

# Employee Perception of Brand Value in the Jewelry Industry

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## Employee Perception of Brand Value in the Jewelry Industry

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### ABSTRACT

This study aims to discuss more the brand value proposed by John Hardy and how John Hardy as jewelry retail can be seen from each of these brand values. The methodology used in this study is qualitative using interview or open questioner technique where the informants were all employees in John Hardy and focus on the sales department which is employees in all Bali Boutique that John Hardy has. Data collected will then be analyzed by reducing data, presenting data, and drawing conclusions. The validity of the data will be tested by triangulating the data so it is expected that the data presented is valid. As the result, community, artisanship, and sustainability which is pretty much linked to the brand and it can see it's linked together and implemented. John Hardy is required to know how to deliver the information correctly to the customer, mentioned the history of the company, the value, and also the DNA of the company.

### ABSTRAK

Penelitian ini bertujuan untuk membahas lebih lanjut tentang nilai merek yang diusulkan oleh John Hardy dan bagaimana John Hardy sebagai pengusaha ritel perhiasan dapat dilihat dari masing-masing nilai merek ini. Metodologi yang digunakan dalam penelitian ini adalah kualitatif menggunakan teknik wawancara atau kuesioner terbuka di mana informan adalah semua karyawan di John Hardy dan fokus pada departemen penjualan yang merupakan karyawan di semua Bali Boutique yang dimiliki John Hardy. Data yang terkumpul kemudian akan dianalisis dengan mengurangi data, menyajikan data, dan menarik kesimpulan. Validitas data akan diuji dengan triangulasi data sehingga diharapkan data yang disajikan adalah data yang valid. Sebagai hasilnya, community, artisanship, dan sustainability yang sangat terkait dengan merek dan dapat melihat itu terhubung bersama dan diimplementasikan. John Hardy dituntut untuk mengetahui cara menyampaikan informasi dengan benar kepada pelanggan, menyebutkan sejarah perusahaan, nilai, dan juga DNA perusahaan.

### 1. INTRODUCTION

The technology of age offers a new business opportunity and a challenge for businesses around

the world. There is no shortage of goods with a growing abundance of products and rivals but a shortage of customers. That makes customers king,

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with a lot of options and knowledge for customers.

The age of globalization with technology and information growth, making market competition more dynamic and complicated, because customers are faced with a range of options for a commodity, with almost the same prices and quality. In the generic market, one differentiator between one commodity and another is the name. Consumers become an indicator of brand one in deciding on a product's purchase. The trend of rivalry between existing companies has made every business realize a need to optimize the company's assets for the company's survival. One asset is through the mark to accomplish this condition. Brands are critical because customers no longer satisfy their needs merely by meeting them.

A brand is not reputations or trademarks. A brand is closer to marketing strategies, while a trademark is more closely associated with the legal aspects themselves. Brands are complex intangible objects whose characters are properties that emerge from a combination of attributes. (Kapfefer, 2017). Brand is a symbol of a superior product or company that is intended to facilitate consumers to recognize and remember the product or company. Brands are also a way for companies to demonstrate that their products are different or better than other products on the market (Tjokroaminoto & Kunto, 2014).

Brand is defined as the name, term, mark, design, or combination of those which identifies the producer or seller of the product or service and the positive consumer awareness of the brand and the positive results of the use of the brand reveals the equity of the brand. (Bank, Yazar, & Sivri, 2020). Brands are more than labels or concepts with distinct values. They help to recognize and differentiate their products/services from rivals and are the main element in establishing beneficial partnerships with multiple stakeholders as well as competitive advantages for organizations (Xiong, King, & Piehler, 2013).

Brands have a distinguishing feature to differentiate between brands and To help customers make their buying choices one another. This distinction is of benefit to customers as it helps to recognize the Item, that the search costs and ensure the product purchased is of a certain quality. Alt-

hough this disparity encourages promotional activities, market segmentation, the launch of new goods, brand loyalty, and the repurchase of products sold by manufacturers as far as the consumers are concerned. The nature of this brand management area is making many issues that need to be selected and agreed upon. Until decisions can be taken regarding the range, implementation and use of products, a variety of considerations must be considered. Compared with the weak brands, good brands are then regarded as having added value. A brand's added value is then called mark equity. Marketing professionals accept that brand equity is the added value of a brand.

