ANALYSIS OF THE INFLUENCE CRM DIMENSIONS ON EMPLOYEE BASED BRAND EQUITY

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Abstract

Indonesia is rapidly experiencing in last 5 years with transition from conventional to online transportation with the emergence of various well-known online applications such as Grab. For any business aiming to maintain its market position, establishing a distinctive identity and nurturing ongoing connections with clients represent crucial strategic marketing approaches. This research aimed to examine the influence dimensions of CRM on employee based brand equity among Grab online motorcycle taxi drivers in Jabodetabek. The research approach employed quantitative methods building upon established studies, utilizing a deductive framework with a single quantitative technique where participants evaluated items on a 5-point scale (1-5). This investigation required 210 participants who had served as Grab transportation providers for a minimum of 12 months as their primary source of income. The study implemented multiple linear regression analysis to examine the proposed hypotheses involving four autonomous factors: client-focused orientation, information management systems, relationship management organizational structure, and technology-integrated client relationship systems—all examined for their impact on the dependent factor of staff-centered brand value. The analysis revealed that all formulated hypotheses were substantiated, with the components of client relationship management demonstrating affirmative influences, both individually and collectively, on personnel-based brand equity. These discoveries contribute to the existing academic knowledge in this field and confirm the significance of client relationship management elements in shaping employee-centered brand value.

Keyword: *customer orientation; crm organization; employee-based brand equity; knowledge management; technology-based crm*

1. Introduction

The mobility service sector currently faces numerous obstacles arising from the unpredictable nature of financial conditions and market volatility, increasing competition and technological developments (Pinar *et al* ., 2012). This is confirmed by the statement of Mufida, Wulandari, & Silvia (2023) that Indonesia is experiencing a transition from conventional to online transportation with the emergence of various well-known online applications such as Go-Jek, Maxim, In-Driver and Grab. To maintain market relevance, establishing distinctive corporate identity and fostering client connection systems represent essential promotional approaches for business enterprises (Barnes, 2003).

The benefits equity of brand have been widely recognized in the marketing literature, particularly regarding service companies. A number of studies such as Punjaisri & Wilson (2007) ; and Burmann, Zeplin, & Riley (2009) consider service staff or field employees to be the main asset of a company. Their continued commitment to the values of a brand and product will encourage them to achieve important goals together for the company (Xiong, King, & Piehler, 2013). While understanding customer relationship management (*Customer Relationships Management*) for employees has other benefits, namely motivating employees to survive, develop and advance with the company (Müller, 2014).

This research aimed to investigate how different aspects of customer relationship management affect brand equity that is built through employees. Thus, based on the description above, the purpose of this research is to examine the influence of CRM dimensions on employee-based brand equity among Grab online motorcycle taxi drivers in Jabodetabek. The study also describes how specific CRM components (customer orientation, knowledge management, organizational CRM, and technology-based CRM) relate to employee-based brand equity factors including brand support, consistent brand behavior, and brand loyalty.

2. Literature Review

2.1 Employee-Based Brand Equity

Employee-based brand equity is a concept recently appearing in branding research that measures how motivated employees are to support the brand's vision, along with the company's provision of resources needed to reach intended outcomes (Ghose, 2009). In essence, employee-based brand equity reflects how well employees internalize core brand values, demonstrated through their consistent brand behaviors, endorsements, and loyalty (Lee *et al.* 2019). According to Dinçer *et al*. (2020) brand equity represents a key strategic asset for organizations that requires regular examination, evaluation, and strategic management.

2.2 Dimensions of Customer Relationship Management (CRM)

Minami & Dawson (2008) view customer relationship management functions as a philosophical principle suggesting that establishing enduring connections with business clients forms the foundation for enhancing brand satisfaction and cultivating customer loyalty. Sin, Tse, & Yim (2005) explains, there are dimensions of customer relationship management *(Dimension of CRM).* These dimensions are customer orientation, knowledge management, CRM organization and technology-based CRM. Meanwhile, according to Jatmiko (2012), CRM is a process of identifying customers, creating consumer knowledge, building consumer relationships, and forming customer perceptions of the organization and its solutions.

