

Employee Perception of Brand Value in the Jewelry Industry

Selvy Priskila^{1*}, Gede Sri Darma²

¹ PT. Jewelry Design Service, Badung, Bali, Indonesia

² Undiknas Graduate School, Denpasar, Bali, Indonesia

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ABSTRACT

This study aims to discuss the brand value proposed by John Hardy and, as jewelry retail, it can be seen from each of these brand values. This study uses a qualitative method with the interview technique or open questionnaire for gaining all employees in the sales department of John Hardy, Indonesia. The data were collected and analyzed by first reducing and presenting the data and finally concluding. Triangulation was also done to get the trustworthiness (data validity) so that it is expected to provide valid data for research. It shows that community, artisanship, and sustainability are much linked to the brand, and it is also tied together as well as being implemented. For that reason, John Hardy is required to know how to deliver the information correctly to the customer, mention the company's history, the value, and DNA (deoxyribonucleic acid) as the individual blueprint of every living thing, which makes it unique in the company.

ABSTRAK

Penelitian ini bertujuan untuk membahas brand value yang dikemukakan oleh John Hardy dan sebagai retail perhiasan dapat dilihat dari masing-masing brand value tersebut. Penelitian ini menggunakan metode kualitatif dengan teknik wawancara atau angket terbuka untuk mengetahui seluruh karyawan bagian penjualan John Hardy, Indonesia. Pengumpulan dan analisis data dilakukan dengan cara mereduksi dan menyajikan data terlebih dahulu, kemudian menarik kesimpulan. Triangulasi juga dilakukan untuk mendapatkan kepercayaan (validitas data) sehingga diharapkan dapat memberikan data yang valid untuk penelitian. Ini menunjukkan bahwa komunitas, pengrajin, dan keberlanjutan sangat terkait dengan merek, dan itu juga terikat bersama serta diterapkan. Oleh karena itu, John Hardy dituntut untuk mengetahui cara menyampaikan informasi yang benar kepada pelanggan, menyebutkan sejarah perusahaan, nilai, dan juga DNA (asam deoksiribonukleat) sebagai cetak biru individu setiap makhluk hidup yang menjadikannya unik di perusahaan.

1. INTRODUCTION

The age of technology offers both a new business opportunity and a challenge for businesses around the world. For example, there is no shortage of goods with a growing abundance of products and rivals, but there is also a customer shortage. In this condition, the customers are the kings, with much knowledge and course options. Besides that, the information combined with technology has proliferated, making the market competition more dynamic and complicated. In this situation, customers face a range of options for a commodity, with almost the same prices and quality. In the

generic market, one differentiator between one entity 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 its assets for its survival. One investment 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 a reputation nor trademark. A brand is closer to the marketing strategies, while the trademark is more closely related to the legal aspect itself. A brand is a complex intangible object whose

* Corresponding author, email address: selvypriskila@gmail.com

character is a property that arises from a combination of attributes (Kapfefer, 2017). The brand is a symbol of a featured product or company intended to make it easier for consumers to recognize and remember a product or company (Tjokroaminoto & Kunto, 2014). Moreover, a brand defined as the name, term, mark, design, or combination of those which identifies the producer or seller of the product or service and positive consumer awareness of the brand and the positive results of the use of the brand expressing brand equity (Bank et al., 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 and competitive advantages for organizations (Xiong et al., 2013). Thus, a brand is a complex intangible object, a symbol of a product that can be the identity of the product and service, for making the customers have a positive image, creating the brand equity.

Luxury products are becoming more and more dynamic and profitable. To increase customer demand reactions, luxury brands need to gain in-depth insight into consumers' minds, and food or beverage labels may seek to boost their sales. Luxury brands are also required 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, are straightforward to see and, therefore, can increase a person's social status. Luxury goods describe prestige carrying clothing, bags, shoes, accessories, watches, and jewelry to the owner.