Luxury products are becoming more and more dynamic and profitable. To improve customer demand reaction, luxury brands need to get deep insights into consumers' minds, and food or beverage labels may seek to boost their sales. Luxury brands are also called upon to offer high quality, affordable prices, and celebrities that ordinary consumers, exclusive or upper-class consumers with symbolic and emotional values may experience. Luxury labels, when worn, would be very easy to see and will boost one's social status. Luxury goods can be described as prestige-bringing clothes, bags, shoes, accessories, watches, and jewelry to the owner.

John Hardy was founded in Bali in 1975 and is committed to creating ultimate beauty through hand-crafted jewelry. Their master artisans honor original craft through the perfection of modern design, creating timeless one-of-a-kind pieces that are brilliantly alive. John Hardy, an artist, and visionary, visited Bali in the 1970s and was enchanted by the island's sublime beauty. He founded an authentic collective with local artisans and, to this day, John Hardy continues to operate a company deeply rooted in the essential values of community, artisanship, and sustainability. Each of John Hardy's distinctive collections conveys evocative symbolism and honor the transmission of creative energy from the artist to the wearer. When customers wear a piece of John Hardy jewelry, they will become part of this legacy. Every piece of powerful dramatic and inspiring John Hardy jewelry tells a story – inside and out -- starting with the designers and artisans. The unique design sensibility flows directly from the curves of nature and the forms of flora and fauna. It can take between three and 10

months to complete a piece, as everything is done by hand; by people and never machines. The skills of the artisans have been handed down from generation to generation; they are passionate about their work, their environment, history, tradition, and culture.

John Hardy has three essential brand values. John Hardy has an authentic history of making it its business a force for positive change. It's not just our jewelry that embodies our greatest human attributes—we carry that passion in our everyday work. Today, that commitment is expressed through three essential values. When you own a John Hardy piece, you become a part of this globally-minded legacy.

The contribution of this article is to present a different perspective on brand value assessment. During this time, brand value has always been denied from a consumer perspective. As discussed later, this article will present an analysis of brand value seen from an employee perspective.

Employee brand awareness evaluation emphasizes the importance of creating insight regarding employees' perceptions of their role in the success of the brand as well as their willingness to deliver the brand promise. Although conventional human resources metrics of employee satisfaction and tenure are informative about employee attitudes, they do not reflect employee capacity or knowledge of employees, particularly concerning delivering the brand promise. Also, organizations vary in brand values, size, and branding practices; yet nonetheless, employee comprehension of the brand and their role in delivering the brand promise is a requirement for all successful service experiences. Despite such a compelling need to appreciate employee perceptions of the brand influencing their attitude toward the brand as well as their subsequent behavior, it appears as though limited consideration has been given to understanding the employee's capability, both from an attitudinal and a skill set perspective, concerning delivering the brand promise. This is considered to be significant, as the exhibition of pro-brand attitudes and behavior is considered to be discretionary, albeit a requirement for a service brand to realize its potential. To turn organizational expectations into concrete and specific employee attitudes and behavior, as expressed in the brand pledge, employees'

awareness of the brand, and what it means to them in their position is needed. It is therefore assumed that exploring this 'missing link' adds to the latest internal brand management literature as well as offering in-sight guidance about evaluating the degree to which employees can be successful brand ambassadors (Xiong et al., 2013).

Strong brands help to reduce the perceived risk of customers and increase their trust in the procurement of intangible services which are difficult to determine in advance. Also, all of an organization's employees will theoretically help and influence the brand-building activities of their company, whether as internal service providers to subordinates or corporate representatives to associates, family, and (potential) customers (Löhrndorf & Diamantopoulos, 2014). To create a positive brand for the company, it is not enough for service workers to simply act in a manner that fulfills the promise of the brand; rather, they are expected to make an effort beyond their immediate roles for the benefit of the brand and consumer expectations (Nguyen, Lu, Hill, & Conduit, 2019).

To address this research gap, we apply the view of internal branding, which refers to an organization's efforts to build brand value by focusing on the company so that its output can make consumers' perceptions about the brand value of the organization. Internal branding refers to brand building activities aimed at promoting a brand within an organization to inspire workers to make the brand pledge a reality (Liu, Ko, & Chapleo, 2017). Internal branding includes employees turning the brand promise into practice which helps shape the expectations of customers about the brand of the organization (Liu et al., 2017).

