

Enhancing Sustainability in the Small-Medium Culinary Industry: Exploring the Role of Personal Branding and Corporate Branding

Velwin Wibowo, Idris Gautama, Engkos Achmad Kuncoro, Agustinus Bandur
Management Department, Business School Doctor of Research in Management, Bina Nusantara
University, Jakarta, Indonesia, 11480

*velwin.wibowo@binus.ac.id (corresponding author); igautama@binus.ac.id; eak@binus.edu;
abandur@binus.edu*

Abstract. Small and Medium Enterprise (SME) is often considered the backbone of the Indonesian economy because it has contributed around 60% of the Gross Domestic Product (GDP) and provided many job opportunities for society. However, the Industrial Revolution 4.0 and the Covid-19 pandemic era have provided some challenges to several types of SMEs, especially culinary SMEs. This study then aimed to explain two factors that can be used to strengthen the sustainability of SMEs during difficult situations nowadays, namely personal branding and corporate branding. The author used a concurrent mixed method by combining quantitative and qualitative data. The sample used in this study is SME owners within 10 large cities in Indonesia. In analyzing the data, the author used the software SmartPLS 3.0 and Structural Equation Modelling –Partial Least Squares (SEM-PLS) model. The results showed that personal branding has a significant effect on sustainability. It has been confirmed as a factor which can give a contribution to the creation of strong business competitiveness. However, this study found that corporate branding has no significant effect on sustainability. This is because corporate branding is not a resource to create brand reputation and credibility.

Keywords: sustainability, personal branding, corporate branding, small-medium enterprises

1. Introduction

Small and Medium Enterprises (SMEs) are one of the driving forces of the Indonesian economy. It is often considered the economic ‘backbone’ in Indonesia because SMEs contributed around 60% of the Gross Domestic Product (GDP) and provided many job opportunities for society. According to the Government Regulation No. 7 of 2021 concerning Facilities, Protection and Empowerment for Cooperatives and Micro, Small and Medium Enterprises, Small-Sized Enterprise is a productive economic business that is independent and is carried out by individuals or business entities that are not subsidiaries or not company branches owned, controlled by, or become part directly or indirectly of Medium-Sized Enterprises or Large-Sized Enterprises that meet the criteria for Small-Sized Enterprises. The definition of a Medium-Sized Enterprise is similar to a Small-Sized Enterprise, but it is not owned, controlled by, or become part directly or indirectly of Small-Sized Enterprises (Government Regulation No. 7 of 2021, 2021). This type of enterprises have a significant role in creating wealth and job opportunities, fostering economic growth, and increasing industrialization (Al Dabbas, 2023).

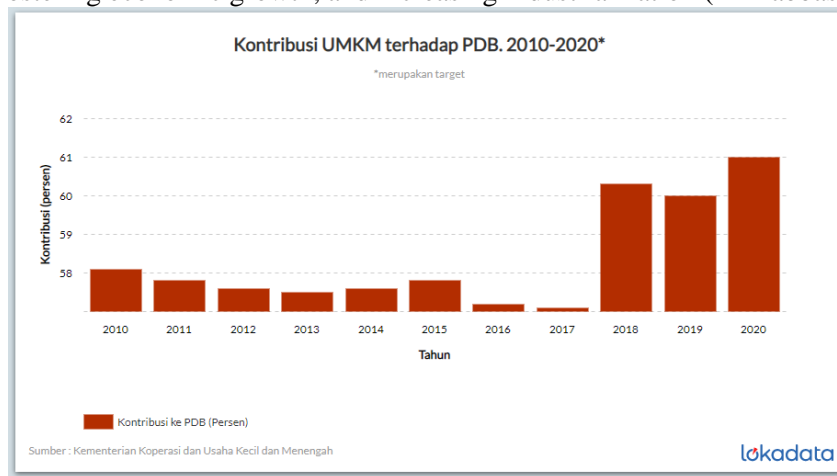


Fig. 1: SMEs' Contribution to GDP (2010-2020)

Source: Lokadata, 2020

Figure 1 shows that in 2020, SMEs contributed 61.7% of total Indonesia's GDP. However, the Covid-19 pandemic has directly impacted several economic aspects, including SMEs. Based on the survey conducted by Paper.id, SMESCO, and OK OCE with the respondents of over 3,000 SMEs within 22 provinces in Indonesia, there were 78% of respondents experienced a decrease in turnover. Three business types that experienced the biggest impact are culinary (43,09%), service (26,02%), and fashion (13,01%) (Red Bisnis Asia, 2020). The decrease in the economic situation in Indonesia then added a new problem for SMEs, particularly for culinary industry. These businesses must be survived by observing the shift in consumer behavior and other phenomena during the pandemic era.

The implementation of the New Normal style also encourages SMEs to further analyze and evaluate the situation. SMEs need to strengthen their business to maintain the workers during the pandemic. This is because the number of workers decreased. In Micro-Sized Enterprises, the number of workers increased by only 0.4% and the number of workers decreased by 30.6%. Then in Small-Sized Enterprises, the number of workers only increased by 1.5%. Meanwhile, the number of workers decreased by 72%. This also happened in Medium-Sized Enterprises where the number of workers increased by 3.8% and the number of workers decreased by 76.5%.

In order to cope with those situations, SMEs need to develop two factors, namely personal branding and corporate branding. Personal branding has become one of the strategies to build self-image for people. It helps employees to create effective individual branding that provides benefits to themselves and the company (Gorbatov et al., 2018). At least, there are three advantages of personal branding in maintaining sustainability in the culinary industry, such as increasing the company's credibility, gaining

trust from employees and customers, and providing an opportunity to become a good leader (Khedher, 2014). Meanwhile, corporate branding is important to build awareness from society on the existence of the brand as well as on the product and services. One of the crucial elements of branding is a logo because it becomes the face of the company. Therefore, the culinary industry needs to create a logo design that is powerful and easy to remember, so that it can give a positive first impression to society (Schroeder, 2017).

This study has an objective to address the gap in knowledge in previous research about SMEs' sustainability. No studies have focused on how personal branding affects a company's sustainability—especially in the culinary industry. Thus, Korzynski (2012), Kurcharska & Dabrowski (2016), and Vosloban (2012) suggested conducting a study investigating the relationship between personal branding and firm sustainability. In this study, the authors aimed to analyze the relationship between personal branding and sustainability as well as corporate branding and sustainability. This is because the impact of the Covid-19 pandemic has changed various business scheme. Business lines and retail began to transform their activity strategies to maintain the business sustainability. Personal branding and corporate branding are then crucial to maintain the sustainability of culinary industry, especially after the pandemic era. Therefore, the fundamental contribution of this study is to examine these relationships in SMEs in Indonesia by using mixed methods or a combination of quantitative and qualitative data. The data then will be further analyzed by the PLS model.

