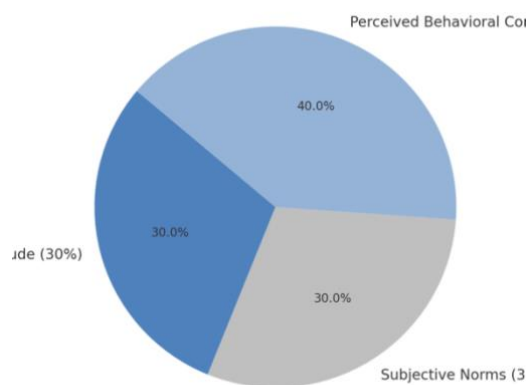


Figure 4.3. Distribution of Theory of Planned Behaviour Dimensions Among Participants

Several participants highlighted that while they feel proud and positive about sharing content (attitude), they also rely heavily on perceived social norms (such as colleague or institutional support) and their own sense of control over the accuracy and ease of sharing. For example, P7 shared, “Kadang saya takut salah info, jadi saya pilih-pilih yang mau saya posting,” reflecting concerns about perceived control. Similarly, P2 mentioned, “Kalo saya gak terlibat, kadang saya share karena teman-teman kantor juga share.” emphasizing the role of social norms in influencing behavior.

Based on the pie chart, perceived behavioral control emerged as the most prominent dimension (40%), followed by attitude and subjective norms, each at 30%. This suggests that while many employees are motivated by intrinsic pride and social encouragement, their confidence in carrying out communication tasks plays the strongest role in shaping actual behavior. To successfully manage an employee influencer program, it is not enough to rely on motivation alone — management must also provide clear information, practical tools, and accessible support to enhance employees’ sense of ease and competence.

These findings provide critical insights for answering the study’s research questions regarding the selection and management of employee influencers, as well as the design of an effective communication strategy. It becomes clear that selecting influencers cannot rely solely on surface-level metrics such as follower count; instead, it must consider employees’ positive attitudes, their embeddedness within supportive social networks, and their perceived capacity to confidently share content. Management must therefore develop an integrated approach that not only encourages participation but also supplies clear guidelines, technical resources, and social reinforcement to strengthen employees’ sense of control and motivation. Together, these factors can form the foundation of a robust communication model that leverages the principles of the Theory of Planned Behavior to build a sustainable and emotionally resonant employee influencer program. These insights reinforce the importance

of behavioral design in institutional communication strategies, ensuring that both individual and structural factors are addressed for long-term program success.

Customer-Based Brand Equity (CBBE) Analysis

This section uses internal employee responses to assess how far current informal communication practices align with the levels of the Customer-Based Brand Equity (CBBE) model (Keller, 1993). Rather than reflecting direct citizen feedback, the analysis captures employee perspectives on how their posts may shape public perceptions. Importantly, the findings suggest that while employees effectively contribute to brand awareness, performance, and imagery, they have yet to extend their communication practices to the higher levels of brand judgments, feelings, and especially brand resonance.

Employee-Based Brand Equity (EBBE) Analysis

Employee-Based Brand Equity (EBBE), as proposed, emphasizes that the value of a brand is shaped not only by how it is perceived externally by customers, but also internally through the perceptions, attitudes, and behaviors of its employees. EBBE focuses on how employees understand and engage with the brand's values, mission, and identity, and how their actions reinforce the brand promise in daily interactions. This framework is built on four key dimensions: brand knowledge, which refers to employees' understanding of organizational identity and goals; brand identification, which reflects the emotional connection and sense of belonging employees feel toward the organization; brand commitment, which refers to their willingness to uphold and consistently represent the brand values; and brand citizenship behavior, which captures the voluntary, extra-role behaviors where employees actively advocate for and humanize the brand, often going beyond their formal job roles

CONCLUSION

Based on the results of the study on the Influence of Self-Efficacy and Locus of Control on Employee Performance with Job Satisfaction as an Intervening Variable on Cleaning Officers at the Yogyakarta City Trade Service, the following conclusions can be drawn:

1. Self-efficacy does not have a significant effect on job satisfaction of cleaning staff at the Yogyakarta City Trade Service.
2. Locus of Control has a positive and significant effect on job satisfaction of cleaning staff at the Yogyakarta City Trade Service.
3. Self-efficacy does not have a significant effect on employee performance in the cleaning staff of the Yogyakarta City Trade Service.
4. Locus of Control has a positive and significant effect on employee performance in the cleaning staff of the Yogyakarta City Trade Service.
5. Job satisfaction has a positive and significant effect on employee performance in the cleaning staff of the Yogyakarta City Trade Service.
6. Job satisfaction cannot be significantly mediated by self-efficacy in influencing employee performance in cleaning staff at the Yogyakarta City Trade Service.
7. Locus of Control and job satisfaction have been proven to be factors that have a greater influence on employee performance than self-efficacy.

Based on the conclusions above, several suggestions can be concluded that can be useful and beneficial as consideration for the Yogyakarta City Trade Service and further researchers:

1. For Agencies (Yogyakarta City Trade Service)
It is recommended that agencies pay more attention to developing the self-efficacy of cleaning staff through training, regular coaching, and giving awards for good performance. These efforts are important to foster officers' self-confidence in their ability to complete work tasks independently and effectively.
2. For Further Researchers
It is suggested that future research add other variables such as work stress, work environment, or organizational support as intervening or moderating variables, to gain a more comprehensive understanding of the factors that influence the performance of cleaners.

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