

The Role Of Personal Brand Orientation And BrandOrchestration In Social Commerce

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Abstract

SME growth on social commerce is on the rise. Founders invest substantial time and effort in gaining social media recognition, yet it is unclear what benefits they receive from this investment. The purpose of this study is to investigate the impact of Personal Brand Orientation (PBO) on SME Digital Firm Performance in an Indonesian Online Social Commerce. This study hypothesizes that all PBO dimensions are positively associated with SME Digital Firm Performance, and that networking capabilities and brand orchestration aid to moderate PBO's effect. The study employed a quantitative method and partial least square structural equation modeling technique in data processing and interpretation due to its applicability for predictive research models. 504 sample data were collected from SME staff employees via online surveys performed in Indonesia between September and October 2021. This research examines how founder personal branding can be leveraged as a strategic resource for SMEs. Furthermore, an assessment of SMEs' capabilities provides a more complete picture, allowing for a more in-depth understanding of the founder's marketing appeal. To test given study hypotheses, partial least square structural equation modeling (PLS-SEM) was applied. This study's use of upper echelon theory later confirmed the favorable association between founder vision and founder-relevant education for personal brand orientation. This study, on the other hand, showed a substantial relationship between personal brand orientation and digital firm performance, which was significantly mediated by networking skills.

Keywords - Personal Brand Orientation, Brand Orchestration, Founder Narcissism, Founder Relevant Education, Founder Vision, Digital Firm Performance

Introduction

E-commerce exploded in Indonesia as the country's Internet penetration increased. Indonesia will have 202.6 million internet users by 2020, making it the world's fourth-largest internet user (Badan Pusat Statistik, 2020). In Indonesia, online shopping has become an integral aspect of Internet users' daily lives. In comparison to marketplaces and websites, social media has become the most often utilized online buying channel in Indonesia, which explains why C2C (Consumer to Consumer) has become the mainstream online shopping industry in Indonesia, with an anticipated e-commerce market of 133 billion dollars (Badan Pusat Statistik, 2020). In 2019, e-commerce contributed 21 billion dollars to Indonesia's digital economy, accounting for half of the country's digital economy (52 percent). In addition to being the country's largest retail engine, e-commerce in Indonesia is also one of the world's fastest growing markets. According to Google's study, it is expected to increase at a 36.1 percent annualized rate in 2019. E-commerce transactions will account for a quarter of all retail spending in Indonesia by 2022. Indonesia's majority of e-commerce transactions take place on social media, which is dominated by SMEs, which continue to generate the majority of an economy's wealth (Chowdhury & Chowdhury, 2016). Due to the popularity of social media, an increasing number of businesses are being created by popular social media users so called influencers (Lommatzsch, 2018; Zhai et al., 2021). Although many SMEs are run by well-known individuals with large social media followings, there is still a lack of

understanding regarding which SMEs thrive and which fail (McMullan et al., 2021). Despite the fact that they all wield enormous influence over their followers?

It's worth noting that normal consumers in Indonesia place an average of 82 percent of their trust in merchants and the quality of products offered on social media platforms (Ravenry, 2021), resulting in a high volume of transactions. Social commerce is the act of purchasing and selling things via social media platforms. In 2017, social commerce accounted for 40% of the Indonesian e-commerce market, with a US\$3 billion Gross Merchandise Volume (GMV). Social commerce is predicted to reach a value of \$25 billion by 2020, because of the growing number of social media users. Two important growth drivers in the social commerce sector are the distinct characteristics of social commerce that set it apart from other e-commerce channels such as online marketplaces and online website stores, as well as the rising merchant base. As social media continues to be the most popular e-commerce channel in Indonesia, where seller and buyer value relationship building through interaction, Instagram.com was chosen as one of the most commonly used social media platforms for commerce in this study, with 91.77 million Instagram users in Indonesia (Shivani, 2020). This business phenomena is significant in Indonesia, where social media is believed to have the lowest entry barrier compared to more complex and specialized C2C technologies such as Tokopedia.com, Bukalapak.com, and Shopee.com. Distinguish it from countries such as China, where C2C marketplaces such as Taobao.com, Tmall.com, and JD.com are the most often used channel by SMEs.