John Hardy was founded in Bali in 1975 and is committed to creating the ultimate beauty through handmade jewelry. Their master craftsmen honor original crafts through the perfection of modern design, creating timeless pieces, one of a kind pieces that are brilliantly alive. As a visionary artist, John Hardy visited Bali in the 1970s and was immortalized by the sublime beauty of the island. He founded an authentic jewelry collective with local artisans, and until now, John Hardy continues to operate in the essential values of community, craftsmanship, and sustainability. Each of John Hardy's signature collections conveys evocative symbolism and respects the artist's transmission of creative energy to the wearer. When customers wear a piece of John Hardy jewelry, they will become part of this legacy. Every piece of John Hardy jewelry tells a story inside and out starting with the

designers and artisans. A unique design sensibility flows directly from the natural curves of nature and the forms of flora and fauna. It takes between three and ten months to complete a piece, as everything has been done by hand, by people and never machines. The craftsmen's skills have passed down from generation to generation; they are passionate about their work, their environment, history, traditions, and culture.

John Hardy has three essential brand values. Besides that, John Hardy has an authentic history of making it a force for positive change. It is not just our jewelry that embodies our most significant human attributes we carry that passion in our everyday work. Today, that commitment is expressing through three essential values. When customers own a John Hardy piece, they will become a part of this globally-minded legacy.

This study is expected to contribute to providing a different perspective towards a brand value assessment. During this time, the brand value is recognized from a consumer perspective. It is essential to look at the brand value from the perspective of the employee. According to Erkmén (2018a), providing brand value knowledge enables employees to have clarity about brand expectations. Furthermore, if employees value the information disseminated regarding the brand's value, they will develop a sense of brand attachment. As discussed later, this article will present an analysis of brand value seen from an employee perspective.

The employees' brand awareness evaluation emphasizes the importance of creating insight regarding the employees' perceptions of their role in the success of the brand and 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 their capacity or knowledge. It is particularly concerned with delivering the brand promise. Also, organizations vary in brand values, size, and branding practices. Nonetheless, the employees' comprehension of the brand and its role in the brand promise is also required for all successful service experience. It is necessary to respect employee perceptions of brand influence. In their attitude toward the brand and subsequent behavior, there is little consideration to understand the employees' capabilities, both from an attitude and expertise perspective, about delivering brand promotions. It is considered being significant, as the exhibition of pro-brand attitudes and behavior is considering 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 promise, it is essential to see the employees' awareness of the brand and what it means to them. It is, therefore, assumed that exploring this 'missing link' can be useful information for developing the internal brand management literature as well as offering in-sight guidance about evaluating the degree to which employees can become successful brand ambassadors (Xiong et al., 2013).

Standardization of services is difficult to achieve because service delivery depends on employee efficiency, which means that consistent delivery of functional and emotional values depends on the interaction between employees and customers. From this viewpoint, service branding needs a different approach from the branding of physical products. Since service organizations rely heavily on workers to deliver on brand commitments, there is growing concern about controlling their brand-related attitudes and behaviors. As a result, internal branding, which is about aligning employee behavior with the promise of a brand, has been introduced in the branding literature.

The main goal of internal branding is to ensure the emotional and intellectual support of employees. It provides all internal branding strategies to build positive brand awareness for employees (Erkmen, 2018b). Strong brands help reduce the risks customers feel and increase their confidence in the procurement of intangible services that are difficult to determine in advance. Besides, all organization employees will theoretically assist and influence their company's brand-building activities, whether as internal service providers for subordinates or company representatives to associate customers, families, and prospective customers (Löhdorf & Diamantopoulos, 2014).

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 organization's brand value. Internal branding refers to brand-building activities to promote a brand within an organization to inspire workers to make the brand pledge a reality (Liu et al., 2017). Internal branding includes employees turning the brand promise into practice, which helps shape customers' expectations about the brand of the organization (Liu et al., 2017).