John Hardy applies three brand values: community, artisanship, and sustainability. We ask for these three brand values that John Hardy applies by analyzing data collected from John Hardy's Sales Department employees in Indonesia. Therefore, this paper aims to unearth the perceptions of the employees about community, artisanship, and sustainability, who deliver brand values to the customer. From an internal brand management perspective, although an organizational effort is important, it is how employees perceive the brand, which in turn informs their necessity and willingness to initiate the desired brand attitude and be-



havior, which is the focus of this study. Our results make an important contribution, our research extends the internal branding literature by explaining how an organization's focus on building and maintaining brand value influences their concrete communication activities to promote brand value internally.

## 2. THEORETICAL FRAMEWORK

Compared to people, brands have features that personify their personalities. In the case of luxury, the attributes of luxury brands are features that personify an expensive and prestigious brand (Rolling & Sadachar, 2018). Luxury use and purchase reveal five peculiarities in contrast with other behaviors for purchases. A luxury brand marks goods or services that customers consider to (1) be of high quality; (2) provide authentic value through desirable advantages, whether practical or emotional; (3) have a prestigious reputation on the market based on attributes such as craftsmanship, craftsmanship or quality of service; (4) be capable of commanding a premium price, and (5) be able to evoke a deep bond with the user, or resonance. Individuals can consume luxury goods prominently to signal wealth to others, who then infer rank and power (Merk & Michel, 2019). If we were to list all of the luxury brand's features, we'll achieve a fairly summing-up that might not be identical and is different for all customers. Luxury brand explained as "that there is a low ratio between brand price and performance, and they also concluded that there is a high ratio between no proof and the brand's positional and quality characteristics" (Mira, Panahandeh, & Sh'abani, 2014). A relatively recent concept is the notion of "luxury brands," as a specific form of branding and a cultural force behind fashion and a lifestyle of affluent consumption (Seo & Buchanan-Oliver, 2015). Luxury brands are not just for the affluent and the elite but they are often bought by the public, and this is because most luxury brands have developed diverse product lines to cater to different consumer segments. Therefore, luxury consumption is no longer limited to the richest and most popular in society, but also includes the masses which earn well with a higher level of consumer orientation (Shaikh, Malik, Akram, & Chakrabarti, 2017).

Brand value is the strategic outcome of a company's marketing campaigns to assess the efficacy of other organizational strategies' efficacy (Gupta, Gallear, Rudd, & Foroudi, 2020). The brand value that a company offers provides consumers with

emotional value, reasonable value to its business customers, and represents its operational efficiency as an essential element of the value that it provides to both consumers and business clients. A brandable to provide its consumers with these three different kinds of value will create demand for its goods in a competitive market (Gupta et al., 2020). The firm's brand value gains from certain brands' defensive attributes. Since high equity brands have lower price elasticity, for example, they can resist price cuts and retain sales volume even at the bottom of the business cycle (Voss & Mohan, 2016).

Internal branding describes a company's behavior to ensure analytical and emotional buying into not only the organizational culture but also the identity of the brand within the organizational culture. A brand defines the attributes, behaviors, motives, temperament, and emotions; not just for internal consumers but also for external customers who deal with the brand regularly so, therefore, represent it to the general public and consumers in particular (Sahoo & Mohanty, 2019). Successful internal branding requires workers who make deliberate choices to make the brand pledge a reality while engaging with customers (Liu et al., 2017). To see how employees reconcile their attitude and actions with the brand, insight into how employees think about the brand should be explored (Xiong et al., 2013). Internal branding techniques provide a foundation for achieving the vision of the organization, one of the challenges faced by marketing managers is to get employee buy-in. To address these difficulties, the seminal research on the actions of brand citizenship illustrates the need to improve internal brand involvement, which affects employees' expectations and behavioral intentions (Biedenbach & Manzhynski, 2016). Internal branding underlines employees' position in many contexts, the internal branding literature focuses on the management of consumer service by internalizing workers' brand values. Nonetheless, this controlled and managed approach is incongruent with the new brand management strategies that question the brand promise execution in the conventional sense, as brand equity is generated by interactions between staff and multiple stakeholders. Also, the idea of internal branding is used interchangeably with similar concepts such as employer branding, due to the different fields from which the definitions derive. (Salem & Iglesias, 2013). Despite a

growing interest in branding, internal branding is not receiving the support and exposure that external branding is doing. Although brand values communication is based on influencing the image of consumers and making commitments through external marketing campaigns, internal branding transforms the impression of consumers into practice by delivering on the brand commitments through employee touch with customers. Since the relationship between employees and consumers is the core of the service industries, the willingness of employees to deliver brand value is a key facilitator of outside brand experience (Kang, 2016).