2. Literature Review

2.1. Sustainability

The theory of sustainability has originated from the resource-based theory proposed by Edith Penrose in her book *'The Theory of the Growth of the Firm'* which was published in 1959 (Kor & Mahoney, 2004). This book provides an explanatory logic to unravel causal links among competitive advantage, capabilities, and resources, which give a contribution to the emergence of a resource-based theory. In addition, Penrose's approach is also concerned with economic profit, efficiency, competitive advantage, and profitable growth which become the further cornerstones of a resource-based view of strategic management. This theory had succeeded in bringing together various strands of research in strategy, economics, organizational science, and industrial organization (Rugman & Verbeke, 2002). The resource-based theory then gives a contribution to the development of sustainability of the firms by explaining five tracks of the growth, namely (1) status quo operation; (2) sale of resources in factor markets; (3) cooperation contract on resources with other companies; (4) expansion toward market products; and (5) diversification (Penrose, 1959).

However, the definition of sustainability is very multi-dimensional and multi-interpretation because it is a simple yet complex concept. According to Clayton & Radcliffe (2018), the concept of sustainability at least contains two dimensions: the first is time because sustainability is related to what will be happening in the future, and the second is the interaction between the economic system, natural resources, and environment. Based on the United Nations report, sustainable development can be defined as the development that can fulfil the current needs without sacrificing the ability of future generations to fulfil their needs (Longoni et al., 2014). Meanwhile, business sustainability in SMEs can be seen through the success of individuals in carrying out innovation, employee and customer management, and return on initial capital. It means that the company has an orientation to develop and is aware of the opportunity to innovate continually (Glinsky et al., 2015).

Furthermore, Akram et al. (2018) added that business sustainability is a perspective to encourage the business model of an organization toward better performance. The company's products and services gain a better position than its competitors. In addition, Lopes et al. (2017) stated that sustainability is a new, wide, and systematic concept for mass economy and company. It is not only a concept, but also an ideology that shows the continuity in the economic, social, and ecological issues. A condition can

be regarded as sustainable if utilities and consumptions obtained by society are not decreased over time (Braulio-Gonzalo et al., 2015). From those definitions, we can formulate four basic components of sustainability, namely even distribution and participation, diversity, integration, and long-term perspective.

There are also three benchmark dimensions in sustainability, such as (1) social development which refers to the company management reducing the social imbalance, improving life quality, and strengthening relationships with stakeholders; (2) economic growth which refers to the company's ability to survive in the market and provide a positive impact to stakeholders' economic condition and local, national, and global system; and (3) environmental development which refers to company effort to manage its operations so that the product does not harm the environment (Elkington, 1997). This study then more focused on economic growth and social development. This is in line with the previous studies that are most focused on economic growth in the SMEs' sustainability (53.4%).

2.2. Personal Branding

The concept of personal branding came from marketing research conducted by Keller (1993) and Keller & Lehmann (2006). Since then, it had entered organization and vocation study as a proactive work behavior (Crant, 2000). According to Bolino et al. (2016), personal branding can be defined as a proactive work behavior that utilizes marketing strategy and tactics to achieve career benefits that are carried out in three different ways, namely strategic, different, and technology-based. Gregor & O'Brien (2016) explained that a personal brand is the identity of an individual or business that can create emotional responses from other people on the quality and value possessed by a certain individual or business. Another explanation comes from Montoya (2008) that a personal brand is an individual opinion, perception, or impression of our business. Hood (2006) then added that a successful personal brand will correctly depict a whole potential, quality, and value possessed by the individual.

With a personal brand, an individual will be the first person who comes from other people's thoughts when they search for or need certain potential, quality, or value inside that individual (Arruda, 2010). In the study of human behavior, it is regarded as optimal uniqueness or competition need for assimilation and inclusion, as well as the need to be differentiated from the group (Brewer, 1991; Leonardelli et al., 2010). Nowadays, personal branding depends on technology as a main tool to deliver images—such as logos, pictures, work examples—and storytelling to the target audience (Pera et al., 2016; Pagis & Ailon, 2017). Personal branding also can be defined as a way to create a brand or business conducted by the person as individual career behavior that is appeared intentionally to respond to the increase of the emergence of new communication technology in all aspects of people's life and work, as well as the transformation in the labor market and employer-employee relationship (Vallas & Christin, 2018). It has effects to improve company's productivity, effectiveness, and profit which can lead to a true picture that shows the good performance of the company (Tounsi et al., 2022).

Personal branding is an essential factor in a successful career because it is related to the business development behavior that can adapt to technology in the digital era (Shepherd, 2005; Parmentier et al., 2013; Gioia et al., 2014). There are three benchmark dimensions in personal branding, namely (1) distinctive which relates to the possession of unique and different resources that make the company more special than its competitors; (2) relevant which can be explained from the behaviour and experiences of SMEs in assessing the surrounding situation; and (3) consistent operational which refers to the consistency of behavior and the oriented goals in handling operational risks within the company (ElMassah et al., 2019; Basuki & Jimmy, 2022).

2.3. Corporate Branding

According to Chang et al. (2015), corporate branding can be defined as a systematic process conducted by organizations to create a favorable brand image and maintain brand reputation through interaction with internal and external stakeholders. If product branding is handled by marketing personnel

(Melewar et al., 2012), then company branding is involving all practices within organizations that contributed to the company identity (Melewar & Karaosmanoglu, 2006), visual identity (Van den Bosch et al., 2006), and company personality (Abratt & Mofekong, 2001). These factors can encourage stakeholders to identify themselves with the company brand, thus it can improve brand equity. The organization's theoretical perspective on company branding is including various concepts, such as vision, culture, and image harmonization (Harris & de Chernatony, 2001); brand leadership (Vallaster & de Chernatony, 2006); interaction with many stakeholders (Leitch & Richardson, 2003); coordination inter-department (de Chernatony, 1999); HRM practices that are centered on brand (Martin et al., 2005); training (Roper & Davies, 2010); internal branding (Punjaisri & Wilson, 2011); and brand communication (Balmer, 2001).