John Hardy applies three brand values: community, artisanship, and sustainability. These

three brand values are requested. This is done by analyzing the data collected from John Hardy's Sales Department employees in Indonesia. This study explores the employee's perceptions about community, artisanship, and sustainability, delivering brand values to them. From an internal brand management perspective, although an organizational effort is essential, it is related to how employees perceive the brand, which in turn, inform their necessity and willingness to initiate the desired brand attitude and behavior, and this is the focus of this study. It is expected that this study also essentially contributes to extending the internal branding literature by explaining how an organization's focus on building and maintaining brand value influences its concrete communication activities to promote brand value internally.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Luxury Brand

Compared to the people, brands have features that personalize their personalities. In terms of luxury, luxury brands' attributes are features that display an expensive and prestigious brand (Rolling & Sadachar, 2018). Using and purchasing a luxury product reveals five peculiarities different from other behaviors for purchases. Luxury brands mark goods or services that customers consider to (1) be of high quality; (2) provide exact 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) able to order 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). When listing all of the luxury brands' features, individuals can achieve a fairly summing-up that might not be identical and different for all customers. A luxury brand is described as such "that there is a low ratio between brand price and performance, and they also concluded that there is a high ratio between no evidence and the brand's positional and quality characteristics" (Mira et al., 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 & Buhanan-Oliver, 2015). Luxury brands are not just for the rich and the elite, but also for the public who buy. It is because most luxury brands having developed diverse product lines to cater to different

consumer segments. Therefore, luxury consumption is no longer limited to the wealthiest and most popular in society but also includes the masses who earn well with a higher level of consumer orientation (Shaikh et al., 2017).

Brand Value

Brand value is the strategic outcome of a company's marketing campaigns to assess other organizational strategies' effectiveness (Gupta et al., 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 gives to both consumers and business clients. A brandable to provide its consumers with these three different kinds of cost 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, they can resist price cuts and retain sales volume even at the bottom of the business cycle (Voss & Mohan, 2016).

Internal Branding

Internal branding describes a company's behavior to ensure analytical and emotional buying into the organizational culture and the identity of the brand within the corporate culture. A brand defines the attributes, behaviors, motives, temperament, and emotions, not only for internal consumers but also for external customers who regularly deal with the brand. Therefore, it represents it to the general public and consumers in particular (Sahoo & Mohanty, 2019).

Internal branding requires a variety of organizational functions to manage activities relevant to the brand. However, for all the various parts, touch is the main point. The aim is to convey a cohesive brand identity directed towards employees. Consequently, the company would also provide its workers with positive brand value (Erkmen, 2018a).

Successful internal branding requires workers who make deliberate choices to make the brand promises come true when engaging with customers (Liu et al., 2017). Seeing how employees reconcile their attitude and actions with the brand, insight into how employees think about the brand should exploring (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 the employees' position in many contexts. The interior branding literature focuses on the management of consumer service by internalizing workers' brand values.

Nonetheless, this controlled and managed approach is not in line with the new brand management strategies that question the brand promise execution in the conventional sense, as interactions between staff and multiple stakeholders generate brand equity. Internal branding is also used interchangeably with similar concepts, such as employer branding, because of the various areas from which the definition originated (Salem & Iglesias, 2016). Despite the growing interest in branding, internal branding does not receive external branding support and exposure. Although brand values communication based on influencing consumers' image 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, employees' willingness to deliver brand value is a crucial facilitator of outside brand experience (Kang, 2016).

Employee Based Brand

Building brand equity depends on the dissemination of knowledge. One of the key points to the success of service branding is to ensure that customer communication staff can deliver the brand promise as they anticipated (Erkmen, 2018b). The employees perceived brand awareness as the extent to which they believe that they are aware of what the brand represents and fulfill the brand's commitment to clients. Brand experience requires knowing what a brand means and fulfilling its promises (Xiong et al., 2013). Employee brand value knowledge sets the basis for employees to enforce brand performance as the organization and customers expect it. Employees need to develop their willingness to work harder to demonstrate understanding aligned with the brand. It has implications for organizational success if the brand value is applied successfully and can increase employee career success. The employee-perceived mark value is defined as how employees perceive the mark as an essential aspect for the organization's

success (Xiong et al., 2013).



