



Content Creators as Employees: Role Design, Performance Measurement, and Strategic Impact on Organization

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Abstract. *This study aims to analyze the role of content creators as permanent employees in a Sharia-compliant automotive trading company in Bogor, and to assess how their performance is measured and its impact on organizational strategy. The research method used is a case study with a qualitative approach. Data were collected through in-depth interviews, observations, and documentation with nine content creators and a branch manager. Data validation was carried out using triangulation and member checking. The results show that content creators play a central role in increasing audience engagement and brand awareness through content planning, creative production, and interaction strategies. In addition, the contribution of content creators strengthens the company's competitiveness by adapting data-driven digital marketing strategies. This study has important implications for the digital marketing and human resource management literature and supports the Sustainable Development Goals (SDG 8: Decent Work and Economic Growth, and SDG 9: Industry, Innovation, and Infrastructure).*

Keywords: *Content creator, new role, job analysis*

1. Introduction

The development of technology in the Industrial Revolution 5.0 era has brought major changes in various aspects of life, including the world of business and marketing. Digitalization and social media are increasingly playing an important role in a company's marketing strategy. These demands force organization to adapt to carry out a transformation (Kumar et al., 2021). One phenomenon that has emerged from this development is the role of content creators (Indirman et al., 2024) in the digital marketing industry.

Content creators play an important role in building brand image, increasing interaction with customers, and expanding marketing reach through various digital platforms such as social media, websites, and video channels (Hudders et al., 2021; Hadi et al., 2024). Content creator is a general term for prominent influencers to someone with a 'simple' channel. These individuals participate in producing digital culture, economic value, and are involved in employment relations on a platform (van Dijck, 2009).

Content creators are able to take advantage of the development of digital platforms very well. Asmayadi et al. (2024) stated that a survey conducted by Adobe in 2022 showed that 1 in 4 people have been involved in this field. So that in 2023, the potential generated will reach 7 trillion, and is predicted to increase fivefold by 2027. This is what is interesting for organization to be able to involve the role of content creators in a business strategy. Even Iskiev (2025) showed that there is a tendency for organization strategies to shift towards content, where the positions that are most wanted to be recruited are content creators (15%), social media coordinators (13%) and social media strategists (13%). This illustrates the centrality of content creators in the organization's business strategy.

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The presence of content creators or influencers can increase consumer engagement and strengthen a company's brand image, particularly through visual social media channels like Instagram (Jin et al., 2019; Abidin, 2016). This demonstrates that content creators are not merely message transmitters but also strategic actors in the commercialization of digital media (Marwick, 2015).

The hospitality industry also shows that company collaboration with content creators can increase brand awareness and positively influence consumer purchase intentions (Leung et al., 2019). Consequently, the trend of recruiting content creators as both external partners and internal employees is growing, as their position is considered central to digital business communication strategies (Hudders et al., 2021).

Although many organization have collaborated with content creators, there is still little research that examines it. Especially in organization engaged in the automotive trade sector, which utilize content creators as employees, rather than as freelancers. ~~Therefore, this study attempts to uncover the role of content creators, their performance measurements and their impact on the organization.~~ Based on this review, it can be formulated that this research aims to answer the questions: (1) what is the role of content creators when placed as permanent employees in an organization? (2) how is their performance measured? and (3) to what extent do they contribute to the company's business strategy? By formulating these questions, the research attempts to fill the gap in the literature which has so far focused more on short-term contract-based collaboration with content creators.

The purpose of this research is to identify the strategic role of content creators within organizations, explain their performance measurement mechanisms, and analyze the impact of this role on the effectiveness of Sharia-compliant corporate business strategies. This research is also expected to provide practical contributions to digital resource management in modern organizations.

In addition to its academic contribution, this research also explicitly aligns with the Sustainable Development Goals (SDGs). This research supports SDG 8, Decent Work and Economic Growth, through the creation of new jobs in the digital economy, and SDG 9, Industry, Innovation, and Infrastructure, through the utilization of digital technology to strengthen the competitiveness of the Sharia-compliant automotive industry.

