Creating employee-based brand equity through integrated marketing communication and social media adoption: Indonesian private universities

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CHRONICLE	ABSTRACT
	The study employed a quantitative method to investigate the association between social media adoption, integrated marketing communication, and employee-based brand equity for 34 private universities in Jakarta, Indonesia. The study used a purposive sampling technique to select 67 essential staff members to participate in a questionnaire. Partial Least Square was utilized to assess the hypothesized associations between the constructs in the study using the structural model and the measurement model. Results of the output generated by PLS-SEM exhibit the significance of the Importance–Performance Matrix. The analysis indicates a substantial positive relationship between social media adoption, integrated marketing communication, and employee-based brand equity. The researchers found that the two endogenous latent variables of social media adoption and integrated marketing communication explained 41.1% of the variance in employee-based brand equity, with exogenous factors explaining the remaining 58.9%. The study's implications suggest that integrated marketing communication is critical in building brand equity for private universities in Jakarta, Indonesia. The findings could provide a valuable guide for formulating marketing communication strategies that prioritize social media adoption and integrated marketing communication techniques to improve employee-based brand equity. Overall, the study's findings provide important insights into the association between social media adoption, integrated marketing communication, and employee-based brand equity for private universities in Jakarta, Indonesia, and could have implications for other regional private educational institutions.

1. Introduction

Indonesia has 4,438 higher education institutes with more than seven million students (Nasir, 2016). With such a large number of higher education institutions in Indonesia and fierce competition, private universities need to adopt effective marketing strategies to attract students and improve their international ranking. Social media has become an increasingly valuable tool for marketing, allowing universities to reach a large audience quickly and efficiently and to communicate their unique value propositions to potential students. By leveraging the power of social media and other marketing strategies, private universities in Indonesia can enhance their brand equity and stand out in a crowded marketplace. Integrated Marketing Communication (IMC) is a strategic approach to marketing communications that coordinates and integrates various promotional tools and communication channels to deliver a strong, consistent, and persuasive message to target audiences (Strategic Direction, 2006). Social media platforms (Twitter, Facebook, Instagram, and YouTube) have become increasingly popular in Indonesia, especially for the younger generation, who are more tech-savvy and prefer digital communication. This has led to a shift towards more digital and integrated marketing strategies that leverage the capacity of social media to engage with audiences and build brand awareness and loyalty.

The lack of research on integrated marketing communication for private universities (Morris, 2003; DePerro, 2006) in Jakarta, Indonesia, makes this study valuable to the literature on this topic. In higher education, while marketing has become ever more critical in recent years, limited research has analyzed its widespread impact (Quatroche, 2004; Primary Research Group, 2003; Mulnix, 1996). This research gap presents an opportunity for scholars to contribute to the field and explore the association between marketing and higher education, particularly in the context of private universities in Jakarta (Indonesia). By filling this gap in research, the study provides important insights and guidance for private universities in Jakarta to improve their marketing strategies and enhance their brand equity through social media and integrated marketing communication. The study contributes to empirical research to establish IMC's positive effect when effectively communicated through social media channels and to increase the understanding and knowledge of brand equity in the private university sector.

The study hypothesizes that adopting social media and integrated marketing communication across marketing tools can positively impact employee-based brand equity. The research findings will be generalized and incorporated into a comprehensive research model to provide a deeper understanding of brand equity for private universities in Indonesia. This research can guide private universities in effectively competing in the marketing arena. The resulting models and knowledge of brand equity can also have broader applications beyond private universities in Jakarta, potentially benefiting the entire higher education sector.

The research question proposed is "can Indonesian Private Universities create Employee-based Brand Equity through Integrated Marketing Communication and Social Media Adoption?" The study investigates the functional relationship between social media adoption, integrated marketing communication, and employee-based brand equity of Indonesian private universities in Jakarta to address this question. The research proposes that social media and integrated marketing communication can strengthen employee-based brand equity, increasing student numbers and international rankings for private universities.

The research has found that effective social media and integrated marketing communication are essential for creating employee brand equity for private universities in Indonesia. The research model that was developed can offer a more thorough understanding of brand equity in this context.