Employee perceived brand awareness is defined as the degree to which employees believe that they are aware of what the brand represents and can fulfill the brand commitment to clients. Brand experience requires both knowing what the brand stands for and delivering on the brand's pledge (Xiong et al., 2013). Employee brand value knowledge sets the basis for employees to enforce brand performance as the organization and customers expect it to. Employees need to develop their willingness to work harder to demonstrate performance aligned to the brand. It has implications for organizational success if the brand value is applied successfully, and has the potential to increase employee career success. Employee perceived mark value is thus defined as the extent to which employees perceive the mark is important for the success of the organization. (Xiong et al., 2013).



Figure 1. Conceptual Framework

The word 'community' derives from the Latin 'communitas' or 'communis,' referring to 'things kept together.' Urban sociologists and anthropologists have long been interested in what makes a 'community,' and have usually accepted that a community is a group of three or more people who share or share stuff. Such common dimensions have traditionally included goals, behaviors, beliefs, standards, and often applied to symbols, rituals, "laws" and language. We establish a network of relationships from a customer-experiential viewpoint as brands are the focal point of communities. (Paschen, Pitt, Kietzmann, Dabirian, & Farshid, 2017). Community is a social relationship based on geography, self-sufficiency, daily life, and the flow of shared interests, values, and means. This description defines an essence of a group that can be referred to as a traditional form and a traditional community form that can refer to a tribe, family, clan, village, or religious community (Terechshenko & Radionova, 2011). Another concept of a community was presented: "A community is composed of its member individuals and their relationships. Communities prefer to be classified based on their members' commonality or affiliation, be it a community, an occupation, a recreational activity or a brand devotion (Terechshenko & Radionova, 2011). It has long been known within the theory of a sense of community that being a member of a group generates a sense of belonging. Also, the need to belong is an essential "fundamental human motivation" which provides insight into the behaviors of individuals. There are four components which represent a sense of community: membership (boundaries, emotional security, sense of belonging and personal investment), influence (members need to feel that they have some impact in the group and that the group has some impact on its members, which is important for group cohesion), sharing of values and shared emotional connections. (Wiese & Akareem, 2019). Brand communities can be diverse groups that have their own beliefs, practices, customs, and behavioral codes. Members of the brand culture tend to derive an element of personal identity from membership and engagement in those communities. The strength of customer-brand group interaction is based on different levels (Terechshenko & Radionova, 2011).

Artisan designers find new ways to leverage opportunities. This also means turning their interests and ambitions into viable enterprises. Through working in the community and participating in pro-social business practices, artisan entrepreneurs build social value too (Pret & Cogan, 2019). Due to the growth of the creative industries and increased emphasis on handmade products and services which have a cultural aspect, there has been an increasing interest in artisan entrepreneurship in the global economy. Artist entrepreneurs regard their business concepts as innovative in the marketplace, as their craft is often tied to a community's social fabric (Ratten, Costa, & Bogers, 2019). Artisans are on the frontlines, pitted against the powerful technological giant capitalist empire. Artisans deliver an exclusive market of products that are commercially desirable and ethically sound, as opposed to the exploitative manufacturing terms of multinationals (Leissle, 2017). Artisans are defined as individuals who perform certain forms of trade, for example, textiles and metalware, in which manual techniques take precedence. Many craft entrepreneurs, however, do tend to find themselves in the clothing and food sectors, as they prefer to make their items connected to their cultural heritage. Also, referred to as an artisan or craftsman, artisans are considered to possess certain technical skills derived from experience or apprenticeship that distinguishes them from other types of manual laborers (Hoyte, 2019). Artisans identified as individuals who possess special skills in the manual manufacturing of goods and are typically skilled in producing products from simple materials (Ramadani, Hisrich, Dana, Palalic, & Panthi, 2019). According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), the classification of artisanal products integrates the experiences of exporting products produced at the local level that allow to promote the identity of a destination and reflect artisanal production, defined on the market with the presence of cultural, economic and commercial characteristics of artisanal production, and the identity of a strong heritage that spans competitiveness of the entire region (Teixeira & Ferreira, 2019). It can be described based on some of the above definitions that artisanship is a special possession of artisans in manually producing products, in this study is the expertise or special skills possessed in jewelry production.

