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Employee Ambassadorship- Wearing the Values!

By Harry Charles Devasagayam

Abstract- Everyone is immaculate when born into this world, however to live a life acceptable to the environment around, one gets indoctrinated into wearing certain values. Values have been defined as ideals or beliefs that a person holds desirable or undesirable. Values evolve with a person. Values do not change to suit to a place, occasion and organization. Values slowly and consistently take shape and become ones identity as one evolve from stage to stage. Employee Ambassador are those that score high on commitment to the company, values, and the customers. An employee who appreciates and adopts certain values which are inherently practiced in the company becomes an unnamed ambassador of the organization. Anyone who claims to be an employee ambassador and is not seen to be wearing its values will sooner or later get exposed. This research looks at the prevalence and practice of employee ambassadorship as they stand committed to their organization, customers and values.

Keywords: employee ambassadorship, affective commitment, influencers, organizational commitment, customer commitment and value commitment.

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Employee Ambassadorship- Wearing the Values!

Harry Charles Devasagayam

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Keywords: employee ambassadorship, affective commitment, influencers, organizational commitment, customer commitment and value commitment.

I. Introduction

Many of us think that an organizations revenue and profitability are linked to employee's experience of workplace treatment. Research in the past also supports the idea that affective outcomes are nothing but the result of an employee's experience of perceived organizational support, equity and respect in workplace (H Devasagayam, 2013). Undoubtedly these experiences contribute to developing affective commitments in workplace, however, exposing such commitments in observable behavior or standing up to the values in situations that would create brand image is what the ambassadorship behaviour is all about. Employee Ambassadorship attempts to link employees' attitude to workplace values and associated organizational behavior to a larger raison d'etre of the organization: the organization's values. Paul Kearns (2015) states that Value is the common thread that characterizes the purpose of any organization. The notion of value can and should be applied equally to any organization, both conceptually and, more important, practically. With profit-making entities the goals are usually clear and managers know where they stand. The extension of the employee's explicit extra role particularly having employees' goodwill approach associated with the workplace values helps organization build a brand image. Thus, at the same time that these programs align employee behavior and bring the entire organization into the circle of enthusiasm and creativity that enables brand stewardship (Davis & Dunn, 2002; Ind, 2001) they also encourage organizations to treat their employees as value wearers of their organizations. In this study, the researcher discusses employee ambassadorship and the specific practice of wearing the value!

II. Employee Ambassadorship

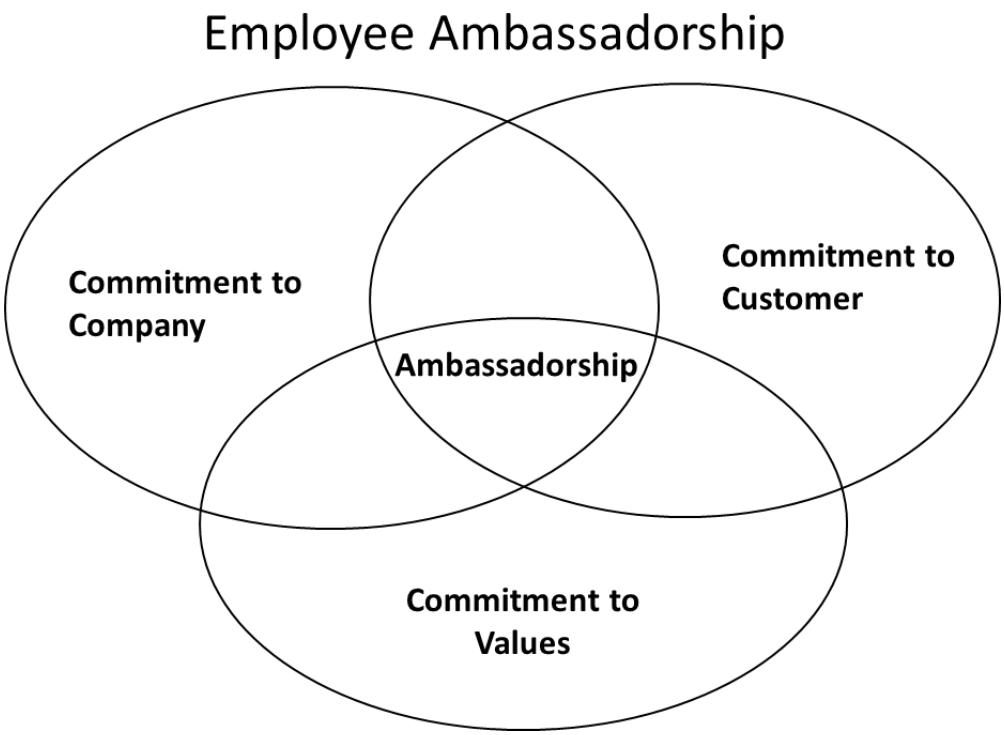
Employee ambassadors are effectively employees promoting their own companies and acting as its advocates, influencers and energizers. Organizations create perception and influence employees by their people-friendly practices. Employees promote their companies through demonstrating their commitment to their organization, customers and values.