2. Methods

Research methods are crucial in an effort to dismantle existing phenomena. Researchers choose a qualitative approach because they feel that they will be better able to get more values from a phenomenon. Aspers et al. (2019) directed that a qualitative research requires an iterative process, which is not immediately completed at one stage. However, it always evolves along with the interaction between theory, data and context. Furthermore, it is not to seek absolute truth. This is more to deepen insight into a phenomenon. Of course, it makes significant new differences, where minority perspectives or symbols are not revealed by quantitative data. The type of qualitative research chosen is case studies, which are conducted and explained well in understanding how, where and why a phenomenon occurs by providing complex evidence (Paparini et al., 2020).

The study involved nine content creator employees as informants and company branch heads as key informants (see table 1). The selection of informants is determined by key informants by considering the length of service. All informants have served the organization

for more than a year. The object of the research is a sharia-based automotive trading company located in Bogor.

Table 1. Respondents' Characteristic

No.	Informant(s)	Age	Length of Work	Role
1.	RS	24 y.o.	3 years	Key Informant
2.	R1	22 y.o.	2 years	Informant
3.	R2	21 y.o.	1 years	Informant
4.	R3	20 y.o.	1 year	Informant
5.	R4	20 y.o.	1 year	Informant
6.	R5	21 y.o.	2 years	Informant
7.	R6	21 y.o.	1 year	Informant
8.	R7	22 y.o.	1 year	Informant
9.	R8	20 y.o.	1 year	Informant
10.	R9	20 y.o.	1 year	Informant

This research uses a qualitative approach with a case study method to understand the role of content creators in the company's marketing strategy. This approach was chosen to delve deeper into the experiences, perspectives, and challenges faced by content creators in working in sharia-based organization. This research was carried out in the company, including the observation stage, interviews, data analysis, and report preparation. The data collection method is carried out through three main methods, namely interviews conducted directly with content creators and company management to explore an understanding of their roles. Observation by observing the content production process, interaction strategies with audiences, and evaluating content performance. As well as documentation by collecting digital archives, marketing strategies, and corporate social media performance reports.

The sample in this study is several informants from the interviewed organization. The informants are the company's content creator as the main informant and the branch head as the key informant. The criteria required to become an informant are at least 1 year of experience, still actively working in the company when the research is ongoing, and willing to provide information.

The data obtained was analyzed by a thematic analysis method, which included data reduction by selecting and filtering important information from interviews, observations, and documents. Furthermore, categorization is carried out by grouping data based on the main themes, such as marketing strategies, interaction with audiences, and the influence of content creators on company branding. Finally, draw conclusions by compiling key findings and drawing conclusions about the role of content creators in the company's marketing strategy.

To ensure the reliability and validity of the data, this study applied several triangulation strategies with data triangulation, namely comparing the results of interviews, observations, and documentation to obtain more accurate data. Next, member checks are carried out by validating the results of interviews with informants so that the researcher's interpretation is in accordance with their perspective. Finally, a trail audit is carried out by systematically recording all stages of research to ensure transparency and accountability.

3. Results and Discussion

In collecting data for this study, the researchers used structured interviews. These questions were based on Silvia and Irwansyah (2023), who modified Borchers & Enke's (2021) <https://journal.scitechgrup.com/index.php/jsi>

Content Creator Strategy Management (CCSM). The CCSM contains three focuses: planning, organizing, and controlling. Nine informants were asked the same questions, addressing these three focuses.