For a long time, sustainability has been concerned with the prestige or brand identity of an entity. Organizations that are perceived as more sustainable or responsible will often demand price premiums and supply chain sustainability problems are brand or credibility threats for the chain (Shelman, McLoughlin, & Pagell, 2016). From a business perspective, sustainability can be described as an organizational strategy that facilitates the minimization of the resources used and the productive use of the waste generated to minimize the negative impact of the company's actions on humanity (Gupta & Kumar, 2013). In general, sustainability policies and programs are aimed at encouraging sustainable development such that the practices "match the needs of the present without undermining future generations' ability to meet their own needs.". Developing and implementing sustainability policies involves consideration of social, environmental, and economic factors which are referred to as the triple bottom line in seminal works on sustainability (Biedenbach & Manzhynski, 2016). Sustainability is an ongoing mega-trend, and society needs corporations to become responsible corporate citizens. Customers today are better educated, more difficult to please, and less likely to be loyal to a manufacturer. Also, today's consumers understand the obligations businesses have towards the well-being of the community in which they work (Fallström, Hermans, & Lindholm, 2018). Brand partnerships support sustainability by engaging in the brand's green initiatives. It has a positive effect on their actions when a green program is conveyed to consumers as brand contact (Gupta & Kumar, 2013).

### 3. RESEARCH METHOD

The problem to be investigated by researchers is a strategic problem. Therefore, researchers choose to use qualitative research methods to determine how to search, process and analyze data from research results. This research is a descriptive study with a qualitative approach. The results of this study only illustrate or build in-depth interviews with research subjects so they can provide a clear picture of the risks of world leadership in luxury jewelry retail.

The location taken in this study was deter-



mined intentionally, conducted at the John Hardy Ubud Workshop and Showroom, Jl. Raya Mambal, Br. Baturning No. 1, Mambal, Abiansema, Mambal, Abiansema, Badung Regency, Bali 80352.

In this study, researchers chose the type of qualitative research in which research is carried out on objects that are developed as they are, cannot be manipulated by researchers and this study does not affect the change in data. In this study using data collection techniques conducted by researchers is through three methods. First, observation aims to observe the subject and object of research, so researchers can understand the actual conditions. Observations are non-participatory, ie the researcher is outside the observed system. Second, interview defines by Sugiyono (2016) as a meeting of two or more people to exchange information and ideas through questions and answers, so that meaning can be constructed on a topic. With interviews, the researcher will find out more in-depth about the informants in interpreting the situations and phenomena that occur, where this can not be found through observation. In conducting interviews, researchers prepare research instruments in the form of written questions to be asked and record what is raised by the informant. Therefore the types of interviews used by researchers belong to the types of structured interviews. And the last using documentation which is a record of events that have already passed. Documents can take the form of writings, drawings, or one's monumental works. Research results from observations or interviews will be more credible if supported by more valid data.

The research subject or someone who provides information related to the research title is John Hardy Ubud Workshop and Showroom, which is someone who provides information is also called an informant. John Hardy has four boutiques and cooperates with wholesales and consignments. The informant in this study emphasized that the Sales Department in Indonesia from John Hardy directly affected the retail jewelry which included the following criteria:

1. Kapal Bambu Boutique with the target interview is Boutique Manager, Supervisor, Visual Merchandiser, and Staff.
2. Mulia Boutique with the target interview is

Boutique Manager, Supervisor, Mandarin Speaker, and Staff.

3. Ayana Boutique with the target interview is Boutique Manager, Supervisor, Mandarin Speaker, and Staff.

4. Seminyak Boutique with the target interview is Boutique Manager, Assistant Manager, Visual Merchandiser, Mandarin Speaker, and Staff.

#### **4. DATA ANALYSIS AND DISCUSSION**

##### **JOB DESCRIPTION BASE ON ORGANIZATION STRUCTURES**

Boutique Manager is responsible for the overall management of the boutique - retail sales and operation; and also responsible for achieving sales objectives, store profitability goals, achieving and maintaining high operational and merchandising standards, building highly motivated teams and developing associates to enable them to progress in their careers with John Hardy.

Sales Associate is responsible for managing activities intended to achieve individual sales objectives and store sales and operational objective, such as promoting product attributes to the customer at the highest company standard, developing and enhancing personal skills to increase sales results, and participating in the promotion of a positive work/store environment.