2.3 Customer Orientation

Customer orientation is the basis for national economic learning organizations that result in superior value attributions and greater customer satisfaction (Slater & Narver, 1995; and Sinkula, Baker, & Noordewier, 1997). According to Brady & Cronin (2001), customer orientation allows companies to obtain and assimilate the information needed to design and implement marketing strategies that produce more profitable customers and better results.

2.4 Knowledge Management

Knowledge management refers to the capability to generate, structure, maintain, utilize, and share critical information and knowledge throughout an organization (Wiig, 1997). It represents a type of expertise management that leverages implicit knowledge, making it accessible for particular objectives, primarily to enhance organizational effectiveness (Broadbent, 1997). Knowledge has a purpose, Merlo (2016) in his research stated that the purpose of knowledge is to share, and for knowledge to play a role in encouraging employees to generate constructive behavior within the scope of the office or organization.

2.5 CRM Organization

In their research Lanmobil & Verhoef (2003) interpreting a CRM organization, is a cross-functional culture factor between teamwork, towards the mission and vision to be achieved through customers. CRM organizations are marketing tools to coordinate between individuals, improve services to consumers and improve marketing techniques (Tanner *et al.,* 2005). Meanwhile, according to Ko *et al.* (2008) CRM organization is a process for finding a good marketing strategy, knowing the product you want to market, the product's position in market share and where to analyze the maturity of each information.

2.6 Technology-Based CRM

Technology-based CRM refers to the capability to leverage information technology infrastructure and its diverse applications to enhance customer-company relationships, while considering the oversight and automation of

internal business operations in sales, marketing, and service domains (Coltman, 2007). CRM technology is an organization's technological capability for CRM in understanding and collaborating with customers to meet their needs (Rapp, Trainor, & Agnihotri, 2010).

3. Material and Method

3.1 Desain Study

This quantitative research expanded upon prior studies. Specially, employee-based brand equity was measured using three dimensions: brand loyalty (2 items), brand support (3 items) and brand consistent behavior (3 items) adapted by Jarvis *et al.* (2003) ; King *et al.* (2012) ; and Hanaysha & Al-Shaikh (2022). Tthe CRM dimensions were measured using several items: customer orientation (3 items), knowledge management (4 items), CRM organization (4 items) and technology-based CRM (2 items). All measurement items were adapted from Sin *et al.* (2005) ; Akroush *et al* . (2011) ; and Hanaysha & Al-Shaikh (2022). This research was deductive in nature and used a quantitative mono method where respondents were asked to rate each item according to the Likert scale in the research Sekaran & Bougie (2016). Likert was divided into 5 points, with a range ranging from 1 (strongly disagree) to 5 (strongly agree). This research used primary data where the data was collected directly by sharing the Google Form questionnaire link which would be filled in by respondents. The population and sample collection technique used a purposive sampling technique. The target population, namely Grab online motorcycle taxi drivers, men and women, who lived in the Jabodetabek area, aged 20 years – 50> years, and had been online motorcycle taxi drivers for at least 1 year and had made this their main job.

3.2 Data Analysis

This research used multiple linear regression methodology with 4 independent variables: customer orientation, knowledge management, CRM organization and technology-based CRM and influencing the dependent variable, namely employee-based brand equity. Then data processing used IBM SPSS 23 both from validity and reliability tests, classical assumption tests, T tests (partial influence) and F tests (simultaneous influence). Based on the provisions for determining respondents, the number of respondents for a study started from five to ten times the number of questionnaires to be asked (Hair *et al.,* 2020) , it could be stated that this research required (21x10) 210 respondents.

4. Result

The t test in a research was used to show that individually one variable can have a significant effect on the dependent (dependent) variable. The hypothesis could be accepted if the significance level $\alpha < 0.05$ and t count > t table, then conversely the

variable hypothesis had no significance if the level α > 0.05 and t count < t table for the dependent variable (Fitriatien, 2017).