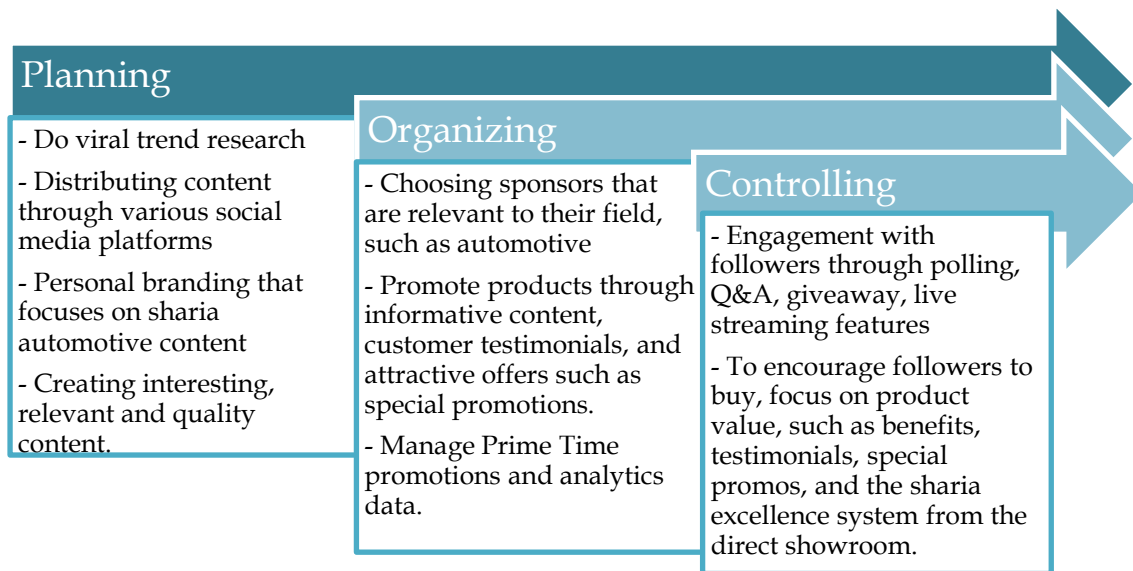


Figure 1. Overview Research Results

This research focuses on digital content management strategies by content creators in organization, focusing on planning, organizing, and controlling. Content planning is carried out through research on social media trends such as TikTok, Instagram and YouTube. The majority of content creators design ideas based on viral topics to make the content relevant to the target audience. In addition, an understanding of sharia values and product specifications is also used to strengthen the substance of the content.

The organization is reflected in the division of roles and work specializations according to the expertise of each creator, such as editing, voice over, cinematography, and copywriting. Tasks are also organized based on schedules and production targets. Collaboration between teams is emphasized to maintain the consistency of the company's brand identity and the effectiveness of information delivery. Implementation is carried out through content production that involves visual creativity and personal narratives. Content is disseminated on a scheduled basis to various digital platforms (TikTok, Instagram, YouTube, Facebook, SnackVideo). Active interaction with followers—through live, comments, Q&A, or direct messages—is an important effort in building audience loyalty. Promotional strategies include sharia education, attractive promo offers, and customer testimonials.

Supervision is carried out through evaluation of audience engagement (likes, comments, shares), observation of social media insights, and analysis of content effectiveness. The credibility of the content is maintained through in-depth research, visual or audio quality, and consistency of delivery style. Strategy adjustments are made based on audience feedback and previous upload performance.

The content creator profession is currently one of the main strategies in building personal branding and business promotion on social media. Especially in the context of the sharia-based automotive industry, the existence of content creators who are able to present material about vehicle products, a non-usury financing system, and Islamic sharia principles are an added value that distinguishes them from competitors. Fitria (2025) has believed that

this profession can meet the needs of society, promote and even contribute to the digital economy.

In this article, research was conducted on 9 informants, of which 6 of them relied on special expertise in the content production process to make it more unique and have selling value. Interestingly, 3 respondents (R1, R4, and R5) even focused fully on sharia-based automotive. This shows that content differentiation is not only about visual creativity, but also about the suitability of values relevant to the company and market segmentation.