Corporate branding is then determined by several factors including mergers, acquisitions, operational efficiency, compensation of top management teams, organizational structure, diversification rates, and social or political influences in the market. The expansion of the performance measurement system through 1980s-2000s then resulted in an extensive amount of research papers and guidelines for practitioners (Titova & Sloka, 2022). Moreover, the marketing theoretical perspective on company branding is including consumer evaluation (Brown & Dacin, 1997), consumer intention (Goldsmith et al., 2000), and brand expansion (Keller & Aaker, 1998). Company branding is not only associated with certain products, but is integrated into the attribute and benefits of company products, relationships with people, social programs and values, and company credibility (Keller, 1998). According to Anisimova (2016), there are three benchmark dimensions of company branding, namely (1) company association which refers to the customers' assessment of the brand based on the knowledge they maintained in their brain; (2) company values which explain company purpose, vision, and missions, thus it can create strategic decision to help the customer to understand brand identity; and (3) company benefit which can be defined as benefits received by consumers when they bought products or services from the company.

3. Theoretical Framework and Hypotheses

This study examines the relationship between personal branding and sustainability as well as between corporate branding and sustainability. The conceptual framework predicts that personal branding and corporate branding have a significant effect on sustainability. This study then formulated two research questions:

Q1. Does personal branding have a significant effect on sustainability?

Q2. Does corporate branding have a significant effect on sustainability?

In the context of employer branding, sustainability refers to the brand's ability to provide positive ways and optimize employees' outcomes. The company will become more attractive as a potential work employer if it has higher social responsibility than others, such as the relationship between employees and the public, environmental regulation, product quality, and treatment of the minority group (Edwards, 2010). Personal branding and sustainability are related in two ways. First, sustainability and Corporate Social Responsibility (CSR) have impacted how companies cooperate and manage their business (Biswas et al., 2017). In carrying out business in the hotel and tourism industry, people and human resource management (HRM) are priorities, and CSR reflects how companies handle their people. Second, employer branding has a place in SHRM because it consists human resource strategy in improving organization performance while defining what needs to be conducted regarding the environment to gain access to talent (Müller-Christ & Remer, 1999). The studies carried out by Biedenbach & Manzhynski (2016), Grubor & Milovanov (2017), Flores-Hernández et al. (2020), and Frig & Sorsa (2020). Therefore, this study proposed a hypothesis as follows:

H1: Personal Branding has a significant effect on sustainability

Moreover, we need to know that most companies have a strategic orientation to include

sustainability in their business practices. However, managers are often facing several challenges in implementing sustainability programs (Kiron et al., 2012). One of the main challenges is related to the achievement of internal stakeholders' involvement and commitment needed by the company (Knox et al., 2013). By communicating the information regarding the brand, internal branding is not only can improve employee knowledge of the main values of the company, but also inform them of the relevant program and initiatives, such as sustainability issues (King & Grace, 2008). With the clarification and promotion of the importance of the company's initiatives, the implementation of an effective internal branding strategy will improve the brand commitment from the employee as well as their participation in these initiatives. The studies conducted by Özçelik et al., (2015), Sheth & Sinha (2015), Formentini & Taticchi (2016), and Belen & Nuria (2017) also showed that corporate branding has a positive and significant influence on sustainability. Based on those statements, this study then proposed a hypothesis as follows:

H2: Corporate Branding has a significant effect on sustainability

4. Methodology

This study used a concurrent mixed method by combining quantitative and qualitative data. We used culinary SMEs in Indonesia as a unit of analysis. Moreover, our unit of observations are including the owners or leaders/managers who understand the condition and performance of that SMEs. This study then used two types of variables, namely endogenous variables and exogenous variables. An endogenous variable is an observed and measured variable to determine the effect caused by an exogenous variable (Singh, 2006). In this context, we used sustainability as an endogenous variable. Meanwhile, an exogenous variable is a stimulus variable or variable that affects other variables (Singh, 2006). We used personal branding and corporate branding as exogenous variables.

The population used in this study is SME owners within large cities in Indonesia. We chose 10 cities that represented four densely populated islands, such as Jakarta, Surabaya, Bandung, Semarang, Medan, Palembang, Batam, Pekanbaru, Makassar, and Samarinda. The number of SMEs in these cities is 33,514 units. In order to take samples, the authors used three criteria, namely (1) SMEs that lasted more than three years; (2) SMEs located in 10 large cities in Indonesia; and (3) SMEs that fulfilled venture capital and minimal turnover based on the Government Regulation No. 7 of 2021. For Micro-Sized Enterprises, the amount of venture capital is IDR 1 billion – IDR 5 billion and the minimal turnover is IDR 2 billion – IDR 15 billion. Moreover, for Medium-Sized Enterprises, the amount of venture capital is IDR 5 billion – IDR 15 billion and minimal turnover is IDR 15 billion – IDR 50 billion (Government Regulation No. 7 of 2021, 2021). This study then used a proportional sampling technique by determining the sample size for each group. Proportional distribution is made so that the sample is more proportional. In collecting data, the author conducted a literature study and field research—observation, questionnaire, and interview.

In measuring sustainability, personal branding, and corporate branding, we used several dimensions and indicators as follows:

Table 1. The Dimension and Indicator of Variables

Variable	Dimension	Indicator
Sustainability	Social development	1. Providing purchase value to all stakeholders, including the owner, investors, staff, and society; 2. Improving staff's prosperity; 3. Social feedback in social media; 4. Loyal customers;
	Economic growth	5. Increasing profit within the last three years; 6. Increasing asset within the last three years.
	Distinctive	1. A unique and humored personal character;

Personal Branding		2. A positive personal image which has been developed outside culinary business; 3. Social activities;
	Relevant	4. Skill and experience in the culinary sector; 5. Certification, education background, and training; 6. Informants in the culinary community;
	Consistent Operational	7. Loyal followers in the social media; 8. Consistent with social media content; 9. A consistent personal image in social media and real life.
Corporate Branding	Corporate association	1. Fulfilling the short-term and long-term needs; 2. Having more than one branch in certain city; 3. A consistent product and service;
	Corporate values	4. Having a vision, mission, tagline, or slogan; 5. A consistent product evaluation; 6. Having a service culture; 7. Having a strong relationship with local community;
	Benefit	8. Economical products (value for money); 9. Variative products; 10. Proud feeling; 11. Cozy and trust feeling.