2. Literature review

2.1 Employee-based Brand Equity

One of the perspectives of brand equity is employee-based brand equity (EBBE), apart from customer-based equity and financial-based equity (King & Grace, 2010). Such a concept refers to the employees that exhibit positive and productive behavior related to the brand through an employee's knowledge. Sovina and Collins (2003) introduced the concept of "Employment Brand Equity" in research, outlining marketing strategies for employment practices in human resource management. Their model offered three main areas upon which the procedure of determining EBBE can be assumed, i.e., brand knowledge effects, internal brand management practices, and benefits for internal brand management. The validation of the EBBE model allowed the organization to truly appreciate what is necessary to induce an employee to act confidently. The EBBE model proposes that internal brand management actions, such as role transparency and brand commitment, can significantly impact employee-based brand equity.

The Employee-Based Brand Equity model is a theoretical framework that aims to explain the impact of employees on a brand's equity. King and Grace (2010) mentioned that the EBBE model is essential for organizations to implement adequate internal brand management strategies. The model suggests that a brand's success is not solely dependent on external factors such as advertising and promotion but also on internal factors such as employee engagement and commitment. The EBBE model emphasizes the importance of employees in building and maintaining a brand's image. It suggests that employees play a crucial role in shaping a brand's equity through their behaviors, attitudes, and beliefs. The model also emphasizes the need for employees to clearly understand their role in fulfilling the brand promise and their commitment to the brand. To test the EBBE model empirically, gathering data on employees' opinions and perceptions is necessary. This information can be used to develop targeted strategies for improving employee engagement and commitment, leading to increased brand equity. Overall, the EBBE model is a valuable theoretical framework for realizing the role of employees in building and maintaining a brand's equity.

According to King and Grace (2010), to help organizations understand the relationship between their employees and their brand and identify ways to manage this relationship effectively, the EBBE model is designed. By focusing on the internal brand-building process and the effects on employees and the organization, the EBBE model offers a comprehensive framework for developing and implementing effective internal brand management strategies. The EBBE model proposes that employee-based brand equity results from four key factors: brand awareness, brand attitudes, brand attachment, and brand advocacy. According to the model, employees who are aware of the brand, have positive attitudes toward it, feel emotionally attached to it, and are willing to advocate for it are more likely to contribute to developing a solid brand. The model also emphasizes the importance of actions for internal brand management, such as brand commitment and role clarity, in fostering these four factors and creating a positive employee-brand relationship. Using the EBBE model to guide their internal brand

management efforts, organizations can develop a culture of brand engagement and commitment among employees, increasing brand loyalty, customer satisfaction, and overall business success.

2.2 Social Media Adoption (SMA)

Social media offers many advantages for private universities in Indonesia, such as increased visibility, wider reach, and cost-effectiveness. Private universities can use social media platforms to engage with their target audience, build brand awareness, and promote their courses and services. Social media also provides a platform for universities to connect with students and build a community, thus enhancing the overall student experience.

Most private universities are engaged in the broader marketing environment, and the wide availability of tools and mediums of marketing creates confusion and complexity in the private universities' marketing environment. Efficient and fast-paced communication with existing and prospective customers through social media adoption (SMA); channels such as Twitter, Facebook, and YouTube are essential to fashioning intangible assets for any organization. These SMA tools are extensively used in industries like luxury fashion (Kim & Ko, 2012) and higher education institutions (Curtis et al., 2009; Bunzel, 2007). Branding higher education institutions helps build image and identity in the judgments of institution partners, society, parents, and students (Harvey, 1996). The significance of branding for private universities was greater in developing Asian markets (Gray et al., 2003).

Universities are fully adopting social media, as enormous amounts of students have social media accounts in one form or another, and information seeking is a significant motive behind their use of social networking sites (Lin & Lu, 2011). Universities are inclined to invite the best students, so more than traditional advertising tools are needed in that race. According to Ahmad et al. (2014), along with a study conducted by Neilson (2012), the procedures of advertising most trusted are endorsements by peers (92%), newspaper articles (58%), and consumer sentiments posted online (70%). Blackshaw and Nazzaro (2004) noted that social media had given rise to a new online information source created and shared by customers. This information can include opinions, reviews, and recommendations about products, services, and brands, as well as about personalities and issues of interest.