In line with that, the branding strategies used by content creators include consistency in content creation, being active on social media, and conducting in-depth research on Islamic law to maintain the accuracy of the message. This shows how important personal expertise is as an added value for a creator.

In addition to the quality of the content, self-expression is also an important element. All informants in this study ensured that in every video or upload, they appeared with enthusiasm to attract the enthusiasm of followers. An energetic and unique style of representation is able to provide an authentic touch and create an emotional connection with the audience, as emphasized by Santoso and Riyanto (2023).

Interaction with followers is a key pillar in building a close relationship between content creators and audiences. All informants agreed that communication through comments, Direct Message (DM)s, and live streaming is an effective strategy to increase engagement while maintaining the platform's algorithm. This activity not only builds trust, but also provides space for its followers to feel listened to and appreciated (Sudaryono et al., 2020).

In their day-to-day activities, creators make sure that quick responses to messages and comments are a priority. As one of the informants revealed:

"Interacting with followers is very important to maintain algorithms and engagement. If there are questions in the comment or DM column, we have to respond quickly." (R1)

Honest, open, and responsive interactions increase followers' trust. This was explained by another informant:

"I try to use natural language and quick responses when communicating with followers." (R3)

In fact, a personal approach to interaction is an added value to create an emotional bond between creators and their followers.

"Honest and open interaction increases followers' trust." (R3)

Planning is the initial stage that determines the quality and relevance of content. In this study, most respondents (8 out of 9) stated that they always research social media trends, particularly on TikTok, Instagram, and YouTube platforms, before producing content. The purpose of this research is to ensure that the content produced remains in accordance with the needs and interests of the current audience.

As one of the informants said:

"In producing content, I usually research what trends are developing now on TikTok, Instagram is also important, right. Then what is the value of the content, I really pay attention to it from my followers, I like the content that I like." (R7)

However, there is also a different approach. One of them is R7, which prioritizes personal creativity in determining the concept of its content, without relying entirely on viral trends.

"I produce content by relying on general knowledge that I have learned from various sources including other social media. Then I create content by analyzing the trends that are trending." (R9)

This shows that while research trends are very important, personal creativity remains a key aspect in creating distinctive content differentiation, especially for brands that want to appear more personalized and exclusive. After planning, the content production process involves developing ideas into visual, text, and video materials. One of the most important elements is the uniqueness of the content. In this study, 6 out of 9 respondents stated that they rely on specialized skills as the main selling point in their content. This is clearly seen in the three creators (R1, R4, and R5) who specifically produce sharia-based automotive content. They present in-depth information about vehicle features, the financing system without usury, and sharia principles in the process of buying and selling vehicles.

"The way I produce content with my own skills is that I usually create content related to car specifications." (R1, R3)

Their content not only serves as a promotional tool, but also as an educational medium that provides added value to the audience. Skills-based content not only appeals to specific target markets, but also increases the credibility of creators as a trusted source of information in their field. In addition to focusing on the material, the delivery style is also a concern. All respondents agreed at this stage, *organizing*, that a unique visual display, energy, and communication style can increase audience response. An energetic and passionate conversation style is the hallmark of the creators in this study, as it is able to build an emotional connection with their followers. Content distribution is an advanced stage that is no less important. The content creators in this study utilized various social media platforms such as TikTok, Instagram (feed, reels, story), Facebook, SnackVideo, and YouTube. This diversity platform allows them to reach a wider audience segment, according to the characteristics of each medium.

Some informants explain their strategies for distributing content:

"Usually I distribute content through various platforms such as Instagram, TikTok, Facebook, and SnackVideo. It's also important to look at the captions and hashtags that are going viral to keep the algorithm going." (R1, R4, R6, R7)

In addition, choosing the right upload time (prime time) is also a consideration. Prime time is the time to post by reading the characteristics of the Instagram audience (Mahmudah & Rahayu, 2020).