Those variables then measured by Likert scale by using 1 score for very not agree, 2 score for not agree, 3 score for agree, and 4 score for very agree. This study used the software SmartPLS 3.0 to analyze the data. Structural Equation Modelling –Partial Least Squares (SEM-PLS) were then utilized to carry out a prediction on the relationship between variables. There are several techniques we conducted here. First, outer model analysis is to ascertain that the measurement is valid and reliable. This analysis can be seen through four indicators, namely convergent validity, discriminant validity, composite reliability, and Cronbach’s Alpha. Second, inner model analysis explains the relationship between latent variables based on the underlying theory. When evaluating the inner model with PLS, it started by observing the R-squared to each dependent latent variable. The changing of R-squared can be used to evaluate the influence of some independent latent variables on the dependent latent variable if it is influenced significantly. Third, hypotheses testing can be observed from the t-statistic value and probability value. For alpha 5%, the t-statistic value is 1,96. Therefore, the criteria for accepting or rejecting the hypotheses is H_a accepted and H_0 rejected if $t\text{-statistic} > 1,96$. For probability value, H_a will be accepted if the $p\text{-value} < 0,05$.

5. Data Analysis and Results

5.1. Descriptive Statistic Analysis

Table 2. Variable Average Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Personal Branding (X1)	307	1,11	4,00	2,9048	,73702
Corporate Branding (X2)	307	1,18	4,00	2,9156	,68098
Sustainability (Y)	307	1,17	4,00	2,9093	,80509

Based on Table 2, the average value (mean) of Personal Branding (X1) on the SME actors is 2,9048, with minimum value of 1,11, maximum value of 4,00, and standard deviation of 0,73702. For Corporate Branding (X2) on the SME actors, the average value is 2,9156, with minimum value of 1,18, maximum

value of 4,00, and standard deviation of 0,68098. Moreover, Sustainability (Y) on the SME actors has an average value of 2,9093, with minimum value of 1,17, maximum value of 4,00, and standard deviation of 0,80509.

5.2. Outer Model Analysis

The PLS analysis results can be used to conduct hypothesis testing if all indicators have fulfilled the requirements of convergent validity, discriminant validity, and composite reliability. First, convergent validity is carried out by observing the loading factor of each indicator against the construct. Given that this study is confirmatory, so we used 0,7 as loading factor limits. Furthermore, convergent validity was also assessed from the Average Variance Extracted (AVE) value of each construct. The PLS model is declared to have met the requirements if the AVE value of each construct is $> 0,5$.

Table 3. Loading Factor and AVE Value

Variable	Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Personal Branding (X1)	X1_1	0,840	0,944	0,953	0,694
	X1_2	0,867			
	X1_3	0,864			
	X1_4	0,823			
	X1_5	0,813			
	X1_6	0,800			
	X1_7	0,852			
	X1_8	0,880			
	X1_9	0,750			
Corporate Branding (X2)	X2_1	0,788	0,944	0,952	0,642
	X2_10	0,781			
	X2_11	0,800			
	X2_2	0,722			
	X2_3	0,795			
	X2_4	0,839			
	X2_5	0,782			
	X2_6	0,819			
	X2_7	0,824			
X2_8	0,793				
X2_9	0,860				
Sustainability (Y)	Y1	0,853	0,937	0,950	0,761
	Y2	0,847			
	Y3	0,881			
	Y4	0,871			
	Y5	0,898			
	Y6	0,885			

Table 3 shows that all indicators have loading factor values $> 0,7$ and AVE values $> 0,5$. It means that all indicators of each construct have fulfilled convergent validity criteria. The second step is testing discriminant validity to ensure that every concept of each latent variable is different from other variables. The model has good discriminant validity if AVE squared value of each exogenous construct is more than a correlation between these constructs and other constructs. The result of discriminant validity testing can be seen in Table 3, 4, and 5.

Table 4. Result of Discriminant Validity Testing with Fornell-Larcker Criterion

Variable	X1	X2	Y
X1	0,833		

X2	0,764	0,801	
Y	0,798	0,734	0,873

Table 5. Result of Discriminant Validity Testing with Cross Loadings

Variable	X1	X2	Y	Statement
X1_1	0,840	0,650	0,658	Valid
X1_2	0,867	0,665	0,705	Valid
X1_3	0,864	0,653	0,682	Valid
X1_4	0,823	0,609	0,655	Valid
X1_5	0,813	0,642	0,646	Valid
X1_6	0,800	0,631	0,631	Valid
X1_7	0,852	0,616	0,682	Valid
X1_8	0,880	0,662	0,708	Valid
X1_9	0,750	0,598	0,609	Valid
X2_1	0,603	0,788	0,580	Valid
X2_10	0,585	0,781	0,570	Valid
X2_11	0,644	0,800	0,585	Valid
X2_2	0,588	0,722	0,536	Valid
X2_3	0,592	0,795	0,581	Valid
X2_4	0,638	0,839	0,599	Valid
X2_5	0,581	0,782	0,568	Valid
X2_6	0,623	0,819	0,610	Valid
X2_7	0,594	0,824	0,615	Valid
X2_8	0,585	0,793	0,581	Valid
X2_9	0,693	0,860	0,636	Valid
Y1	0,701	0,651	0,853	Valid
Y2	0,665	0,624	0,847	Valid
Y3	0,733	0,655	0,881	Valid
Y4	0,682	0,607	0,871	Valid
Y5	0,688	0,633	0,898	Valid
Y6	0,708	0,673	0,885	Valid

Table 6. Result of Discriminant Validity Testing with Heterotrait-Monotrait Ratio (HTMT)

Variable	X1	X2	Y
X1			
X2	0,810		
Y	0,848	0,781	

The results of discriminant validity testing above showed that all constructs have AVE squared value more than the correlation value with other latent constructs. Thus, it can be concluded that the model has fulfilled the requirements of discriminant validity. The third step is construct reliability which can be assessed from Cronbach's Alpha value and Composite Reliability value of each construct.

Table 7. Result of Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability
Personal Branding (X1)	0,944	0,953
Corporate Branding (X2)	0,944	0,952

Sustainability (Y)	0,937	0,950
--------------------	-------	-------

From Table 7, all constructs have a Composite Reliability value > 0,7 and Cronbach’s Alpha value > 0,7. This means that all constructs have fulfilled the required reliability.

5.3. Inner Model Testing (Hypotheses Testing)

The inner model testing includes a direct effect significance test, an indirect effect significance test, and a measurement of the effect of each exogenous variable on the endogenous variable. In this context, the direct effect significance test is used to examine the influence of the exogenous variable on the endogenous variable. The hypotheses used in this examination are as follows:

Ho: Exogenous variable has no significant effect on the endogenous variable

Ha: Exogenous variable has a significant effect on the endogenous variable

Based on the result, if the p-value < 0,05 and the t-value > 1,96, Ha will be accepted. It can be concluded that the exogenous variable has a significant effect on the endogenous variable. However, if the p-value > 0,05, then Ho will be rejected. Thus, the exogenous variable has no significant effect on the endogenous variable. From this significance test, we can know the direction of the relationship between the exogenous variable and the endogenous variable. This direction can be seen through the sample original value of each relationship of influence. If the direction of the relationship is positive, the influence of the exogenous variable on the endogenous variable is positive or linear. Meanwhile, if the sample original is negative, then the influence of the exogenous variable on the endogenous variable is contradictory.