Sales Associate will be located in our Boutique in Bali (Nusa Dua, Jimbaran, Mambal, Seminyak) rotating job location will be applied to support one and another store needs also to encourage more sales achievement.

Based on research finding, the data and information need to decipher by the researcher based on the problem was:

##### **Brand Value as Community**

As a company, John Hardy was originally founded on an authentic collective with the local artisans, and, in turn, is deeply rooted in respect for partnership and community. Community is where all employees' hearts began. As we know that John



Hardy was felt in love with Bali's local community and this inspired him to make John Hardy Jewelry, the company want to save this tradition as their part.

As one of the jewelry companies in Bali, John Hardy has 750 employees who form a fairly large community. Whereas we know especially in Bali, a community is very important especially in carrying out a tradition. Therefore inspired by the tradition in Bali, our company is very caring for the community.

Work with the surrounding community which is a classic gene from John Hardy to be able to work in harmony. John Hardy was built through communities in Bali. As per the founder, the jewelry was made by local craftsmen who continue to the present day. This becomes an authentic collaboration.

John Hardy is dedicated to the sharing of daily gatherings and organic meals at the Ubud workshop and showroom. This company was founded with togetherness, and to maintain this community, they have a tradition of shared dining provided by the company.

It is also about the togetherness between employees, with a long table lunch program that they have, which enhances the bond between employees and guests. They can see a "Long Table Lunch" when the guests visit their workshop. They have lunch tables together for the employees, management, and even guests at every 1 pm. The company also prepares meals for the employees and staff for about 750 people. Usually, local communities can talk about anything while having lunch together. You can share ideas or talk about social issues there. John Hardy does not only move in business but also has an impact on the local environment with the lunch table program for the employees and the guests that came to visit our workshop. This tradition the founder believes that they have a community we can bring new ideas.

Besides that tradition, John Hardy has another program, especially for the community. This company is called the "Jobs for Life Program" which is a program for the continued support of vocational training and advocacy for Balinese orphans. This program is like an apprenticeship program that

offers vocational training and skills then prepares them for a place in the workshop upon completion. A program to train and guide the next generation of the community itself so they can have the expertise to develop. John Hardy as a founder is very concerned about work, the environment, and also invites disadvantaged children to collaborative orphanages, and provides special training for those children who are in high school age or older, and if anyone is interested, and they have good results in training. They give opportunities for teenagers that can't go to college by training them a skill that can use for the future, and also provide them pocket money. They can choose to join work with use or not in the future as well. Not only that they also make an opportunity for people around to work with them, they have a "job for life" program that makes John Hardy involved with the surrounding people Jobs for life which is a program to hone the skills of local children through direct training by experts.

By the use of the bamboo plan program, they also build communities to love their environment to give a better future for kids.

### **Brand Value as Artisanship**

Continuing the legacy, John Hardy employs local artisans and supports the community. The company was founded on the initiative of the founder who collaborated with a group of traditional jewelry artisans in Ubud, Bali.

John Hardy always uses local artists in making jewelry and also strengthen their togetherness in their daily work. Artisanship is for the company's future always engages local artisans and always uses traditional craftsmanship in our jewelry making. And John Hardy still maintains the engineering, tools, and design concepts until now since the company was founded.

To get a handiwork that has good and quality results, it is necessary to have hands that have reliable expertise in their work. Because the design is more detailed and all about legacy. Working a jewelry art that transfers energy to the user through jewelry and John Hardy still uses traditional techniques, in the process of making jewelry, so that later it can be passed on to the next generation, in

addition to that the company also continues to develop new techniques.

The technique used by John Hardy is passed on from generation to generation, although many innovations have been made to keep pace with the times. Skills that are owned by their artists because their products are hand made so the touch of the artists is very important. John Hardy uses traditional techniques that have been descended to honor the Bali culture. Handicrafts (traditional Balinese techniques) used in making John Hardy jewelry come from the artists

John Hardy's jewelry was made by Artisan Bali which was later developed by John Hardy's. John Hardy passed down the generation of the artisan's families, design, technique, and material. They combine and developed with modern techniques then preserve the ancient technique. John Hardy appreciates the artists that work there, and there are different generations of artists

They are paying attention to underprivileged children, pays attention to his artists so that John Hardy has 3 generations working from grandparents, fathers, children, to grandchildren working in this company so that the techniques of making jewelry used in the company this can be passed down for generations. They want to maintain and pass down local engineering expertise to the next generations so that it is not forgotten.