The founders of SMEs can be categorized as influencers based on their social media follower, ranging from nano influencers to celebrity influencers. Nano influencers have between 500 and 5,000 followers, micro influencers have between 5,000 and 30,000 followers, mid-tier influencers have between 30,000 and 500,000 followers, macro influencers have between 500,000 and 1,000,000 followers, and mega influencers have more than 1 million followers (Laura, 2021). This business phenomena is examined further in this study, and it is discovered that there are still a great deal of unknown effects associated with this type of marketing activities.

While branding is critical and social commerce is widely understood, very few empirical studies specifically address these topics (Kapidzic, 2018). Thus, the literature should investigate the effect of branding on the characteristics of social media marketing (Minazzi, 2014). Neither of these research examines personal social media branding. However, social media enables the management of personal brands to be as simple as managing a product or service brand. Not only celebrities brand social media, but so do all SME entrepreneurs.

However, marketing literature lacks three critical flaws. To begin, there is a substantial disparity between the quantity of branding research conducted on small and medium-sized firms (SMEs) and major corporations (Thomas, 2021). Second, in comparison to matured economies, the branding literature is deficient in studies on emerging economies (Chailan & Ille, 2015). Third, it appears as though the junction of a founder's personal and company branding is overlooked, particularly in small business settings. This study underlines the crucial significance of brands in the creation of relationships, as well as the link between branding talents and corporate effectiveness (Wong & Merrilees, 2008). Self-promotion and personal branding have grown in popularity as themes (Shepherd, 2005). When founder personal branding is combined with business branding and directed by a clear organizational perspective, it has been demonstrated that SMEs' founder personal branding improves firm performance. In comparison to larger enterprises, empirical evidence suggests that SMEs are at a competitive disadvantage when it comes to generating brand-related values, norms, and artifacts (González & Gale, 2021). Personal branding for the founder comprises capturing and communicating to a target audience an individual's strengths and distinctiveness (Shepherd, 2005; Kapidzic, 2018). The purpose of this study is to examine the effect of internal firm aspects such as the founders' personal brand orientation on the performance of SMEs, as well as brand orchestration between personal and company branding convergence. While the personal brand is an inseparable aspect of the founder's personality that is prominent on his or her social media accounts, it can be the result of narcissism, visionary tendencies, or relevant education in founders who devote a significant amount of time to self-promotion rather than firm outcomes (Kefalas, 2020). Additionally, earlier research has established the critical role of founders in providing unambiguous support for

organizational learning (Reese, 2020). Today's SMEs must demonstrate exceptional capabilities in managing their brands in an increasingly connected environment. That is why it is critical to consider how learning may promote increased brand equity in conjunction with the founder's personal branding.

1. Theoretical Background

1.1 Personal Brand Orientation

This study introduces a new construct, despite previous research on Brand Orientation (BO) in hotels (Foroudi et al., 2020), inter-firm (Eng & Jarvis et al., 2020), non-profits (da Silva et al., 2020), financial performance (Gromark and Melin, 2011). The personal brand as a brand standpoint is still lacking. It decides if a brand should be leveraged to obtain a competitive advantage. To build, grow, and maintain brand identity, brand orientation focuses on continuous engagement with target customers (Urde, 1999). Defined as the ability to compete, grow and profit from a brand (Urde, 1994). A company's long-term survival can benefit from brand advice. It has two sections. It is predominantly normative. Despite the paucity of empirical data, several models are used to explain brand attachment. Neither were the benefits of brand orientation for SMEs scientifically proven. Brands are a company's most valuable asset. Products and services should be verified by brand. This builds trust and decreases perceived risk in social commerce by showing the founder's personal brand's competency and capacity to deliver. There are four basic capabilities in this dimension (Hankinson, 2012; Urde, 1994). Specialist expertise, reliable personality, and attractive distinguishing exposure define personal branding.

Depending on their personal branding potential and passion. To guarantee that employees and the organization follow brand guidelines, all SME members must agree on the objectives. Efforts must be made by all parties to safeguard the brand's integrity. Everyone in the firm must comprehend branding and its implications for success (Anees-ur-Rehman et al., 2018). To fit with the company brand, the business founder must teach and train all employees about his personal brand values.

1.2 Founder Narcissism, Founder Relevant Education, Founder Vision

Although founder narcissism has been researched in relation to business outcomes such as performance (Zhang et al., 2012) and leadership (Germain, 2017), research on how it influences personal brand activities is lacking. This study claims that narcissistic SMEs founders tend to direct the firm towards their personal brand (PBO). Narcissism is defined as an exaggerated yet fragile feeling of self-importance (Aquino & Reed, 2002). Founder narcissism is considered a personality attribute that drives enterprise strategic decisions and successes (Chaturvedi, 2005). Narcissism is a component in fundraising because founders portray themselves on social media (Butticè & Rovelli, 2020).