Figure 1. Conceptual Framework

Community

The word *community* is derived from the Latin 'communitas' or 'communist,' referring to 'things kept together.' Urban sociologists and anthropologists have long been interested in what makes a 'community.' They have usually accepted that a community is a group of three or more people who share or share stuff. Such standard 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 et al., 2017). Community is a social relationship based on geography, self-sufficiency, daily life, and a stream of shared interests, values, and means. This description defines a group's essence as a traditional form and a standard community form that can refer to a tribe, family, clan, village, or religious community (Terechshenko & Radionova, 2011). Another community concept is present: "A community is composed of individuals member and their relationships.

People prefer to be classified based on their members' similarities or affiliations, be it a community, an occupation, recreational activities, or a brand devotion (Terechshenko & Radionova, 2011). Within the theory, it has been noted that a sense of community that being a member of a group produces a sense of possession. Also, the need to belong is an essential "fundamental human motivation" that provides insight into individual behavior. 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 effect on its members, which is essential for group cohesion), sharing of values and shared emotional connections (Wiese & Akareem, 2019). Brand communities can be diverse groups with their own beliefs, practices, customs, and behavioral conduct. Members of the brand culture tend to acquire personal identity elements from membership and involvement in those communities. The power of customer-brand group interaction is base on different levels (Terechshenko & Radionova, 2011).

Artisanship

Artisan designers find new ways to leverage opportunities. It also means turning their interests and ambitions into viable enterprises. By working in the community and participating in pro-social business practices, artisan entrepreneurs build social value (Pret & Cogan, 2019). Due to the growth of the creative industry and in-cresed emphasis on handmade products and services with cultural aspects, there has been an increasing interest in artisan entrepreneurship in the global economy. Artist entrepreneurs regard their business concepts as innovative in the market, as their craft is often associated with a community's social fabric (Ratten et al., 2019).

Artisans are on the frontlines, pitted against the powerful tech giant capitalist empire. Artisans provide an entire market of desire commercially and ethically sound, as opposed to the exploitative multinational manufacturing terms (Leissle, 2017). Artisans have 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 considering to possess specific technical skills derived from experience or apprenticeship that distinguishes them from other types of manual laborers (Hoyte, 2019). Artisans are identifying as individuals who have exceptional skills in the manual manufacturing of goods and are typically skilled in producing products from simple materials (Ramadani et al., 2019). According to the United Nations Educational Scientific and Cultural Organization (UNESCO), artisan products are classified. Integrates the experiences 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 illustrated, based on some of the above definitions, that the craftsman belongs to the unique craftsmen in producing products manually. In this research, there are particular skills or skills possessed in the production of jewelry.

Sustainability

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 et al., 2016). From a business perspective, sustainability describes 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 its actions on humanity (Gupta & Kumar, 2013). In general, sustainability policies and programs aimed at encouraging sustainable development such that the practices "according to the needs of the present without destroying the future generations' ability to meet their own needs."

Developing and implementing sustainability policies involves considering 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 challenging to please, and less likely to be loyal to a manufacturer. Also, today's consumers understand the obligations businesses have towards the community's well-being in which they work (Fallström et al., 2018). Brand partnerships support sustainability by engaging in the brand's green initiatives. It positively affects their actions when a green program is conveying to consumers as brand contact (Gupta & Kumar, 2013).

3. RESEARCH METHOD

Research design

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.

Research setting

The research was conducted in John Hardy, Indonesia. It has four boutiques, namely, John Hardy Ubud Work Shop and Showroom in Mambal. John Hardy Boutique at Ayana, John Hardy Boutique in Mulia, and John Hardy Boutique Seminyak and Gallery.

Data collection technique

In this study, researchers chose qualitative research in which researchers cannot manipulate research carrying on objects that are developing as they are. The data is collected using three methods, namely observation, interview, and documentation.

Observation aims to observe the subject and object of research so that researchers can understand the actual conditions. Statements are non-participatory, i.e., the researcher is outside the observed system. The interview is used to find out more 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. As 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.