"I usually decide on content ideas first, then edit them as interesting as possible, then distribute them to different platforms." (R2)

That is why Interestingly, the TikTok platform is a favorite of most informants, given its vast user base and algorithm that supports viral short video content.

"To distribute content, I often use the TikTok application because it is booming." (R3)

Optimal distribution is done by utilizing features such as viral hashtags, compelling captions, and a consistent posting schedule. This strategy has proven effective for maintaining content visibility across multiple platforms and helping audiences find content that matches their interests. Interaction is a key pillar in maintaining a close relationship between creators and audiences. In this study, all informants agreed that conveying communication through comments, DMs, and live streaming is an effective way to increase engagement while maintaining the platform's algorithm optimally.

As one informant put it:

"Interacting with followers is very important to maintain algorithms and engagement. If there are questions in the comment or DM column, we have to respond quickly." (R1)

A quick response to a message or comment shows that the creator values their audience. This is especially important in the digital age, where followers are very sensitive to the direct attention of the figures they follow. In addition to quick responses, a natural and open communication style also affects audience engagement.

"I try to use natural language and quick responses when communicating with followers." (R1)

Honest and open interactions have also been proven to increase followers' trust in content creators.

"Honest and open interaction increases followers' trust." (R3)

In addition to personal interactions, creators are also actively taking advantage of the interactive features available on social media platforms, such as polls, Q&A, giveaways, and live streaming. These features create a more intimate atmosphere and encourage active participation from the audience. In the context of the sharia-based automotive industry, community management is one of the prioritized strategies. Some informants even form special communities for their followers who have similar interests.

"I created a special community for audiences who are interested in sharia automotive." (R2, R9)

This effort aims to strengthen follower loyalty while building a community that has added value. In addition, this community also functions as a forum for discussion and education about sharia automotive. Strong personal branding plays a very important role in building this community. Consistency in conveying sharia values in content is a strong reason for audiences to continue to follow and trust content creators.

"I always consistently convey information in accordance with sharia to foster trust." (R4)

Giveaways and interactive quizzes are also often used to increase audience engagement.

"Holding giveaways or interactive quizzes can increase audience engagement." (R6)

In addition to giving appreciation to followers, this activity encourages them to participate more actively and expand the reach of content through the sharing system. One of the informants added that input from followers is also an important source of ideas to develop more relevant content.

"Feedback from followers is very helpful in improving the quality of content." (R7)

A promotional strategy is an important step in strengthening reach, increasing engagement, and building brand awareness (Zulfikar, 2022). The creators of sharia automotive content in this study apply various promotional methods that are designed in a structured and relevant manner to their target audience. Most creators focus on promoting educational content about products, vehicle specifications, sharia financing systems, and sharia values in automotive transactions. As one of the creators put it:

"I consistently upload interesting and relevant content." (R3)

After planning, production, distribution, promotion, and interaction run, sharia automotive content creators also routinely control and evaluate the content strategy that has been designed. This aims to ensure that all promotional activities and audience management run according to the set targets. It was a *controlling* step.

Most creators state that without good control, the planning that has been made cannot run optimally.

"Yes, controlling the strategy that has been planned is also very important. Sometimes we already feel that the planning is good, but if it is not evaluated, there may be something that is less effective." (R2)

In an effort to evaluate audience reception and engagement, content creators increasingly leverage interactive functionalities provided by social media platforms, including polls and Q&A sessions, which facilitate real-time feedback on published content.

"That's why interactive features like polls or questions can be a great way to see audience response." (R1)

In addition to controlling engagement with audiences, creators are also actively maintaining relationships with sponsors and business partners. According to the informants, partner satisfaction is important so that cooperation can last in the long term.

"In addition, maintaining relationships with advertisers must also be considered. If they are satisfied, then the cooperation will be longer and more profitable." (R7)

Therefore, content creators always compile measurable content performance reports to their sponsor partners. This report contains important metrics such as engagement rate, number of impressions, interactions, and the contribution of content to sales.