By adopting social media, private universities can manage their subsequent employee and organizational effects and the core brand-building process (King & Grace, 2010). Communicating the brand message to target audiences is essential for any organization, including academic institutions such as universities. Universities must attract the "right" students and faculty who align with their mission, values, and goals. In the highly competitive academic landscape, universities must continuously evolve and adapt their marketing strategies to remain relevant and competitive. This includes developing a strong brand reputation that sets them apart from other institutions and effectively communicating their points of differentiation to their target audience (Keller, 2003).

The definition of social media adoption used in this research is taken from Blackshaw and Nazzaro (2004), who describes it as a phenomenon where customers initiate, create, circulate, and use various sources of online information to educate one another about brands, products, personalities, services, and issues. Social media has become a powerful tool for brand building and communication, and its adoption by universities can significantly affect their brand equity and reputation. Therefore, the following hypothesis is to be formed:
H_1: Social Media Adoption would positively impact Employee-based brand equity in Private Universities.

2.3 Integrated Marketing Communication (IMC)

In addition to social media, integrated marketing communications is a strategic approach that integrates all marketing and communication networks to produce a unified and consistent message to the target audience. It helps private universities to create a strong brand image, increase brand recognition, and differentiate themselves from the competition. IMC enables private universities to communicate their unique value proposition effectively to prospective students and create a favorable brand perception.

Given the significant expansion of e-media (Bezjian-Avery et al., 1998), the frequent and varied methods of communication and communication options (Keller, 2001), and the briskly altering advertising environment (Gould, 2004), integrated marketing communication philosophy and practice has developed and advanced. In the past, much deliberation originated from integrated marketing communication as a research field. Still, it has emerged and progressed as a strategic tool, enabling organizations to be more operative in comprehending their brand communication aims (Keller, 2003).

Schultz and Schultz (2004) highlight the evolution of IMC adoption within organizations. According to their findings, in the initial phases of integrated marketing communication development, the majority of the organizations focused on tactical aspects of marketing communication activities, such as when and how to implement specific tactics. However, as the IMC program became more established, organizations shifted their focus to coordinating external and internal activities and using

customer information to drive priorities. In the final stages of IMC adoption, organizations began applying integrated marketing communication standards to strategic concerns such as organizational alignment, resource allocation, accountability, and financial integration. This evolution reflects the increasing importance of IMC in overall corporate strategy and the need to align marketing communication efforts with broader business goals. Overall, the research suggests that IMC adoption is a process that requires careful planning and implementation over time.

Marketing concepts such as branding, promotion, and communication are essential for higher education institutions to invite and retain staff, faculty, and students and to maintain a positive reputation. These institutions need to understand and address the evolving needs and expectations of their stakeholders, including employees, and use various marketing tools and strategies to create awareness and build a strong brand image. This can help them to differentiate themselves from competitors and achieve their strategic goals. Recent studies have linked IMC to increasing brand equity (Luxton et al., 2017; McGrath, 2005; Seric, 2017; Delgado-Bellester et al., 2012).

The definition of IMC used in this study is adapted from Schultz and Schultz (2004), emphasizing the strategic nature of the process and its focus on coordinated, measurable communication programs that target relevant audiences both externally (students) and internally (employees). Therefore, the subsequent hypothesis is to be established:

H_2: *Integrated Marketing Communication would positively impact Employee-based brand equity in Private Universities.*

The conceptual model (Fig. 1) is developed based on the study's hypothetical background, including the constructs of social media adoption, integrated marketing communication, and employee-based brand equity. The model aims to explore the relationships among these constructs and how they can be utilized to help private universities compete more effectively and efficiently.
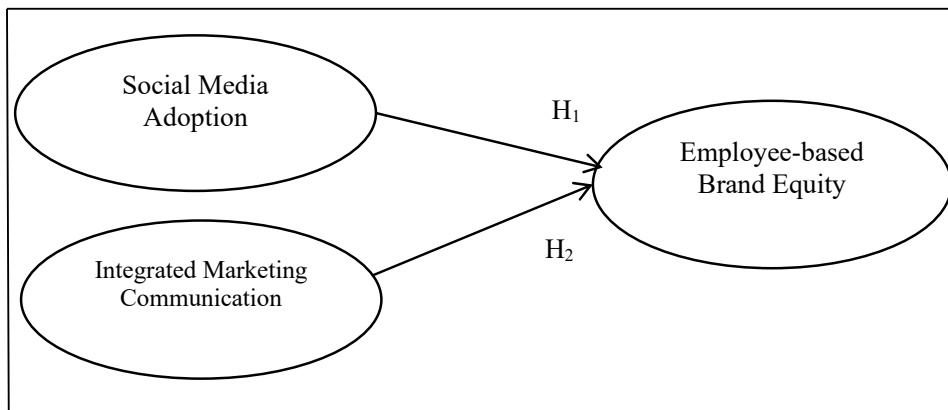