Subjects, sources, and types of data

The research subject or someone who provides information about the research title is John Hardy Ubud Workshop and Showroom, which provides information and 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, including a) Kapal Bambu Boutique, with the target interview, is Boutique Manager, Supervisor, Visual Merchandiser, and Staff, b) Mulia Boutique, with the target interview, is Boutique Manager, Supervisor, Mandarin Speaker, and Staff, c) Ayana Boutique, with the target interview, is Boutique Manager, Supervisor, Mandarin Speaker,

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

John Hardy Boutique Manager is responsible for overall boutique management. Retail sales and operation; and responsible for sales goals, store profitability goals, achieve and maintain high operating and merchandising standards, build high motivation teams, and develop associates to progress in their careers with John Hardy.

Sales Associate responsible for managing activities intended to achieve individual sales objectives and store sales and operational objectives. This includes promoting product attributes to the customer at the highest company standard. They are developing and enhancing personal skills to increase sales results and participate in promoting a positive work/store environment. Furthermore, sales associates will work in Bali's Boutique (Nusa Dua, Jimbaran, Mambal, Seminyak), rotating job locations to support another store needs more sales achievement.

Arikunto (2006) states that the source of data is the subject of where the data can be received. To facilitate researchers in identifying data sources, researchers have used the 3P formula, namely a) a person is a place where researchers ask about the variables studied, b) paper is where researchers read and learn everything related to research, such as archives, numbers, pictures, documents, symbols, and c) place, the place where the activities are associated with research.

According to Moleong (2007), the primary data sources in qualitative research are words and actions obtained from informants through interviews; the rest is additional data such as documents and others. Informants are the people who are involved in or experience the process of implementing and formulating programs in research locations.

The data are from two sources, namely primary data and secondary data. Primary data is data obtained directly from the field, either through observation or through interviews with informants. Direct talks do the primary data collection method with leaders who oversee each of the brand values owned by John Hardy. Secondary data is a form of documents or literature from the internet, newspapers, or journals. Secondary data is taken from the data set that has been recorded or reported.

Data analysis technique

The data were analyzed qualitatively after the completion of data collection within a certain period. At the time of the interview, the researchers had

analyzed the answers from the informants. If the answers interviewed after being studied are not satisfactory, the researchers continue the question again, to a certain extent, so that the data is not saturated.

This study uses two types of methods; the first is the source of data from the places, events, and documents and reports that contain notes relating to the data needed. Second, the data collection method comes from interviews and document observations.

Researchers need research instruments at the time of data collection, while the tools used by researchers are a) interview the guidelines in the form of questions to get answers that are consistent with the research objectives, b) the participation of researchers in research that is the researcher himself is directly involved with the informant, and c) notebooks and stationery.

In collecting data, researchers use the three stages. First, researchers explain the purpose and objectives. The informant asks the willingness of the informant to be a participant in this study. Second, retrieval of in-depth data interviews with informants in the form of open-ended questions focuses on the talks delivered in the main problems that make in the interview guide. Thirds, qualitative observations include researchers' experience while working as employees in the company and record every process and factors that influence the informant's report.

Activities in analyzing qualitative data include data reduction, data display, and concluding. Data reduction is the process of selection, separation, attention to simplification, abstracting, and transformation of rough data from written records in the field. Reports or data obtained in the regions will outline in the form of a complete and detailed description. The data obtained from the site will be quite a lot, so it needs to be recorded carefully and in detail. Reducing data means summarizing, choosing the main points, focusing on the essential things, and looking for themes and patterns. Thus, the reduced data will provide a clear picture and make it easier for researchers to carry out further data collection. Data received from the research location outline in a detailed and detailed report. The field report reduced, summarized, selected main points, focused on essential matters, and then sought themes or patterns.

The data display is carried out to make it easier for researchers to see the overall picture or certain parts of the study. Display data finish by describing the result of the interview. Outlined in the form of narrative text and supported by documents. Such as

photos and similar drawings to hold conclusions. In conclusion, throughout the data collection process, it concludes is to carry out continuous verification throughout the research process. Researchers are trying to analyze and look for patterns, themes, the relationship of equations, things that often arise, hypotheses, Etc. As tentative conclusions—in this study, concluding by taking the essence of a series of research results based on observation and interviews.