Table 1. Partial t test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std . Error	Beta		
1 (Constant)	18,194	,374		48,707	,000
Customer_Orientation	,405	.019	,456	21,466	,000
Knowledge_Management	,344	.016	,470	21,830	,000
CRM_Organization	,130	.017	,166	7,810	,000
CRM_BT	,515	.026	,425	19,870	,000

Looking at table 1. Partial t test, it could be seen that the customer orientation t value was 21.466 and the sig value was 0.00, for the knowledge management variable the t value was 21.830 and the sig value was 0.00, making it the vocal variable with the highest t value for the dependent variable. Apart from that, for the CRM organizational variable, the t value obtained was 7.810 and sig 0.00, this made it the variable with the lowest level of significance among the other variables, then for the last variable, technology-based CRM, the t value was 19.870 with sig 0.00. If it was known that the t table from this research was 1.971 then it could be ascertained that all independent variables individually had an influence on the dependent variable, namely employee-based brand equity.

The F test performed simultaneously in the research was employed to determine whether all independent variables collectively had a significant impact on the dependent variable, with a significance level < 0.05 and calculated F > F table. If this happens then it could be accepted that all independent variables had a simultaneous effect on the dependent variable (Fitriatien, 2017). Then look at the table below that the sig value was 0.00 and smaller than 0.05, if it was known that the F table was 2.415 and the test results showed that the calculated F was 540.893 which meant that it was greater than the F table, assuming all the independent variables affected the dependent variable simultaneously and requires that H5 could be accepted.

Table 2. Simultaneous F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	574,360	4	143,590	540,893	,000 [b]
Residual	54,421	205	,265		
Total	628,781	209			

For Sugiyono (2016), a coefficient of determination approaching 0 meant that the dependent (bound) variable was weak and vice versa, if the value of the coefficient of determination was close to 1, it was certain that the dependent variable

was strong in the model. Look at the adjusted R square in the table below, the value shown was 0.912 (91.2%), indicating that the independent variable in this study accounted for 91.2% of the variation in the dependent variable, employee-based brand equity. The remaining percentage was attributed to other factors or variables not explored in this research.

Table 3. Coefficient of Determination

Model	*R*	*R Square*	*Adjusted R Square*	*Std . Error of the Estimate*
1	,956 [a]	,913	,912	,515

From this equation below it could be explained, namely the constant value of α was18.194 and there was no minus sign, which meant that it was positive for all independent variables which included customer orientation, knowledge management, CRM organization and technology-based CRM. If all the independent variables were at a value of 0 percent, in other words they did not change, then the value of a dependent variable (employee-based brand equity) wasw 18.194. The regression coefficient value of a customer orientation variable (X1) was 0.405. This nominal represented a positive influence, because if customer orientation increases by 1%, employee-based brand equity would increase by 0.405, assuming the other independent variables were constant. This positive influence could be interpreted as the independent and dependent variables experiencing an influence in the same direction.

Table 4. Multiple Linear Regression Test Results

Model	*Unstandardized Coefficients*		*Standardized Coefficients*
	B	*Std . Error*	*Beta*
1 *(Constant)*	18,194	,374	
Customer_Onboarding	,405	.019	,456
Knowledge_Management	,344	.016	,470
CRM_Organization	,130	.017	,166
CRM_BT	,515	.026	,425

The regression coefficient for the knowledge management variable (X2) was 0.344, indicating a positive relationship. This means that a 1% increase in knowledge management would lead to a 0.344 increase in employee-based brand equity, assuming all other independent variables remain unchanged. Similarly, the regression coefficient for the CRM organizational variable (X3) was 0.130, also reflecting a positive effect. In this case, a 1% improvement in CRM organization would result in a 0.130 increase in employee-based brand equity, with other variables held constant. The regression coefficient value of a technology-based CRM variable (X4) was 0.515. This nominal represented a positive influence, because if technology-based

CRM experienced an increase of 1%, employee-based brand equity would increase by 0.515, assuming other independent variables were constant.

5. Discussion

Based on hypothesis testing, this study revealed several key findings. First, customer orientation was found to significantly and positively influence employee-based brand equity. Gazzoli *et al.* , (2013) support this, stating that customer orientation enhances both customer and employee perceptions of the brand, particularly when their interactions are mutually beneficial. This ultimately boosts brand satisfaction for both parties. In practice, Grab consistently provides procedural reminders to its drivers on how to respond to, serve, and satisfy customers effectively.