Fig. 1. Conceptual Model

3. Methodology

The population for this study comprised employees working in 52 private universities in Jakarta (Indonesia) at the manager level. The data collection method used a combination of the self-administered questionnaire at fairs and remote communication through email and telephone conversations to gather university responses. The purposive sampling technique is a non-probability method that involves selecting participants based on their expertise or knowledge of the topic of interest. In this case, the key staff at the strategic level were selected as they are directly involved in the social media and IMC-related messaging for their universities. The sample size of 63 key staff from 34 private universities is adequate for this study. The survey was distributed during the February 2017 education fair at Jakarta Convention Centre and Expo Centre in Jakarta - Indonesia. The response rate represented a healthy 65.39% of the population, with 63 valid responses.

A research model was tested using a quantitative method. The research model tests the relationship between SMA, IMC, and EBBE. In this study, a 5-point Likert scale was used, with 1 indicating "Strongly Disagree" and five indicating "Strongly Agree." The elements under 'SMA' were adapted from Alkhas (2011), items for 'IMC' were adopted from Edmiston-Strasser (2009), and items from 'EBBE' were adopted from King and Grace (2008). Questionnaire items are shown in Table 1.

Table 1
Scales for latent variables in the model.

Variables		Items
Social Media Adoption (SMA)	1.1	Our university actively uses social media
	1.2	Our university sends out important social media messages daily to its followers.
	1.3	At our university, social media branding is effectively used.
	1.4	Our university purposefully focuses on our social media messages.
	1.5	Our university recommends training sessions for admin staff and faculty on social media.
Integrated Marketing Communication (IMC)	2.1	Practices, policies, and procedures for categorizing all marketing activities in our university are efficiently communicated through verbal and/or written methods.
	2.2	Our university features almost all marketing materials that deliver consistent messages.
	2.3	In our university, interdepartmental meetings are held frequently to organize marketing communication successfully works with faculty, admissions, and development office divisions.
	2.4	Our university successfully captures critical market research from various sources and uses such information to develop, plan, and evaluate communication activities.
	2.5	At the senior leadership level, our university uses constituent data (data about current and prospective students, faculty, alumni, or other university affiliates) to formulate and drive the strategic direction.
	2.6	Our university's strategic planning incorporates and measures the effectiveness of marketing communication.
Employee-based Brand Equity (EBBE)	3.1	I support consistent behavior for the university's brand promise, where I work.
	3.2	I take into consideration the influence on my university's brand before taking any action or communicating.
	3.3	I recommend my university to friends and family.
	3.4	I am eager to know about my brand of my university, and it's meaning for me in my role.
	3.5	I am very satisfied with my job at this university.

4. Results

Testing for Common Method Variance (CMV) is a critical step to ensure the validity of research findings. One way to test for CMV is to examine the (VIF) Variance Inflation Factor values resulting from a full collinearity test. VIF is a measure of collinearity or the degree to which predictors in a regression model correlate with one another. The VIF values indicate the level of collinearity between the predictor variables in the model. A high VIF value suggests that the variables are highly correlated, which can lead to problems such as multicollinearity and common method bias. By checking the VIF values and ensuring that they are not higher than the threshold of 3.3 (Kock, 2015), the study has taken steps to address common method bias and ensure the validity of the results. Therefore, the proposed model can be regarded as free from common method bias.

Partial Least Squares (SEM-PLS) were used in data analysis. According to Hair et al. (2014), the partial least square is well suited for predictive research models that make use of small (or large) samples and is usually preferred when normality assumptions are not met (Chin & Newsted, 1999). To test the path significance, bootstrap was used with t-values of 500 subsamples (Tortosa et al., 2009). In this study, SMA, IMC, and EBBE are latent constructs reflected by the observed variables or indicators used to measure them. The summary of the constructs carried forward is presented in Table 2.