Technical examination of the validity of data

Data analysis in qualitative research carries when the data collection occurs after the completion of data collection within a certain period. The level of confidence in the correctness of an assessment will be determined by the standard using there. According to Moleong (2007), several criteria are used to check the validity of data, including credibility, transferability, dependability, and conformability.

The application of credibility replaces the concepts of internal and non-qualitative validity. The degree of trust function, namely, First, the discovery achieved; Second, it shows the degree of trust in the findings by proving by the researcher to the reality being examine. Several inspection techniques, namely review the criteria for the degree of confidence, include triangulation and reference sufficiency. Triangulation attempts to check the data's truth and compare it with data obtained from other sources, at various phases of field research, at different times, and with different methods. The triangulation was done using three kinds of inspection techniques that utilize the use of data sources, procedures, and theories. Based on the triangulation results, it will arrive at one possibility, namely whether the data obtained turns out to be consistent, inconsistent, or the opposite. Furthermore, it reveals a good picture of the symptoms studied. Reference sufficiency involves collecting various materials, records, or records that can be used as references and benchmarks to test when analyzing and interpreting data.

Dependability is a substitute for reliability in non-qualitative research. In qualitative research, the dependency test was carry by examining the entire research process. Researchers do not carry out the research process in the field but can provide data. Researchers like this need to be tested for dependability. If the research process is not carried out, but the data are there, the research cannot rely on them. To determine whether the results of this research are true or false, researchers always discuss

with the supervisor gradually about the data obtained in the field, starting from the research process to the level of truth of the data obtained.

In this study, the researchers conducted distraction by searching for and collecting empirical event data in the same context regarding understanding sales department employees at John Hardy. When carrying out the diversion, the researchers always discuss the results in the field with the supervisor team regarding the data obtained in the area, starting from the research process to the accuracy of the data obtained.

To ensure certainty that this research is objective, the researcher, in this case, conducts a careful examination together with the prominent leader of the sales department or what is called the Director of Sales John Hardy Indonesia.

4. DATA ANALYSIS AND DISCUSSION

Data analysis

Qualitative research was done through intense personal interviews with secondary sources and data. This interview conducts to find out how much knowledge and experience of employees in the sales department were to understand the brand value of John Hardy clearly. To become the company's leaders' preference for the internal strength of branding, which in turn will affect the reason buyers buy expensive jewelry from John Hardy.

Questions were posed to respondents that are directly related to the customer. The response analyzes as a conclusion for each item compared with existing data such as previous research results, interviews, and existing company documentation. The first part of the data analysis is to find the demographics of each respondent. The second part is an interview connected with research objectives. Seven statements asked about the brand value owned by John Hardy as a luxury jewelry company that affects how respondents serve these customers to be able to explain the history of John Hardy fully. In the end, customers will be interested in deciding to buy jewelry from John Hardy.

Brand Value as Community

As a company, John Hardy stands at an authentic collective with local artisans. Moreover, in turn, deeply rooted in respect for partnerships and communities. Community is where the hearts of all employees begin. As it has been known, John Hardy has fallen in love with the local Balinese community, and this prompted him to make John Hardy Jewelry, a company that wants to keep this tradition as their part.

As one of Bali's jewelry companies, John Hardy has 750 employees who form a relatively large community. However, as it is known, especially in Bali, an organization is significant, especially in carrying out a tradition. Therefore, as being inspired by Bali's practice, the company is very caring for the community.

Working with the surrounding community, a classic gene from John Hardy can be in harmony. John Hardy builds through communities in Bali. As per the founder, the jewelry was made by local craftsmen who continue to the present day. It becomes an authentic collaboration.

John Hardy dedicate 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. There are lunch tables together for the employees, management, and even guests 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. Employees, management, and the guest can share ideas or talk about social issues there. John Hardy not only moves in business but also impacts the local environment with the lunch table program for the employees and the guests who came to visit our workshop. In 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," 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 plan to train, guide the next generation of the community itself. So they can have the expertise to develop. As the founder, John Hardy is very concerned about work, the environment and invites disadvantaged children. To collaborative orphanages and provides outstanding training for those in high school age or older, And if anyone is interested, they have good results in practice. They give teenagers opportunities that cannot go to

college by training them a skill that they can use for the future and provide them pocket money. They can choose to join work with use or not in the future as well. Not only that, but 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 local children's skills through direct training by experts.