Next, knowledge management also demonstrated a significant and positive impact on employee-based brand equity. The results suggest that Grab has effectively positioned itself as a bridge between customers and drivers. Additionally, the company regularly provides drivers with educational tips and ensures 24/7 admin support for any customer-related issues. These findings align with Xiong *et al.* (2013) who emphasized that effectively managing knowledge about the target market plays a crucial role in enhancing employee-based brand equity.

Furthermore, the results from other variables, namely that CRM organizations had a positive impact on employee-based brand equity. In fact, Grab as a company had designed how an online transportation service application company run in Indonesia, and how customers related to the company or brand used, seen from the perspective of this research. Driver as the basis for the research recognized that the system used and designed could support customers. King *et al.,* (2012) in their research shows that to ensure the success of relationships with customers, it must have a structure that is the same as the state the company is in, and this has been implemented by Grab.

Then, technology-based CRM was found to have a significant and positive effect on employee-based brand equity, in fact Grab drivers acknowledged that the application, both in terms of system, appearance, offers and the various uses that this one Grab application has, were all aimed at customers and Grab, succeeded in making customers had a good experience using the application in terms of driver assessment. This is also in line with Cai (2009) who confirmed that effectively implementing CRM technology enhances a brand's marketing capabilities and allows it to achieve stronger performance outcomes. This improved performance is driven by employees' loyalty to the brand and a strong sense of brand identification.

And finally, all variables starting from customer orientation, knowledge management, CRM organization and technology-based CRM had a significant positive effect on employee-based brand equity. This was what almost makes drivers as field workers took supportive actions, displayed consistent behavior in every job they get and stayed with Grab as the company where they work. Ghose (2009) said

that employee-based brand equity is a concept in the application of a brand that refers to the level of employee performance, including motivation, behavior and loyalty to work for the vision and mission of a company or brand itself and is assisted in its fulfillment by other supporting things that can be achieved. help them achieve the vision and mission of the company they belong to.

6. Conclusion, Implication, and Recommendation

In this study, all the hypotheses developed are successfully proven, the dimensions of CRM, including customer orientation, knowledge management, CRM organization and technology-based CRM, have a positive effect, both partially and simultaneously. These results show that Grab drivers are encouraged to take positive actions in terms of consistent behavior in taking jobs, a supportive attitude towards every action taken by the company and also loyal or persistent behavior. These things happen because the company as a facilitator between drivers and customers acts fairly and makes efforts fulfillment that makes customers and drivers satisfied. These fulfillments include, among others, good education on how to be a driver who protects customers, tips and tricks on how to respond to customers, warnings and rules regarding what can and cannot be done for drivers and customers, then proper application both system-wise, offering and fulfilling what customers and drivers want. Everything that has been discussed previously proves that drivers have done positive things to date and are trying their best to realize the brand's vision and mission for the company.

This study still has several limitations or limitations, firstly, this study only focuses on the Jabodetabek area which is actually the largest user of online transportation applications on the island of Java. Second, the respondents studied were only Grab drivers, because Grab only considers its drivers to be gig workers, it is hoped that there will be clarity from other platforms or companies such as Maxim, In-Driver, Gojek and even Shopee regarding their partners. Therefore, in future research, the researcher hopes and suggests that the object of the research area will be opened up in other places or in other cities which tend to have a different topography from the area currently being studied, then it is hoped that the differences in respondents will be wider because this research is not certain to be successful. whether or not with respondents from different companies or brands. Lastly future research on this topic is expected to adopt a qualitative or mixed methods research approach to gain a better understanding of the importance of CRM dimensions in influencing employee-based brand equity.

This research has implications that can contribute to companies in the field of customer relations, even though the CRM organizational variable has a significant impact and has a positive predicate, either partially or simultaneously with other variables. However, the resulting values tend to be lower than other variables. This discovery can be used as identification material for companies to further strengthen the synergy of positive input or constructive opinions in customer relations, both

from employees in the office and also drivers in the field. This action reflects how the company prioritizes positive output that is good for the company and its sustainability together the same. This research provides evidence that these findings could be a new way for Grab to further improve relationships with customers through field experiences experienced by Grab drivers.

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