However, in non-profit organizations, the antecedents of founder vision and educational accomplishment have a major effect on brand orientation (Hankinson, 2001). It's unclear how it impacts PBO. Personal brand focus is expected in SMEs with vision. As team members, we clearly grasp their goals with the founder's popularity. In this study, shared founder vision boosted knowledge transfer, which increased company performance (Gerschewski et al., 2020). Personal vision and educational success are antecedents in non-profit (Dang, 2020).

A business-savvy founder will encourage team members to engage in more personal branding initiatives to benefit from the founder's expertise. Founders with high educational attainment are more brand-oriented. (Hankinson, 2001) marketing, management, and commercial activities. Age, gender, and education of managers have all been connected to corporate performance. Numerous studies have examined how social capital affects business and brand performance (Sorenson, 2011).

1.3 Digital Learning Capabilities

Three conditions are required for a SME to effectively establish digital learning capabilities. First, the company's founders must clearly promote organizational learning (Mo-Ching Yeung, 2014). The founders should lead, show their support, and involve all employees (Bui, 2019). Digital improvements have influenced changes in the workplace, especially learning. Digital workplace learning is described as digitally augmented learning (Sarsar & Yilmaz, 2018). Third, it requires transferring and integrating individual knowledge (Lee & Roth, 2007). Developing a corpus of organizational knowledge integrated into job routines and procedures is critical to ensuring continuous learning. Social commerce brand development, especially for SMEs, necessitates public speaking, design and technology adoption abilities that include understanding social media analytics like engagement rate, interaction times and excellent content planning. To maximize the result over time, a learning process is required.

1.4. Brand Orchestration

The resource view helps determine whether a company's resources help it gain a competitive edge and eventually succeed. The interplay of social media and brand creates a competitive edge

(Theodoropoulou, 2020). Having these resources does not ensure increased performance; managers must instead organize them to maximize benefits (Min, 2022). Resource orchestration enabled the firm to adopt social commerce at every level. Organizational processes or routines that result in the establishment of equivalent competencies are implanted in the enterprise. As social commerce adoption grew, the founder's personal brand became part of the firm's brand.

The first is the portfolio structure, which encompasses resource acquisition, accumulation, and disposition. Third, leveraging capacity involves capacity stabilization, enrichment, and pioneering (Sirmon, Hitt, Ireland & Gilbert, 2010). A well-structured, bundled, and leveraged founder personal brand can yield multiple organizational effects. To develop trust and higher brand equity, the founder's photo is frequently employed in firm social commerce. Founders are also working on establishing expertise in business sectors, which will result in increased credibility of the Founders, which greatly contributed to the brand communication effectiveness..

1.5. Networking Capabilities

Using the dynamic capacity perspective, this study looked at the company's ability to network outside. The Dynamic Contracting Capacity Theory states that an organization's ability to develop, extend, or adjust its resource base impacts its performance. Networking company capacities allow enterprises to get strategic resources from the network (Mu, Thomas, Peng & Benedetto, 2017). The ability to locate and manage network partners, as well as manage and exploit network relationships to create value, has been defined previously (Mu & Di Benedetto, 2012). For firms to perform well, founder networking has been highlighted as a crucial attitude (Witt, 2004).

During the COVID-19 crisis, SMEs used their networking skills to create and maintain commercial relationships, decreasing financial issues. This suggests that SMEs may struggle to translate a founder's personal brand into commercial performance if they can't proactively acquire, develop, and use resources that assist opportunity- and advantage-seeking. It has been established that brand orientation and relationships increase the brand-business link (Katz & Williams, 1997). This will allow the SMEs to access better suppliers, more negotiating leverage and supportive investors and regulators. That instance, a company's strategic orientation will be more effective if it can build network ties (Rasmussen et al., 2015).

1.6 Digital Firm Performance

SME performance concept will be defined. The literature links performance to company success or failure (Wang & Kim, 2017). Company performance is a measure of strong or bad management, but it can also be random. This is a major concern for SMEs. Brand orientation improves sales performance, according to Tajvidi & Karami (2021). Öztamur & Karakadılar (2014) found a strong correlation between brand orientation and financial performance. Attract new followers and engage existing ones (Gromark & Melin, 2011). Branding reports distinct benefits for SMEs when successfully orchestrated. (Anees-ur-Rehman et al., 2018)

PBO is associated with improved relationship performance, and a company's brand orientation has a beneficial impact on intangible relationship performance (Hirvonen et al., 2013). Personal Brand Orientation also supports the creation of a dense network of strong relationships between formal and informal networks of founders, which helps SMEs with popular founders gain access to suppliers, regulators, etc.