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

Brand Value as Artisanship

To continue the legacy, John Hardy employs local artisans and supports the community. The company found 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. John Hardy still maintains the engineering, tools, and design concepts until now since the company finds.

It is necessary to have reliable expertise to get a handiwork with good quality because the design is detailed and tells all about legacy. Working a jewelry art that transfers energy to the user through jewelry and John Hardy still uses traditional techniques in 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 passed on from generation to generation, although many innovations have been made to keep pace with the times. Skills that owned by their artists because their products are hand made. So the touch of the artists is essential. John Hardy uses traditional techniques that have been descendants to honor the Bali culture. Handicrafts (traditional Balinese methods) 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 created with modern techniques, then preserve the ancient practice. John Hardy appreciates the artists that work there, and there are different generations of artists.

They paid attention to underprivileged

children, pays attention to his artists. So that John Hardy has three generations working from grandparents, fathers, children, to grandchildren working in this company so that the techniques of making jewelry used in the company can be passed down for generations. They want to maintain and pass down local engineering expertise to future generations so that everyone will remember them.

We can see that John Hardy appreciates the staff on artisanship, so the team is happy, and they want to work here longer. Moreover, the designs that we released also support the Indonesian traditional ethnic system.

Brand Value as Sustainability

John Hardy, an avid environmentalist, was an advocate for 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 maintaining 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) uses reclaiming 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 company establishment is based on protecting the environment. Therefore the jewelry used is from the reclaim and buildings that used environmentally friendly materials 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 return to rice fields within three months.

Another thing is the "Wear Bamboo Plant Bamboo" program, a bamboo tree planting program developed in 2006, which replaces bamboo wear, so we care about the environment. Customers will find an engraving at the back grill that notes how many bamboos 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 with 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 is clear from the sustainability side, from the low impact building materials they use, and it is also clear that they are here to conserve nature and surroundings. Moreover, saving 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 the community, John Hardy has some locals that work here, so they embrace everyone, and there is no social gap between workers. For artisanship, the designs are implemented and giving know-ledge to the workers to love what they have now and understand what they do and make sure all our information can deliver to the customer.

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

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

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

Community, artisanship, and sustainability are linked to the brand, and it can see it has been tied together and implemented. John Hardy is required to know how to deliver the in-formation correctly to the customer. Also, we mentioned the company's history, the value, and even the DNA of the company. That is why they as sales can convince the customer that our company is trusted and convinced to buy our products here at John Hardy.

This research's theoretical implication is to see that John Hardy's brand value, namely community, craftsmen, and sustainability, is quite a lot related to the brand and can see that it is connected. John Hardy needs to knowledge to inform his customers properly. John Hardy also mentioned the history, values, and even the DNA of the company. That is why they, as salespeople, can convince customers that our company is trusted, and they are sure to buy luxury jewelry at John Hardy. It strengthens the theory that the need for a company's internal branding will have a strong influence on these customers, especially in a market that is quite different from usual.

The practical implication of this research is to provide input to company leaders to explain the importance of building internal brand-ing through John Hardy's DNA and provide suggestions for overcoming problems and obstacles when facing customers. It is also an introductory note in the planning carried out when this applies not only to John Hardy Indonesia but applies internationally by incorporating the differences in experiences, aspirations, needs, and problems that employees have in dealing with customers to maintain the values of the brand. Value. Furthermore, this is also important when there is an employee turnover, which will affect the understanding of new employees about the brand value that John Hardy has to compete with other jewelry industries and maintain these brand values as best as possible.

Due to the limited time available to carry out this study, the relatively frequent rotation patterns in the study locations and course scope are conducts at John Hardy Indonesia without including every boutique around the world. The researcher cannot examine everything at the same time. Therefore, the next researcher expecting to explore more depth

about which is judges from the employee side as a whole compared to the perception of John Hardy's customers themselves.

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