Employees are ambassadors in their workplace, peer group, social settings, inter organizational exchanges, promotional gatherings, product launches, road shows and market competitions. There stands a world of influence that makes the organization. Influencers can come from a wide range of places. Any person, group, brand, or place could potentially be an influencer. *Influencer*, *ambassador, advocate* are terms used interchangeably to denote organizational advocacy.

Is a thoroughly engaged, connected and committed employee an ambassador? An ambassador is a person who knows exactly what his or her organizational values and how he or she can imbibe them as personal values. If the values sync in, reflect and passionately position in an employee, an ambassadorship is taking shape in him. These ambassadors are engaged, connected and committed.

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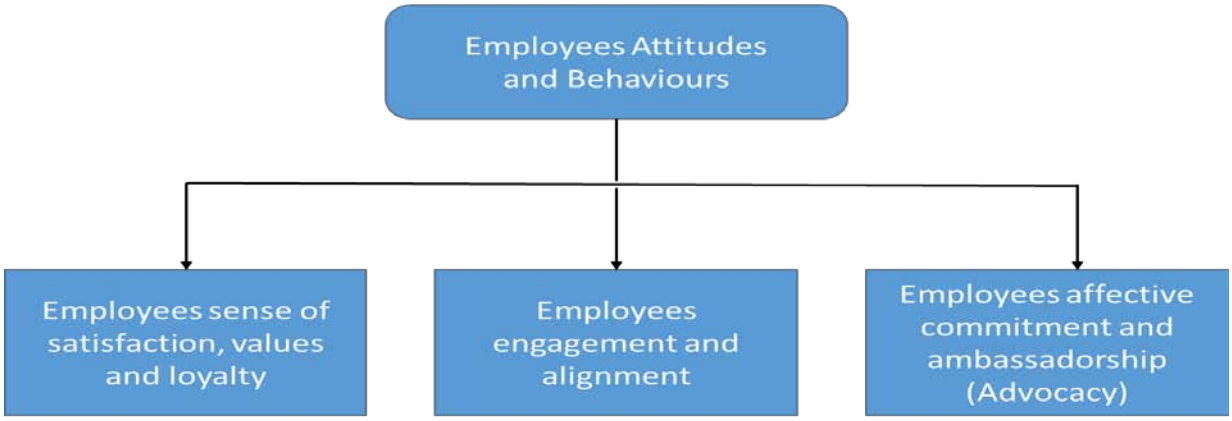


Employee Ambassadorship means an unofficial organizational representative of goodwill. An ambassador, according to the dictionary, is an official or unofficial diplomat, the representative of a country or an organization. Those of us involved in employee research view ambassadorship as having direct connection to the concept of customer (both internal and external) advocacy in terms of the active expression of commitment to their organization. An employee ambassador is a person who willingly poses himself as the face of the organization. He is voluntary, proud and futuristic. Longevity of a product or endurance of a services or completeness of solutions are just the representations of a commercial value of an organization while an employee who stands behind these delivered values actually wear and exhibit them in every transactions both within and outside the organization. Employees that score high on commitment to the Company, values, and the customers are considered Ambassadors. Brand and employee ambassadorship are often identically used while the actual meaning and approach are significantly different from each other. Brand ambassador is a champion of a company's products and services, though this person often isn't a company employee. A brand ambassador often promotes a company's brand or services on social media sites such as Facebook and Twitter, on community sites such as a blog or through other online channels. Brand ambassadors have become increasingly trusted sources of information, as the age of the customer has gained currency. Michael Lowenstein (2013) identifies the most active level of employee commitment to the company's product and service value promise, to the company itself, and to optimizing customer experience. It is linked to, but distinctive from, the productivity and empowerment elements of employee satisfaction, engagement, and alignment research because its emphasis is building customer bonds through employee interaction.