Table 8. Result of Direct Effect Significance Test and Indirect Effect Significance Test

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0,232	0,231	0,070	3,319	0,0001
X2 -> Y	0,085	0,084	0,045	1,896	0,059

From the table above, we can see that the p-value of Personal Branding (X1) on Sustainability (Y) (X1 -> Y) is 0.001 with T statistic 3,319 and the path of a coefficient is positive, then Ha is accepted. Therefore, H1 is accepted because Personal Branding has a positive and significant effect on sustainability. It means that if Personal Branding is higher, Sustainability is also higher. Otherwise, if Personal Branding is lower, Sustainability is also lower. Based on the interview with the owners of culinary SMEs, Quickly Cafe in Jakarta, they stated that in order to improve personal branding in the sustainability of SME business, the owners must continue to increase marketing promotion through electronic word of mouth and social media platforms. Moreover, the owner of Sama Dengan Coffee in Jakarta also said that the promotion on social media will increase the benefit of SME owners. This is because social media has a big influence to increase their profit.

Table 8 also shows that the p-value of Corporate Branding (X2) on Sustainability (Y) (X2 -> Y) is 0,059 with T statistic 1,896 and the path of a coefficient is positive. Given that the P value > 0,05 and T statistic < 1,96 as well as the path of a coefficient is positive, then Ha is rejected. Therefore, H2 is not accepted because Corporate Branding has no positive and significant influence on sustainability. It means that if Corporate Branding is higher, sustainability is higher. Otherwise, if Corporate Branding is lower, Sustainability is lower. Based on the interview with the owner of Sama Dengan Coffee in Jakarta, he stated that SME owners with hard-to-remember usage will reduce business sustainability. Thus, the use of corporate branding to increase sustainability will provide innovation to be accepted by society. The company then needs to implement a marketing strategy by using a digital system to improve its sustainability.

Therefore, it can be said that personal branding can influence and improve sustainability in SMEs by creating attractiveness to lure consumers to repurchase its products. They can also decide easily to buy the products for the first time. Given that the business competition is firmer during the Industrial Revolution 4.0 and the pandemic era, the managerial implication of this study is the need for a company to hypnotize more consumers that its branding is worth purchasing. Therefore, SMEs' sustainability will be improved. The result of this study is in line with the research conducted by Biedenbach & Manzhynski (2016), Castro & Giraldi (2018), and Khedher (2019) that personal branding has a significant effect on sustainability.

However, corporate branding on the product will not attract the sustainability of SMEs. This is because corporate branding is not a resource to create brand reputation and credibility. The managerial implication of this study is that the leader has to be consistent in developing an interesting innovation. They need to utilize various social media platforms to post their products or activities, such as Facebook, YouTube, Whatsapp, TikTok, and Instagram. Therefore, the result of this study is not in line with previous studies carried out by Islam et al. (2019) and Flores-Hernández et al. (2020) which stated that corporate branding has a significant effect on sustainability.

6. Discussion and Practical Implications

Based on the interview with the selected informants, the business process of culinary SMEs in Indonesia has an individual business model, where the initiative is still concentrated on the owner or key person. This is because the ownership of all services and production assets is laid upon the owner, there is no stock system, account payables are counted as personal debts, and an income statement which adheres to the owner's finances. All the business development initiatives are controlled by the owner or individual who obtains authority, such as relatives or employees.

Moreover, the interview results also showed that the model of product creation started from the offering of the product value proposition that came from the family's traditional values, culinary skills and knowledge of the owner, or trend. The product is more emphasizing unique tastes, simple ingredients, and artistic production methods. The culinary SME actors also considered convenience, affordability, and other specific considerations to increase its value proposition. Production processes of culinary SMEs, such as food preparation, cooking, plating, and packaging are designed to prioritize operational efficiency to ensure the serving speed and customer satisfaction. Indeed, SMEs often adopted the lean or agile principle to optimize the process and minimize wastefulness. However, regarding the hygiene and sanitation aspect, culinary SMEs still have obstacles with knowledge, skill, equipment, and simplification on waste management.

The culinary SME actors have created products or menus that can harmonize with their value proposition and fulfil the preferences of their customers. In order to effectively target the appropriate customers, the culinary SME actors tried to identify customer segments based on several factors, such as demography, preference, and location. They have a purpose to serve local people, office workers or employees, students, or tourists. Thus, culinary SME actors will identify the most effective sales and distribution channels to reach their customer targets. This has been admitted by our informants through the selection of a physical shop window, accessible location, and the use of an online platform for order and shipping. The marketing communication model is simply carried out through a sign (banner, signage, billboard), social media account, influencer collaboration, and participation in the exhibition or local community event. The culinary SME actors are also starting to have awareness regarding their brand and customer loyalty in the form of positive reviews from customers.

It needs to be highlighted that providing an interesting and friendly experience to customers is the main focus of culinary SMEs. Based on the interview, it is conducted by providing a friendly service, maintaining hygiene and cleanliness in the dining area, as well as ensuring accurate and timely services

for takeaway or online orders. Indeed, sustainable adaptation and innovation are fundamental matter for culinary SMEs to keep competitive in the dynamic culinary industry. Informants said that they tried to introduce a new menu, experiment with certain types of food, consider recommendations from customers, and following trends to keep relevant and responsive to customer needs that are continually developed.

6.1. The Role of Personal Branding in Improving Culinary SMEs' Sustainability

Personal Branding has become an essential part of culinary SMEs to develop their competitive advantage in the culinary industry. In this context, personal branding refers to a strategic process to build and promote a personal identity and individual reputation behind the business. It involves the utilization of unique ability, skill, and personality to differentiate their business from competitors and create a strong competitive advantage. This statement has been confirmed by our informants during the interview that by developing a personal brand, culinary SMEs can show the special quality and expertise of the individuals who run the business. It can be culinary expertise, creativity, desirability, and specific knowledge of food or certain cooking techniques. These unique attributes can support culinary SMEs to be prominent in the competitive market and attract customers' attention who are looking for something different and authentic.