Table 2
Summary of the Constructs

Latent Construct & Identifiers	Number of Items/Construct	Items used in the Analysis	Cronbach Alpha
Social Media Adoption (SMA)	5	4	0.785
Integrated Marketing Communication (IMC)	6	5	0.832
Employee-Based Brand Equity (EBBE)	5	4	0.729

Evaluating the measurement model is crucial in structural equation modeling to ensure that the indicators (observed variables) used to assess the latent variables (endogenous and exogenous) are valid and reliable. This step involves assessing the measurement model's reliability, convergent validity, and testing of discriminant validity. After establishing the quality of the measurement model, the structural model can be evaluated by examining the path coefficients, their significance, and the goodness-of-fit indices. All the indicators used were reflective measures in this study; thus, the measurement models are evaluated on their reliability, validity, and internal consistency. The evaluation of measurement models for reflective indices includes composite reliability to estimate indicator reliability, internal consistency, (AVE) average variance extracted to assess convergent validity, and to assess discriminant validity, Fornell-Larcker criterion was used (Hair et al., 2014).
The evaluation of convergent validity and internal consistency results are presented in Table 3.

Table 3
Convergent Validity and Internal Consistency

Latent Variables	Cronbach Alpha	Composite Reliability	(AVE)
SMA	0.785	0.859	0.603
IMC	0.832	0.881	0.598
EBBE	0.729	0.831	0.552

Based on the finding of the measurement model, it has satisfactory internal consistency and convergent validity. The values for Cronbach alpha are above the threshold of 0.70, thus indicating a good internal consistency. However, as Hair et al. (2014) suggested, composite reliability should also be used to measure internal consistency. All the composite reliability values are within the acceptable range of 0.70 to 0.90. The AVE values for the constructs in the measurement model are above the recommended threshold of 0.50. This indicates that the constructs are able to explain more than half of the variance in their indicators, which is a good sign of convergent validity. According to the Fornell-Larcker criterion, the square root of each construct's average variance extracted (AVE) should be greater than the highest correlation between that construct and any other construct in the model. Table 4 shows that the square root of the AVE for each construct is indeed higher than its highest correlation with any other construct. This provides evidence for the constructs' discriminant validity, indicating that each construct is measuring a unique and distinct concept.

Table 4
Discriminant Validity

Constructs	Fornell-Larcker Criterion (FLC)			Heterotrait-Monotrait Ratio (HTMT)		
	EBBE	IMC	SM	EBBE	IMC	SM
EBBE	**0.740**					
IMC	0.543	**0.773**		0.674		
SM	0.556	0.472	**0.777**	0.687	0.564	

Henseler et al. (2016) suggest that to test for discriminant validity, Fornell-Larcker's criterion (table 4) should be supplemented with Heterotrait-Monotrait Ratio (HTMT) using a 0.85 specificity criterion rate. The results in the table above confirm that none of the correlations exceed the 0.85 threshold. Therefore, the three constructs demonstrate discriminant validity.

Table 5 presents the assessment results of the measurement models used in a research study. This table provides an overview of the reliability and validity of the constructs measured in the study. All the evaluation criteria for the model are met, thus supporting the validity and reliability of the measures.

Table 5
Results Summary for the Measurement Models

Latent Variables	Indicators	Factor Outer Loadings	Indicator Reliability ($loading^2$)	Composite Reliability (CR)	Average Variance Extracted (AVE)	Cronbach's Alpha (α)	Discriminant Validity? (FLC & HTMT)
SM	1.1	0.807**	0.651	0.859	0.603	0.785	YES
	1.2	0.744**	0.554				
	1.3	0.764**	0.584				
	1.4	0.790**	0.624				
IMC	2.1	0.855**	0.731	0.881	0.598	0.832	YES
	2.2	0.714**	0.510				
	2.3	0.797**	0.635				
	2.4	0.776**	0.602				
	2.6	0.713**	0.508				
EBBE	3.1	0.687**	0.472	0.831	0.552	0.729	YES
	3.2	0.732**	0.536				
	3.3	0.752**	0.566				
	3.4	0.787**	0.619				