Researchers believe that organizational performance is a complicated phenomena influenced by many factors (Lumpkin & Dess, 1996). Performance can draw attention to a cause (which can be measured through social media traffic, social media interaction, followers, etc). Attention and monetary elements define digital firm performance (Dutot & Bergeron, 2016). That is why this study focuses on social commerce performance metrics like profitability growth and follower count.

Therefore, this study propose the following hypothesis are :

H¹. Founder Narcissism has a positive effect on Personal Brand Orientation.

H². Founder Vision has a positive effect on Personal Brand Orientation.

H³. Founder Education has a positive effect on Personal Brand Orientation.

H⁴. Digital Learning Capabilities positively effect Brand Orchestration. **H⁵**.

Personal Brand Orientation positively effect Brand Orchestration. **H⁶**. Brand Orchestration positively effect Digital Firm Performance

H⁷. Personal Brand Orientation positively effect Digital Firm Performance

H⁸. Personal Brand Orientation positively effect Networking Capabilities

H⁹. Networking Capabilities positively effect Digital Firm Performance

H¹⁰. Brand Orchestration positively mediated Personal Brand Orientation to Digital Firm Performance.

H¹¹. Networking Capabilities positively mediated Personal Brand Orientation to Digital Firm Performance.

The research model of this study is shown in Figure 1.