"I provide analytics data to show the effectiveness of content." (R4)

In addition, content creators are also aware of the importance of maintaining a balance between promotional content and organic content that prioritizes the values of education, entertainment, and inspiration for the audience. Some creators emphasize that overly aggressive promotional content tends to make their followers feel bored.

"Content that is engaging and less commercial is easier for audiences to accept." (R4)

They also continue to prioritize sharia values in every message conveyed.

"My uniqueness is managing sharia-based automotive accounts. I continue to learn about sharia and convey its values in my content." (R5)

These steps aim to keep creators' personal branding strong and maintain a loyal audience in the midst of a very dynamic digital market competition.

This research reveals three key findings regarding the position and contribution of content creators within organizations. First, content creators no longer operate merely as external extensions, but rather as organizational actors performing three core functions: idea producers, content distribution managers, and interactive liaisons with audiences. In these capacities, they orchestrate creative ideas, select appropriate channels and release times, and maintain a two-way dialogue with digital communities, thereby strengthening brand affinity. This finding underscores the shift from campaign-based transactional relationships to institutional roles embedded in organizational structures and work processes (van Dijck, 2009).

Second, measurement of content creator performance within companies is data-driven and multi-layered. Key indicators used include engagement rate – reflected by likes, shares, and comments – and impressions as a proxy for reach, which is then linked to contribution to unit sales as a business outcome metric. This metric approach aligns with global best practices in digital marketing, which demand a sharper attribution between content activity and commercial impact, while also opening up space for continuous optimization through analytics (Jin et al., 2019).

Third, from a strategic perspective, the role of content creators has been proven to increase brand awareness and build emotional connection with consumers. The combination of the two strengthens differentiation and competitive advantage, especially in increasingly crowded markets influenced by the attention economy. These results are consistent with the digital labor framework, where value is created through creativity, visibility, and continuous

interaction, and align with organizations' increasingly content-centric orientation in designing their digital marketing capabilities (Marwick, 2015; Hudders et al., 2021).

Overall, these three findings demonstrate that institutionalizing the role of content creators as part of the organization is not only operationally relevant but also strategic: they become idea generators, distribution managers, and relationship maintainers whose performance can be measured and directly linked to business objectives. This practice strengthens the accountability of the creative function while positioning content as an organizational asset with a tangible impact on market performance.

Conclusions

The research results show that content management strategies implemented by content creators as permanent employees have proven effective in increasing audience engagement and brand awareness. Their role extends beyond content production to strategic functions such as generating creative ideas, managing content distribution, and acting as interactive liaisons with audiences. Key success factors lie in planning based on trends and audience needs, creative content production skills, and active interaction that builds consumer trust and loyalty. Content creator performance is measured through data-driven indicators, including engagement rate, impressions, and sales contribution, which serve as a critical basis for ongoing strategy adjustments. Thus, content creators function not only as content producers but also as strategic organizational assets, strengthening the competitiveness of Sharia-compliant automotive companies in the digital era.

The contribution of this research is twofold. Academically, it enriches the literature on digital marketing and human resource management by providing a new perspective on the institutionalization of the role of content creators within organizations. Practically, it provides recommendations for companies, particularly in the Islamic automotive industry, to systematically recruit, train, and measure the performance of content creators. This research is also relevant to SDG 8 (Decent Work and Economic Growth) by creating decent creative jobs in the digital economy, and SDG 9 (Industry, Innovation, and Infrastructure) by strengthening innovation and digital infrastructure within businesses.

For future research, it is recommended to expand the study to other sectors and use a mixed methods approach to obtain more comprehensive results. Future research should also examine external factors, such as social media algorithms and changes in digital consumer behavior, which significantly influence the effectiveness of content-based marketing strategies.

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Conflicts of Interest

The authors declare no conflict of interest.

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