**t-value is significant at 0.05 level of significance

Assessment of the structural model results determines how well the theory/concepts support the empirical data and, therefore, decides if it has been confirmed empirically. Once the measurement model has been established to have good reliability and validity, the next step is to examine the structural model, which assesses the relationships between the constructs and their predictive capabilities. For assessing the critical criteria in the structural model is to test for the level of the R^2 values, collinearity issues (using VIF), the predictive relevance (Q^2), the f^2 effect size, and testing the significance of the path coefficients (Hair et al. 2014). The VIF value from IMC to EBBE is 1.286, and from SM to EBBE is also 1.286; are clearly more than 0.2 and at the same time less than 5; therefore, in the structural model, there is no collinearity issues among the predictor constructs, and we can further test our structural model. The R^2 of 0.411 for the EBBE latent variable indicates that the two exogenous latent variables (SMA and IMC) explain 41.1% of the variance in EBBE. This is considered a moderate level of predictive accuracy, as for good explanatory power, it exceeds the 33% moderate level, as suggested by Chin (2010). Cross-validated redundancy using Q^2 values is an essential method for assessing the predictive relevance of the endogenous variable in a structural equation model. This method was first proposed by Chin (2010) and is based on the concept of blindfolding, which involves systematically removing a portion of the data and using the remaining data to predict the missing values. A $Q^2 = 0.182$ suggests that the model has moderate to good predictive power for the endogenous latent variable of EBBE, suggesting that the model is robust and can be used for predicting the effect of social media adoption (SMA) and integrated marketing communication (IMC) on employee-based brand equity (EBBE). The effect size (f^2) is an important measure used in structural equation modeling (SEM) to assess the practical significance of the relationships between exogenous and endogenous variables. Specifically, f^2 measures the proportion of variance in an endogenous variable that an exogenous variable

can explain after controlling for the effects of other exogenous variables in the model. An f^2 effect size of 0.15 or higher is considered a medium effect, while an f^2 effect size of 0.35 or higher is considered a significant effect. In this study, the f^2 effect size for the social media adoption construct is 0.197, which indicates a medium effect size. Similarly, the f^2 effect size for the integrated marketing communication construct is 0.172, showing a medium effect size. This suggests that social media adoption and integrated marketing communication significantly impact employee-based brand equity. The summary of the results is shown in Table 6.

Table 6
Summary of the results

Construct	R^2	Q^2	f^2 (IMC)	f^2 (SMA)
EBBE	0.411	0.182	0.172 (medium)	0.197 (medium)

Table 7 presents the findings for the structural model. The study found that social media adoption and integrated marketing communication have a positive and considerable association with employee-based brand equity in private universities. Therefore, the hypothesis that social media adoption would positively impact employee-based brand equity in private universities (H_1) is confirmed by the study's results. Similarly, the hypothesis that integrated marketing communication would positively impact employee-based brand equity in private universities (H_2) is confirmed by the study's results.

Table 7
Structural Model Path

Hypothesis	Structural Path	Path Coefficient	t-value (Bootstrap)	Hypothesis Results
H1	SM → EBBE	0.386**	3.469	Supported
H2	IMC → EBBE	0.361**	3.241	Supported

**t-value is significant at $p < 0.05$

The research found that both social media adoption and integrated marketing communication positively and significantly impact employee-based brand equity in private universities. This supports the argument that private universities should adopt these marketing strategies to strengthen their brand equity.

Fig. 2 below is the result of the output generated by PLS-SEM to show the significance of the Importance – Performance Matrix (IPM).
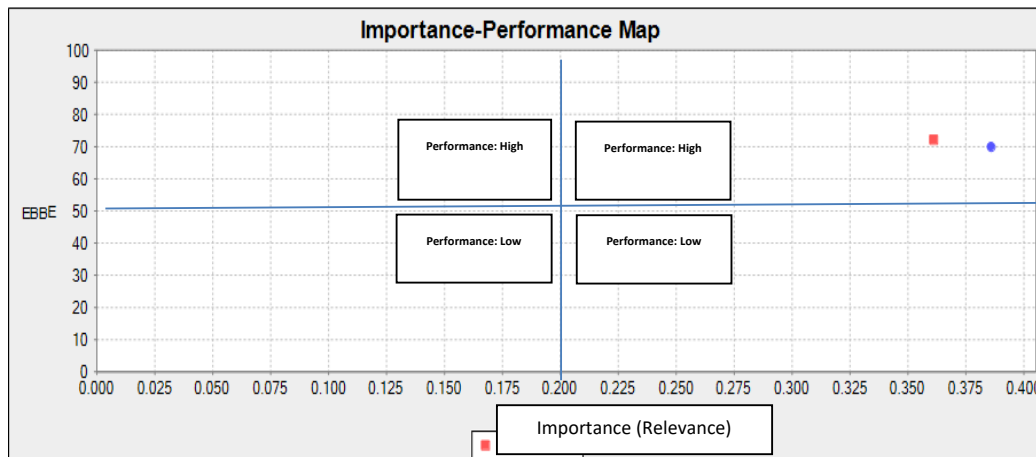
Fig. 2. Importance – Performance Matrix for EBBE