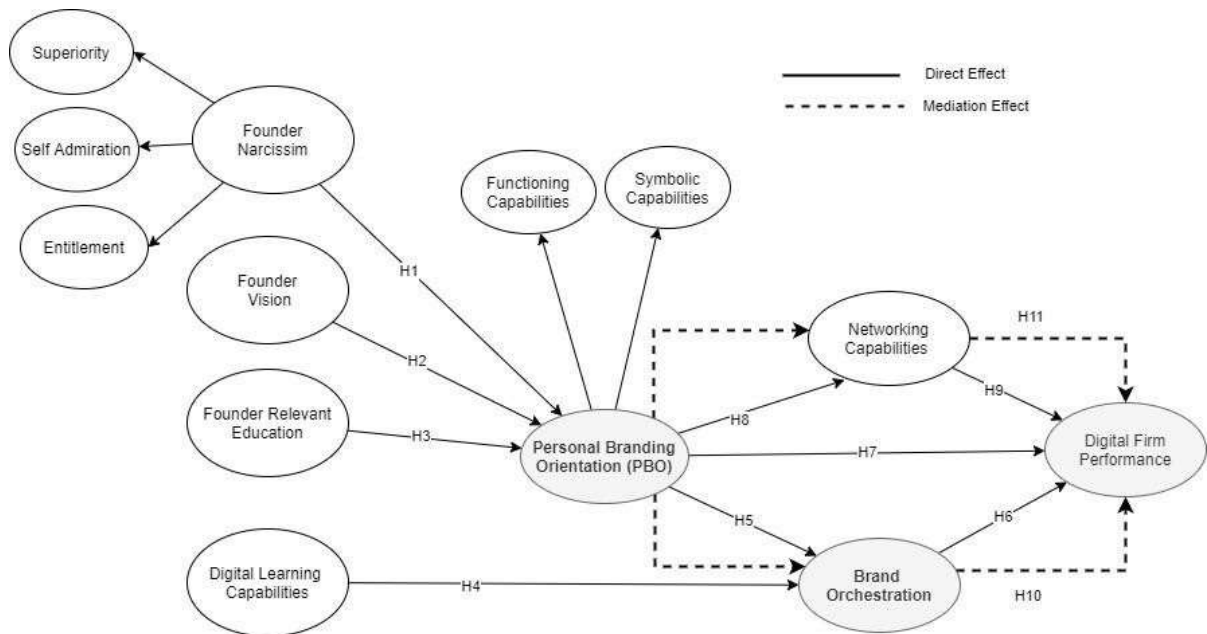


Fig. 1. Conceptual Framework

2. Research Method

2.1 Population and Sample

The target population for this research is SMEs that can be discovered on social media Instagram that are offering some form of product or service and have been in business for at least one year. In August 2021, inflact.com instagram profile search tools uncovered 1.999 profiles that cover the entire online social commerce in Indonesia. Following data collection and analysis, a minimal sample size estimation is done, with the results used to guide future data gathering and analysis. A retrospective estimation is used because only 355 data points were collected. The smallest significant path coefficient identified was 0.111 from FV to PBO, estimated in the inverse square root approach, which took 502 samples, and the gamma-exponential method, which required 489 samples (Kock & Hadaya, 2016). So, from January to February 2022, an additional 149 people will be sampled. Previous social scientists have supported this method (Nakagawa & Foster, 2004). 504 samples are gathered in total.

To assess all of the constructs, we utilized a five-point Likert scale with values ranging from 1 to 5, with 1 indicating "strongly disagree" and 5 indicating "strongly agree" for questions that have previously been used in the literature. All of the items were changed to make them more appropriate for the social commerce scenario. Because the answers were all Indonesian, the back translation technique was employed to ensure that the translation was accurate and accurate translation (Sousa & Rojjanasirat, 2010). In order to begin, the things were translated from English into Bahasa by a researcher who is fluent in Bahasa, which took several hours. The instrument was then inspected by twelve subject-matter experts to ensure that there were no ambiguities in the phrasing and to confirm the substance of the instrument. Founder narcissism is assessed with the use of a total of five self-reflective items (Chatterjee, 2007). Meanwhile, four reflecting items are used to assess founder vision (Ashford et al., 2017), and four reflective items are used to assess founder education (Wang & Yin, 2018). In this study, personal brand orientation is measured using an eight-item scale that was developed by adapting previous works (Ewing & Napoli, 2005). Brand orchestration is measured using seven reflective items (Li & Jia, 2018), Digital Learning Capabilities is measured

using nine reflective items (Nonaka, 1994), and Networking Capabilities is measured using six reflective items (Mitrega et al., 2012).

2.2 Measurement Model

Specifically, the current study employs a partial least squares standard error of the mean (PLS-SEM), which is carried out using the software application SmartPLS 3.3, to carry out the empirical analysis. Individual item reliability, internal consistency, convergent validity, and discriminant validity are all evaluated in accordance with well accepted standards of practice (Hair, 2017). The standard outer loadings are used to establish the dependability of specific objects based on their design. Outside loading of 0.7 or above is considered to be fairly excellent. However, while a loading value of 0.5 is generally considered acceptable, any construct with a loading value of less than 0.5 should be avoided at all costs (Henseler & Fassott, 2009). It should be noted, however, that in this study, all outer loading is greater than

0.5. The alpha values of Cronbach's alpha coefficients are also employed to determine the internal consistency of measurement scales, as previously stated. The level of consistency must be greater than

0.70 in order to be considered satisfactory. A composite reliability (CR) measure is recommended by experts because Cronbach's alpha values for PLS-SEM are limited and can only be used to evaluate internal consistency (Hair, 2017). As a result of finding that all composite reliability values above the specified requirement of 0.70, this study concludes that the internal consistency of all measuring scales used in this investigation is acceptable. The validity of the convergent validity test is also assessed in this study, which makes reference to the average variance that was obtained (AVE). As can be seen in Table I, all AVE values, with the exception of personal brand orientation, exceed the required cut off of 0.50, indicating satisfactory convergent validity in this situation. Composite reliability is greater than 0, but average reliability is less than 0.5 in this case. The convergent validity of the personal brand orientation is still sufficient at number six (Fornell & Larcker, 1981).

The Fornell-Larcker criterion was used to investigate discriminant validity at the construct level in this study, and correlations were used to examine discriminant validity at the construct level. Because the square root of the AVE of each construct outperforms the correlation with any other measurement construct, the measurement model is sufficiently discriminating to be used in practice (see Table 1-4). Additionally, the discriminant validity of each item is assessed one by one.