On artisanship, we can see that John Hardy appreciates the staff so the staff is happy and they want to work here longer. And also the designs that we released also support Indonesian traditional ethnic design.

#### **Brand Value as Sustainability**

John Hardy, an avid environmentalist, was an advocate for the use of natural materials and sustainable practices from the beginning. Today, they continue to preserve the land that nourishes us. From the start of the brand's creation until the present, they are committed to preserving the environment,

When viewed in terms of sustainability, John Hardy is committed to using 100% reclaimed metals in their jewelry. They strive to remain an eco-

friendly company, where the material (gold and silver) that used is reclaimed and recycling material. Similarly, the buildings that stand on their compound are low impact material. Environmentally friendly materials are not just production but take care of the environment too.

John Hardy's establishment is based on protecting the environment. Therefore the jewelry used is from the reclaim and buildings that are used environmentally friendly materials that are recycled and do not damage nature because it does not buy from the mine.

They operate in harmony with their surroundings and community. The John Hardy's Ubud Workshop and Showroom are built from low-impact materials and set among 400 acres that include rice paddies and farms. The property can be returned to rice fields within three months.

Another thing is, the "Wear Bamboo Plant Bamboo" program, which is a bamboo tree planting program developed since 2006, which is replanting of bamboo wear so we care about the environment. So, customers will find engrave at the back grill that notes how many bamboos that they will contribute by purchasing the item. Why bamboo? because bamboo has so many benefits for life Absorb CO2, protects the land from erosion, and also all the bamboo parts can be useful so no waste. Every purchase of a bamboo-themed product will participate in the program which coincides in Nusa Penida, Bali. Within this program too, it also helps the local economy by employing the necessary labor services. Wear Bamboo, Plant Bamboo: Environmental renewal program ensures they plant seeds through every purchase from the Bamboo collection. As a large company, they have run a continuous system. To maintain balance with nature, their company supports the go green movement.

It's clear from the sustainability side, from the low impact building materials that they use, and also it is clear that they are here to conserve nature and surroundings. And also saving of materials, for example, now they are using recycled papers. In Bali, mostly Balinese using bamboo for daily uses. So, in the end, the benefits will come back to the community again.

## 5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the research problem, a company's brand value needs to be maintained well. As owned by John Hardy has involved improving the performance of employees especially the Sales department. Respect each other and be able to maintain good relations with colleagues and be able to explain to our guests about the company's brand value

In community, John Hardy has some locals that work here, so they embrace everyone and there's no social gap between workers. For artisanship, the designs are implemented and also giving knowledge to the workers so that they can love what they have now and understand what they do, and make sure all our information can be delivered to the customer.

Most of them understood because they have special training also for them to know the brand value of the company. As sales of John Hardy, they're required to understand the brand value. John Hardy even has our trainer who checks every period if they still understand the value of the company. So that they can give the right information to the customer.

From the brand value, John Hardy employees directly contribute this knowledge to each customer and also invite each customer to participate in protecting and respecting Balinese culture and the environment. Also, employees make the team a second community besides personal life. That way, they every day learn to know the character of each customer and learn to establish good relationships for the sake of achieving good cooperation as well. Employees do not always sit together directly in the 'Long Table Lunch' to open a conversation about social or other issues, but with this, they can share to talk about many things when working together.

John Hardy is dedicated to creating artisan handcrafted jewelry. Each of John Hardy's distinctive collections conveys evocative symbolism and honors the transmission of creative energy from the artist to the wearer, and also John Hardy has a company slogan that is greener every day to summarize and describe its efforts to be a "green" com-

pany.

Community, artisanship, and sustainability which is pretty much linked to the brand and it can see it's linked together and implemented. John Hardy is required to know how to deliver the information correctly to the customer, and also, we mentioned the history of the company, the value, and also the DNA of the company. That's why they as sales can convince the customer that our company is trusted and they're convinced to buy our products here at John Hardy.

Due to the limited time available to carry out this study, the relatively frequent rotation patterns in the study site and scope of the study was only conducted at John Hardy Indonesia without including every boutique worldwide. The researcher can't examine everything at the same time, therefore, the next researcher is expected to examine more depth about which is judged from the employee side as a whole compared to the perception of John Hardy's customers themselves.

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PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12