Our informant stated that personal branding can provide an opportunity for culinary SMEs to build a deep relationship with their target market. This is because naturally, customers will attract to its story, authenticity, and humanism elements. When individuals behind the business actively build and promote their self-image, it can develop trust, relatability, and loyalty from customers. This emotional relation can become a competitive advantage because customers tend to choose a brand which they can relate to and trust more than others. Another aspect of personal branding that can contribute to competitive advantage is leadership thinking.

When individuals are positioning themselves as an expert in their field through personal branding, they will be an information source for culinary suggestions, trends, and recommendations. By sharing their knowledge and insight through several channels, such as social media, blogs, or other media, the culinary SME actors can ascertain themselves as leaders of thinking, obtain credibility, and become trust authorities. This expertise will surely differentiate their culinary SMEs from competitors as well as attract customers who respect skills and look for higher culinary experiences.

In the digital era, personal branding becomes more important. This argument is supported by our informants who said that social media platforms and online existence have provided opportunities for culinary SMEs to strengthen their branding to the wider public. By utilizing these platforms effectively, individuals behind the business can reach for and involved with their targeted customers as well as build a community of loyal followers and brand supporters. The existence and involvement of online media have created a competitive advantage by increasing brand visibility, attracting new customers, and developing a positive brand image.

Furthermore, collaboration and partnership also play a crucial role in improving personal branding to build a competitive advantage. The informants argued that collaboration with influencers, local food bloggers, or other businesses in the culinary industry can expand the range and extend to new customer segments. This partnership will help SMEs to improve their personal branding exposure and credibility. Thus, culinary SMEs can position themselves as trustable business to look for.

Therefore, it can be concluded that personal branding will empower culinary SMEs to create a competitive advantage by using unique quality, skills, and stories from individuals behind their businesses. This activity can create personal relationships with customers, build leadership of thinking, and improve brand visibility and reputation. By developing and promoting their personal brand effectively, culinary SMEs can differentiate their business from competitors, attract loyal customers, and finally gain a competitive advantage that is sustainable in the culinary industry.

6.2. The Role of Corporate Branding in Improving Culinary SMEs' Sustainability

Corporate branding plays a significant role in supporting culinary SMEs to build a competitive advantage in the culinary industry. In the context of culinary SMEs, corporate branding refers to a strategic process to develop and promote a brand identity that is different for a whole business. This activity includes the development of a unique brand image, value, and personality that can differentiate culinary SMEs from their competitors. Thus, it can create a strong competitive advantage.

By building a strong corporate brand, culinary SMEs can differentiate themselves within the market and attract the attention of their targeted audiences. Our informants stated that brand identity development involves several forms, such as the selection of a business name, logo, visual identity, and customer experiences as a whole. These branding forms must be carried out carefully to reflect unique quality, value, and product or service from culinary SMEs. The informants also said that corporate branding is conducted to build a trust perception, reliability, and quality within the customer's mind. These positive perceptions can become a competitive advantage because customers tend to choose a brand that they believe and consider to have a good reputation compared with competitors that have an inconsistent and weak brand.

In the digital era, online existence and reputation management are two essential components of corporate branding. From the informants' statement, culinary SMEs have actively started their online platforms, such as simple websites, social media channels, and review sites. The culinary SME actors tried to monitor and respond to the review and feedback from customers. This aims to maintain a positive brand image and handle the potential problem quickly. A strong online existence and positive reputation have contributed to improving competitive advantage by attracting new customers and increasing brand credibility.

In conclusion, it can be said that corporate branding can empower culinary SMEs to build a competitive advantage by creating a different brand identity, developing trust and loyalty from customers, and differentiating themselves from competitors. Through consistent branding, effective image building, extraordinary customer experiences, and strong online existence, culinary SMEs can create a positive brand image and reputation. This competitive advantage is directed to the improvement of customer preferences, loyalty, and finally to sustainable success in the culinary industry.

This study then gives some recommendations for SMEs to effectively implement personal branding and corporate branding strategies in order to enhance their sustainability. First, stakeholders should strengthen Pentahelix synergy with scholars, business, government, and media in developing SME resources through the formulation of the national strategy on SME protection to the aspects of intellectual property law enforcement, micro-scale capital access, and innovation access. Second, SME actors should provide more information regarding products on online media or websites to give information and carry out interesting promotions to customers. Third, the government should provide orderly and consistent regulation and law enforcement concerning the protection of SME brand property, confine the corporative penetration in supplying local food products, and create capital regulation that focuses on growth. Fourth, given that this study is more focused on culinary SMEs, we hope that the next study will enrich the number of samples so that it can provide a result that is closer to the real condition.

7. Conclusion

The study has examined the relationship between personal branding and sustainability as well as between corporate branding on sustainability. We used the sample which consists of the owners of culinary SMEs located in 10 large cities in Indonesia. After collecting data, conducting analysis, and examining the variables, this study found that personal branding has a significant effect on sustainability. Besides, we also found that there is no significant effect given by corporate branding to sustainability. Nevertheless, our interview result showed that both variables, personal branding and corporate branding,

have a significant effect on SMEs' sustainability. This study then provides an opportunity for an interesting study in the future concerning brand management because we used mixed methods or a combination of quantitative and qualitative data in examining the relationship of each variables.

However, this study also still has several limitations. The first limitation is the sample size. We have known that Indonesia has a huge number of SMEs, but this study is only covered several of them which are located in 10 large cities. The result then cannot be generalized because it is not covered all of the SMEs. Another limitation is the contradictory result between quantitative and qualitative. By using quantitative method, we found that corporate branding has no significant effect on sustainability. Meanwhile, by using qualitative method, the interview result showed that there is a significant relationship between these two variables. Therefore, we suggested that the future research can address those issues by expanding the sample size and conducting more examination on the relationship between corporate branding and sustainability.