Table 1. Validity and Reliability of Higher Order Construct

Construct	Dimension	Outer Loading	CR	AVE
Founder Narcissism	Authority (AU)	0.845	0.888	0.726
	Self Admiration (SA)	0.866		
	Entitlement (EN)	0.845		
Personal Brand Orientation	Symbolic Capabilities (SC)	0.868	0.843	0.728
	Functioning Capabilities (FC)	0.839		

Table 2. Validity and Reliability of Lower Order Construct of Founder Narcissism

Dimension	Items	Outer Loading	CR	AVE
Authority (AU)	FN3	0.850	0.869	0.768
	FN4	0.902		
Self Admiration (SA)	FN6	0.887	0.881	0.788
	FN7	0.888		
Entitlement (EN)	FN8	0.900	0.869	0.769
	FN9	0.852		

Table 3. Validity and Reliability of Lower Order Construct of Personal Brand Orientation

Dimension	Dimension	Outer Loading	CR	AVE
Symbolic Capabilities (SC)	PBO9	0.838	0.820	0.604
	PBO10	0.742		
	PBO14	0.748		
Functioning Capabilities (FC)	PBO3	0.894	0.900	0.819
	PBO11	0.916		

Table 4. Result of the measurement model

Construct	Items	Outer Loading	CR	AVE
Founder Vision	FV1	0.906	0.883	0.791
	FV3	0.872		
Founder Relevant Education	FRE1	0.793	0.825	0.612
	FRE3	0.843		
	FRE4	0.704		
Brand Orchestration	BO1	0.723	0.812	0.520
	BO4	0.762		
	BO6	0.712		

	BO7	0.685		
Digital Learning Capabilities	LO1	0.905	0.887	0.664
	LO2	0.852		
	LO8	0.779		
	LO9	0.709		
Networking Capabilities	NC1	0.873	0.892	0.734
	NC2	0.862		
	NC6	0.819		
Digital Firm Performance	DFP1	0.782	0.908	0.664
	DFP2	0.700		
	DFP3	0.806		
	DFP4	0.891		
	DFP5	0.881		

Research Result

As indicated by the coefficient of determination (R^2), it indicates how much variation in a dependent variable can be explained by the independent variables. To put it another way, the measurement model explains the fraction of variability in the data that can be explained by the method by which the data was obtained. In order for the structural model to effectively explain the variance of the endogenous latent variable, this number must be large; as a result, a higher R^2 value increases the predictive power of the structural model. In general, when compared to other measures of reliability, R^2 values of 0.75, 0.50, and 0.25 for endogenous constructs can be regarded as significantly high, moderate, and weak, respectively. The R^2 of the model is given in the following table: Table 5. As measured by the R^2 of Personal Brand Orientation (PBO), the construct has limited explanatory power (0.450), while BrandOrchestration (BO) has little explanatory power as well, with an R^2 of 0.415. R^2 indicates that the explanatory power of digital firm performance is low (0.297). This is referred to as Personal Brand Orientation (PBO), and it is detailed more below. Besides explaining 45 percent of the variation by its antecedent, Digital Learning Capabilities also explains 41.5 percent of the variation in Brand Orchestration (BO), and the combined effects of Personal Brand Orientation, Brand Orchestration, and Network Capabilities explain 29.7% of the variation in Digital Firm Performance (DFP). A cross-validated redundancy (Q^2) test was also performed to determine the predictive relevance of the structural model in order to assess its performance in this regard. When measuring Q^2 , it is recommended that the cross-validated redundancy be used since it contains the structural model, which is an important component of the path model, in order to predict data points that are deleted from the path model (Hair et al., 2017).

Table 5. Coefficient of Determination (R^2) and Predictive Relevance (Q^2) of the constructs.

	R-Squared	Q-squared
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Personal Brand Orientation	0.450	0.216
Brand Orchestration	0.415	0.203
Digital Firm Performance	0.297	0.181

Table 6 shows the path coefficients and significance levels for all constructs. The pathways' relevance was determined using SmartPLS' bootstrapping resampling approach. Except for H¹ (Founder Narcissism positively effects Personal Brand Orientation) and H⁵ (Digital Learning Capabilities positively impacts Brand Orchestration), all hypothesis (H², H³, H⁴, H⁶, H⁷, H⁸, H⁹) were determined to be significant. Founder Vision (path coefficient =0.111) and Founder Relevant Education (path coefficient =0.626) are the only two constructs that have a substantial positive effect on PBO. Hypothesis 2 and 3 (H², H³) are true. But Founder Narcissism is minor, hence H¹ is not justified. According to the findings, Personal Brand Orientation has a favorable impact on Brand Orchestration (path coefficient =0.642), Digital Firm Performance (path coefficient =0.169), and Networking Capabilities (path coefficient =0.451). Meanwhile, hypothesis six (H⁶) and hypothesis nine (H⁹) are supported, with positive significant effects of Brand Orchestration (path coefficient =0.169) and Networking Capabilities (path coefficient =0.267). Brand orchestration is found to be unaffected by Digital Learning Capabilities (path coefficient =-0.035).