According to the importance-performance map in Figure 2, both social media adoption and integrated marketing communication have shown high performance and importance in constructing employee-based brand equity. This means that both SMA and IMC are considered significant and practical indicators for creating EBBE in private universities in Jakarta, Indonesia.

5. Discussion

The study concludes with empirical evidence to provide for the idea that social media adoption and integrated marketing communication are essential factors that can positively impact employee-based brand equity in private universities. The study also confirms that SMA and IMC directly and significantly affect EBBE. By adopting effective social media and IMC strategies, private universities can enhance their brand equity and achieve better outcomes, such as increasing the number of students and improving their international ranking.

The results suggest that there is support from both theoretical assumptions and empirical studies for the idea that social media adoption can positively impact employee-based brand equity. It is a novelty in private universities, indicating that social media adoption strongly drives employee-based brand equity (Kim & Ko, 2012; Callarisa et al., 2012; Hsu & Lawrence, 2016; Ahmed et al., 2014). Therefore, this research aligns with previous literature and converges with the prior study's findings.

Integrated marketing communication, on the other hand, helps to project its identity, the name of the brand, and its values mainly due to its capability to persuade, inform, reinforce, and remind consumers of decisions about the brand. Previous limited research findings contribute to the study of IMC in private universities, indicating IMC as a vital enabler of (employee-based) brand equity (Šerić & Gil-Saura, 2012; Madhavaram, Badrinarayanan & McDonald, 2005; Mongkol, 2014; Brunello, 2013). The study demonstrates that social media adoption and integrated marketing communication are ideal for employee-based brand equity in private universities. Their total effect substantially contributes to creating strong employee-based brand equity. The study offers an empirical assessment of social media adoption and integrated marketing communication in a developing country, explicitly attributing to strategies formulation for marketing communication in private universities. The study has contributed to the existing knowledge by providing evidence for the positive causal associations between social media adoption, integrated marketing communication, and employee-based brand equity in the context of private universities. Additionally, the study has offered an empirical model that private universities can use in developing countries to operationalize these concepts and benefit from their positive effects.

The study's findings suggest that social media adoption and integrated marketing communication practices can help private universities enhance employee brand equity, ultimately benefiting the organization. Marketing managers in private universities can use this information to develop effective strategies incorporating social media and IMC practices to build brand equity and improve market position. The study highlights the importance of creating a consistent and engaging message across different communication channels, including social media, to reinforce the brand identity and increase brand awareness. By doing so, private universities can create a positive image among their stakeholders, including employees, which can translate into higher student enrolment, improved employee retention, and overall organizational success.

6. Conclusion

The study investigated the impact of social media adoption and integrated marketing communication on employee-based brand equity among private university employees. The study found that both factors are essential and effective antecedents of employee-based brand equity, explaining much of the variance in this outcome. The study's implications suggest that private universities should prioritize building their brand to remain competitive and include social media and integrated marketing communication techniques in their strategic plans to impact employee-based brand equity positively. Overall, this research highlights the importance of brand building and effective communication strategies in driving positive employee-based brand equity outcomes for private universities.

This study only focused on two factors – social media adoption and integrated marketing communication - to explain employee-based brand equity. Many other factors can likely influence employee-based brand equity, and future studies could benefit from a more comprehensive approach that considers a broader range of factors. Another limitation is that the research only concentrated on private universities in the capital city of Indonesia. This means that the results may not apply to other types of private higher educational institutes or other regions of Indonesia. Future studies could benefit from a more diverse sample that includes different types of private educational institutions and regions.

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