References

- Abratt, R., & Mofekong, T. N. (2001). Development and management of corporate image in South Africa. *European Journal of Marketing*, 35(3), 368–386. <https://doi.org/10.1108/03090560110382075>
- Akram, M. S., Goraya, M., Malik, A., & Aljarallah, A. M. (2018). Organizational performance and sustainability: exploring the roles of IT capabilities and knowledge management capabilities. *Sustainability*, 10(10), 3816.
- Al Dabbas, M. M. (2023). The Role of Islamic Finance in the Development of Small and Medium Enterprises in Jordan. *Journal of Logistics, Informatics and Service Science*, 10(1), 20–30. <https://doi.org/10.33168/LISS.2023.0102>
- Anisimova, T. (2016). The effects of corporate brand symbolism on consumer satisfaction and loyalty. *Asia Pacific Journal of Marketing and Logistics*, 28(3), 481–498. <https://doi.org/10.1108/APJML-05-2015-0086>
- Arruda, W. K. D. (2010). *Career Distinction: Stand Out by Building Your Brand*. Wiley.
- Balmer, J. M. T. (2001). Corporate identity, corporate branding, and corporate marketing: seeing through the fog. *European Journal of Marketing*, 35(3), 248–291. <https://doi.org/10.1108/03090560110694763>
- Basuki, K., & Jimmy, J. (2022). The Effect of Digital Marketing and Personal Branding on Consumer Purchase Decisions of Culinary MSMEs in Jakarta Moderated Consumer Perception. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 5(2).
- Belen, L., & Nuria, V. (2017). Corporate competitiveness based on Sustainability and CSR values: Case studies of Spanish MNCs. In L. Belen & V. Nuria (Eds.), *Strategic Innovative Marketing* (pp. 309–314). Springer.
- Biedenbach, G., & Manzhynski, S. (2016). Internal branding and sustainability: investigating perceptions of employees. *Journal of Product & Brand Management*.
- Biswas, U. N., Allard, K., Pousette, A., & Harenstam, A. (2017). *Understanding Attractive Work in a Globalized World*. Springer.
- Bolino, M., Long, D., & Turnley, W. (2016). Impression management in organizations: critical questions, answers, and areas for future research. *Annual Review of Organizational Psychology and Organizational Behaviour*, 3, 377–406. <https://doi.org/10.1146/annurev-orgpsych-041015-062337>
- Braulio-Gonzalo, M., Bovea, M. D., & Rua, M. J. (2015). Sustainability on the urban scale: Proposal of a structure of indicators for the Spanish context. *Environmental Impact Assessment Review*, 53, 16–

30.

Brewer, M. B. (1991). The social self: on being the same and different at the same time. *Personality and Social Psychology Bulletin*, 17, 475–482. <https://doi.org/10.1177/0146167291175001>

Brown, T. J., & Dacin, P. A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68–84.

Castro, V. A., & Giraldi, J. D. M. E. (2018). Shared brands and sustainable competitive advantage in the Brazilian wine sector. *International Journal of Wine Business Research*.

Chang, A., Chiang, H., & Han, T. (2015). Investigating the dual-route effects of corporate branding on brand equity. *Asia Pacific Management Review*, 20(2015), 120–129. <https://doi.org/10.1016/j.apmr.2014.10.001>

Clayton, T., & Radcliffe, N. (2018). *Sustainability: a systems approach*. Routledge.

Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435–462. [https://doi.org/10.1016/S0149-2063\(00\)00044-1](https://doi.org/10.1016/S0149-2063(00)00044-1)

de Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, 15(1–3), 157–179.

Edwards, S. (2010). *Organizational transformation for sustainability: An integral metatheory*. Routledge.

Elkington, J. (1997). *Cannibals with forks. The triple bottom line of 21st century (The triple bottom line of 21st century)*. Wiley.

ElMassah, S., Michael, I., James, R., & Ghimpu, I. (2019). An assessment of the influence of personal branding on financing entrepreneurial ventures. *Heliyon*, 5(2).

Flores-Hernández, A., Olavarría-Jaraba, A., Valera-Blanes, G., & Vázquez-Carrasco, R. (2020). Sustainability and branding in retail: A model of chain of effects. *Sustainability*, 12(14), 5800.

Formentini, M., & Taticchi, P. (2016). Corporate sustainability approaches and governance mechanisms in sustainable supply chain management. *Journal of Cleaner Production*, 112, 1920–1933.

Frig, M., & Sorsa, V. P. (2020). Nation branding as sustainability governance: A comparative case analysis. *Business & Society*, 59(6), 1151–1180.

Gioia, D. A., Hamilton, A. L., & Patvardhan, S. D. (2014). Image is everything. *Research in Organizational Behaviour*, 34, 129–154. <https://doi.org/10.1016/j.riob.2014.01.001>

Glinsky, A., Newton, S. K., Atkin, T. S., Santini, C., Cavicchi, A., Casas, A. R., & Huertas, R. (2015). Perceived efficacy of sustainability strategies in the US, Italian, and Spanish wine industries. *International Journal of Wine Business Research*.

Goldsmith, R. E., Lafferty, B. A., & Newell, S. J. (2000). The impact of corporate credibility and celebrity credibility on consumer reaction to advertisements and brands. *Journal of Advertising*, 29(3), 43–54.

Gorbatov, S., Khapova, S. N., & Lysova, E. (2018). Personal branding: Interdisciplinary systematic review and research agenda. *Frontiers in Psychology*, 9.

Gregor, M. A., & O'Brien, K. M. (2016). Understanding career aspirations among young women. *Journal of Career Assessment*, 24, 559–572. <https://doi.org/10.1177/1069072715599537>

Grubor, A., & Milovanov, O. (2017). Brand strategies in the era of sustainability. *Interdisciplinary Description of Complex Systems: INDECS*, 15(1), 78–88.

Harris, F., & de Chernatony, L. (2001). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3), 441–456. <https://doi.org/10.1108/03090560110382101>

Hood, T. (2006). *Personal Brandwagon*. Ecademy Press.

Government Regulation No. 7 of 2021, (2021).

Islam, M. S., Tseng, M. L., & Karia, N. (2019). Assessment of corporate culture in sustainability performance using a hierarchical framework and interdependence relations. *Journal of Cleaner Production*, 217, 676–690.

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57, 1–22. <https://doi.org/10.2307/1252054>

Keller, K. L. (1998). *Strategic brand management: Building, measuring and managing brand equity*. Prentice Hall International.

Keller, K. L., & Aaker, D. A. (1998). The impact of corporate marketing on a company's brand extensions. *Corporate Reputation Review*, 1(4), 356–378. <https://doi.org/10.1057/palgrave.crr.1540057>

Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: research findings and future priorities. *Marketing Science*, 25, 704–759. <https://doi.org/10.1287/mksc.1050.0153>

Khedher, M. (2014). Personal branding phenomenon. *International Journal of Information, Business and Management*, 6(2), 29.

Khedher, M. (2019). Conceptualizing and researching personal branding effects on the employability. *Journal of Brand Management*, 26(2), 99–109.

King, C., & Grace, D. (2008). Internal branding: Exploring the employee's perspective. *Journal of Brand Management*, 15(5), 358–372.