Table 7 shows the results of the mediating test. Baron and Kenny (1986) first show that the independent variable has a zero-order effect on the dependent variable. The findings support the mediating role of Networking Capabilities (path coefficient =0.121) in the relationship between Personal Brand Orientation (PBO) and Digital Firm Performance (DFP) (Zhao et al., 2010). Because the link between PBO and DFP is significant, the mediating role of Brand Orchestration (path coefficient =0.109) is validated (Zhao et al., 2010).

Table 6. Hypothesis testing result

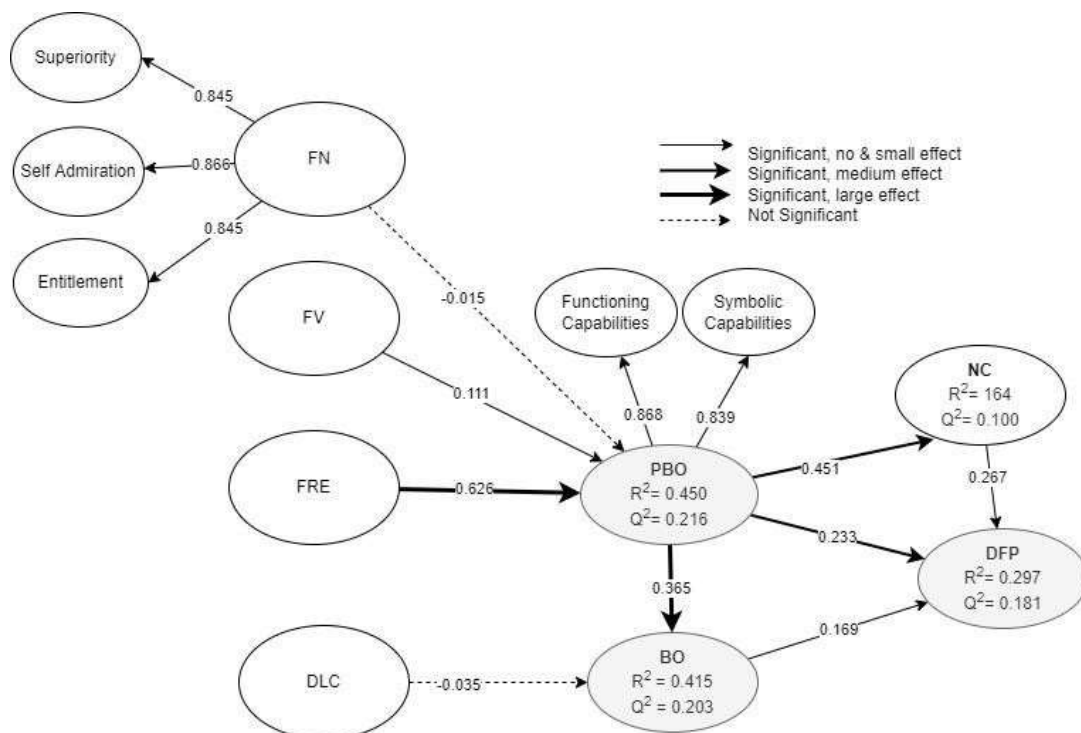
Hypotheses	Std. Path Coefficient	t-values	p-values	Result
H ¹ : Founder Narcissism positively effect Personal Brand Orientation (PBO).	-0.015	0.325	0.745	Not Supported
H ² : Founder Vision positively effect Personal Brand Orientation (PBO).	0.111	3.272	0.001	Supported
H ³ : Founder Relevant Education positively effect Personal Brand Orientation (PBO).	0.626	8.555	0.000	Supported
H ⁴ : Personal Brand Orientation (PBO) positively effect Brand Orchestration (BO).	0.642	10.871	0.000	Supported
H ⁵ : Digital Learning Capabilities positively effect Brand Orchestration (BO).	-0.035	0.636	0.525	Not Supported
H ⁶ : Brand Orchestration (BO) positively effect Digital Firm Performance.	0.169	3.065	0.002	Supported
H ⁷ : Personal Brand Orientation (PBO) positively effect Digital Firm Performance.	0.233	3.08	0.002	Supported
H ⁸ : Personal Brand Orientation (PBO) positively effect Networking Capabilities	0.451	6.482	0.000	Supported

H ⁹ : Networking Capabilities positively effect Digital Firm Performance	0.267	7.043	0.000	Supported
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Table 7. Specific Indirect Effect

Hypotheses	Std. Path Coefficient	t-values	p-values	Result
H ¹⁰ : PBO → BO → DFP	0.109	2.831	0.005	Supported
H ¹¹ : PBO → NC → DFP	0.121	5.178	0.000	Supported

Fig. 2. Analysis Result



4 Conclusion and Discussion

4.1 Research Contribution

In this study, brand orientation is a new construct, despite previous research on brand orientation in hotels (Foroudi et al., 2020), interfirm (Eng and Jarvis et al., 2020), non-profit (da Silva et al., 2020), financial performance (Gromark and Melin, 2011) and inter-firm (Tajeddini & Ratten, 2017). There are few brand orientation studies that employ the personal brand as a perspective.

This study provides two substantial contributions to the literature on personal brand orientation. For starters, narcissism, vision, and relevant education all have varying influence on personal branding activities depending on their origins and histories. Second, this study proved how brand orchestration and networking skills might influence the performance of a digital corporation. It decides if a brand should be leveraged to obtain a competitive advantage or avoided. It depends on their brand potential and interest in personal branding. To guarantee that employees and the organization follow brand requirements, all SME members must agree on the brand building objectives. To safeguard and promote a brand's integrity, all stakeholders must work together. Everyone in the company must understand branding and its importance (Anees-ur-Rehman et al., 2018).

This study proposed 11 hypotheses. Specific Founder Narcissism Hypothesis H¹ suggested that founder narcissistic personalities are unsupportive of personal brand promotion efforts in small and medium-sized firms (SMEs). In prior research, narcissistic conduct of senior management was found to have an uneven and indirect impact on business performance. However, this study found that the founder's vision (H²) and education (H³) had a considerable impact on personal brand activities. Conclusion This clearly shows that founder personalities continue to drive company strategic decisions and orientation. This study presents a model for personal brand orientation and its antecedents.

Second, this study adds to the literature by identifying the function of brand orchestration (H⁵, H⁶) and networking capabilities (H⁸, H⁹) in mediating between personal brand orientation and digital firm performance (H⁷). This commercial phenomena is closely tied to the organization's brand orchestration and networking capabilities, which are inexorably linked to the influencer founded brand. A important component in long-term work is digital learning skills (H⁴). Understanding how influencers' personal brands interact with brand visibility, loyalty, and success is critical in today's increasingly interconnected social media landscape. Given that most consumers do not know the influencers personally, the Symbolic Interaction Theory states that personality is an individual construct (Zhan et al, 2021).

This study adds to the body of information on personal brand orientation and company performance in an emerging economy. This emphasis focuses on how small firms can create successful SMEs brands that are tied to the founder's personal brand. However, SMEs that use the founder's personal brand as a networking tool believe their staff will have greater access to suppliers, regulators, and other critical stakeholders, allowing them to gain competitive advantages. According to past study, brands must be converted into capabilities in order to promote company performance. However, converting the founder's personal brand into competencies can only give SMEs a competitive advantage if the brand is well managed. The way a SME's brand is organized, exploited, and bundled with the founder's personal brand is important to its performance. This illustrates why a brand's positioning should be aligned with the founder's personal brand.

4.2 Research Limitation and Future Research

This study also has limitations due to the narrow demographic frame (Indonesia) and concentrate on Instagram social media commerce. The study did not take into account the Founder's and employee's age and gender, which may affect how they interact. Future research should confirm findings in other countries and using social media to determine universality. It should also consider the sample's demographics and employment history, since they may have influenced their Founders' viewpoints. (2) This study did not evaluate the impact of personal brand orientation on firm performance in mature corporate environments like public enterprises. A future study should investigate the link between personal brand orientation and corporate performance. Third, this study does not distinguish between large and small influencers. Future study can test whether the findings hold true across influencer levels. Fourth, this study solely looked at digital enterprises' performance as a function of personal brand orientation. Future studies could

examine more variables to help us comprehend this construct. Personal brand orientation study should strive to understand the antecedents of this construct by examining it dimensionally to build additional relevant personality traits. Because this study uses PLS-SEM, it measures the model's prediction ability (Henseler et al., 2014). The model's goodness of fit should be evaluated further. We also urge longitudinal studies to better understand these links.

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