Kiron, D., Kruschwitz, N., Haanaes, K., & Valken, I. V. S. (2012). Sustainability nears a tipping point. *MIT Sloan Management Review*, 53(2), 69.

Knox, A., Mykhaylova, N., Evans, G. J., Lee, C. J., Karney, B., & Brook, J. R. (2013). The expanding scope of air pollution monitoring can facilitate sustainable development. *Science of the Total Environment*, 448, 189–196.

Kor, Y. Y., & Mahoney, J. T. (2004). Edith Penrose's (1959) Contributions to the Resource-based View of Strategic Management. *Journal of Management Studies*, 41(1), 183–191.

Korzynski, P. (2012). Leading people and leading authentic self through online networking platforms.

Kucharska, W., & Dąbrowski, J. (2016, September). Tacit knowledge sharing and personal branding: How to derive innovation from project teams. *Proceedings of the 11th European Conference on Innovation and Entrepreneurship* (pp. 435-443).

Leitch, S., & Richardson, N. (2003). Corporate branding in the new economy. *European Journal of Marketing*, 37(7), 1065–1079. <https://doi.org/10.1108/03090560310477663>

Leonardelli, G. J., Pickett, C. L., & Brewer, M. B. (2010). Optimal distinctiveness theory. *Advances in Experimental Social Psychology*, 43, 63–113. [https://doi.org/10.1016/S0065-2601\(10\)43002-6](https://doi.org/10.1016/S0065-2601(10)43002-6)

Longoni, A., Golini, R., & Cagliano, R. (2014). The role of new forms of work organization in developing sustainability strategies in operations. *International Journal of Production Economics*, 147, 147–160.

Lopes, C. M., Scavarda, A., Hofmeister, L. F., Thome, A. M. T., & Vaccaro, G. L. R. (2017). An analysis of the interplay between organizational sustainability, knowledge management, and open innovation. *Journal of Cleaner Production*, 142, 476–488.

Martin, G., Beaumont, P., Doig, R., & Pate, J. (2005). Branding: A New Performance Discourse for HR? *European Management Journal*, 23(1), 76–88.

Melewar, T. C., Gotsi, M., & Andriopoulos, C. (2012). Shaping the research agenda for corporate branding: avenues for future research. *European Journal of Marketing*, 46(5), 600–608. <https://doi.org/10.1108/03090561211235138>

Melewar, T. C., & Karaosmanoglu, E. (2006). Seven dimensions of corporate identity: a categorisation from the practitioners perspectives. *European Journal of Marketing*, 40(7), 846–868. <https://doi.org/10.1108/03090560610670025>

Montoya, P. (2008). *Brand called you: Create a personal brand that wins attention and grows your business*. McGraw Hill.

Müller-Christ, G., & Remer, A. (1999). Environmental economics or business ecology? Preliminary thoughts on a theory of resource management. *Operational Environmental Management in the 21st Century: Aspects, Tasks, Perspectives*, 69–87.

Özçelik, F., Öztürk, B. A., & Gürsakil, S. (2015). Corporate Sustainability: A Research on Firms That Issue Sustainability Reports in Turkey. *Business & Economics Research Journal*, 6(3).

Pagis, M., & Ailon, G. (2017). The paradoxes of self-branding. *Work and Occupations*, 44, 243–267. <https://doi.org/10.1177/0730888417709327>

Parmentier, M. A., Fischer, E., & Reuber, A. R. (2013). Positioning person brands in established organizational fields. *Journal of the Academy of Marketing Science*, 41, 373–387. <https://doi.org/10.1007/s11747-012-0309-2>

Penrose, E. T. (1959). *The Theory of the Growth of the Firm*. John Wiley.

Pera, R., Vigila, G., & Furlan, R. (2016). Who am I? How compelling self-storytelling builds digital personal reputation. *Journal of Interactive Marketing*, 35, 44–55. <https://doi.org/10.1016/j.intmar.2015.11.002>

Punjaisri, K., & Wilson, A. (2011). Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing*.

Red Bisnis Asia. (2020). *Survei: 78 Persen UMKM Alami Penurunan Omzet*. <https://bisnisasia.co.id/2020/11/16/survei-78-persen-umkm-alamipenurunan-omzet/>

Roper, S., & Davies, G. (2010). Business to business branding: external and internal satisfiers and the role of training quality. *European Journal of Marketing*.

Rugman, A. M., & Verbeke, A. (2002). Edith Penrose's Contribution to the Resource-Based View of Strategic Management. *Strategic Management Journal*, 23, 769–780. <https://doi.org/10.1002/smj.240>

Schroeder, J. E. (2017). Corporate branding in perspective: a typology. *European Journal of Marketing*.

Shepherd, I. D. H. (2005). From cattle and coke to Charlie: meeting the challenge of self marketing and personal branding. *Journal of Marketing Management*, 21, 589–606.

<https://doi.org/10.1362/0267257054307381>

Sheth, J. N., & Sinha, M. (2015). B2B branding in emerging markets: A sustainability perspective. *Industrial Marketing Management*, 51, 79–88.

Singh, Y. K. (2006). *Fundamental of Research Methodology and Statistics*. New Age International Publisher.

Titova, N., & Sloka, B. (2022). Business Success Rate as Example of the Composite Ratio of Business Performance Evaluation Valuation: Baltic States. *Journal of Service, Innovation and Sustaina*, 3(1), 107–121. <https://doi.org/10.33168/SISD.2022.0109>

Tounsi, G. Al, Gadallah, A., & Dalati, S. (2022). The Effect of Managerial Leadership Behaviors and Transparent Internal Communication on Knowledge Sharing Behavior. *Journal of Science, Innovation and Sustainable Development*, 3(2), 65–83. <https://doi.org/10.33168/SISD.2022.0205>

Vallas, S. P., & Christin, A. (2018). Work and identity in an era of precarious employment: how workers respond to “personal branding” discourse. *Work and Occupations*, 45, 3–37. <https://doi.org/10.1177/0730888417735662>

Vallaster, C., & de Chernatony, L. (2006). Internal brand building and structuration: the role of leadership. *European Journal of Marketing*, 40(7), 761–784. <https://doi.org/10.1108/03090560610669982>

Van den Bosch, A. L., De Jong, M. D., & Elving, W. J. (2006). Managing corporate visual identity: Exploring the differences between manufacturing and service, and profitmaking and nonprofit organizations. *The Journal of Business Communication*, 43(2), 138–157.

Vosloban, R. I. (2012). The Influence of the Employee's Performance on the company's growth-a managerial perspective. *Procedia economics and finance*, 3, 660-665.