While there are so many identical attributes or terms researched and supported to high light this unique behavior, questions are raised as to whether the so called ambassadorship behavior is predictable, stable, temperamental and unchangeable? Not having an intention to leave or withdrawal symptom of an employee not necessarily reflect his non-commitment, commitment to long term engagement or employment is no more an attribute associated with company ambassadorship. The present paper tries to answer these questions paradigms taking reference to the available research on the subject. Our approach to this study is as follows:

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Behavioural Research Approaches



a) How employees transform into ambassadors

Research shows that equity and fairness displayed in internal transactions, integration of work values into policies and processes and treating employees with respect and dignity have found place for affective commitment (H Devasagayam, 2013). An enduring affective commitment becomes the base for people becoming custodians and ambassadors of their organizations. Such employees happily live their organizational life reflecting their belief to their colleagues, customers and community around. A simple and unintentional exchange during various interactions helps practice ambassadorship.

- Have an authentic and well-defined ethics and culture. Communicate and implement this in various ways in the organization
- Make those employees who you feel are already Ambassadors part of the selection process and transition to value based recruitment.
- Employees helped to focus on their personal identity so that they can be their 'authentic best selves'.
- Map and match the company's values and the employee's values. However, make sure that the employee's core inspiration sources are part of the work environment, i.e. company/department culture

The difference between an employee and an employee ambassador

A Regular Employee	An Employee Ambassador
Does regular / repetitive work- Struck if problem persists	Thrives on diverse work- A solution architect- Volunteers to support others
9 to 5 mentality	Available on extended hours. Indulges in extra-role behaviour
Prefers stability and stay in comfort zone	Supports and drives change when needed
Contended with what is provided	Seeks to expand and looks for more opportunities
Understand and appreciates his /her values and passionate about it	Understand and appreciate organizational values and passionate about integrating himself into it.
Seeks individual identity and recognition	Seeks organizational identity and recognition

b) Employee branding as a social construct

Organizations use various methods of branding to reinvent, sustain and grow their businesses. Employee branding is the practice of taking something more or less generic (Corporate governance, systems and processes, work values or ethics) and making it distinctive, by associating more as being the people friendly organization. The brand itself is the social construction that links a day to day practices with a set of beliefs about the organization's tangible and intangible attributes. Work values help differentiate an organization from similar or competitive others on three dimensions: perception, attitude and contribution. Employee perception about their organization brings out the best in the employee in terms of their attitude, approach and advocacy. (e.g., the greater the perception, the better will be their advocacy about their organization. Processes practiced in companies create a sense of comfort which in turn helps creating a sense of belonging and commitment.

Are employees ambassadors of their employers? The very idea of "ambassadorship" isn't new in research. Ambassadorship is being discussed either directly or through various indicative variables

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such as employee advocacy, extra-role behavior (Finkelstein, 2011, p.20), organizational citizenship behavior (Devasagayam, 2013), affective commitment, proactive or supportive behavior and productive behavior. It is much more literal than figurative. Employees are insiders who represent their employers to people outside the company's walls. That insider status makes employees authoritative and authentic communicators about their employers. Employee ambassadors are effectively employees promoting their own companies and acting as its influencers.

c) Organizational influencers

Organizational Influencers are people who directly or indirectly influence organizational practices, commitments and values. Apart from taking active part in the formation and implementation of strategic direction, involvement in being disruptive to enable peers cop up with the increasing challenges of targets and deliverables on a voluntary basis is their identify. In own interest they adopt themselves to systems and processes advocated by the organization, influence team members to proactively work to achieve organizational targets, involve in change strategies and implementation, take risk and explore new methods, volunteer support to non-achievers, provide timely leadership and support in turbulent times and drive re-engineering initiatives etc.,

Commitment to Company - Commitment to, and being positive about, the company (through personal satisfaction and an expression of pride), and to being a contributing, and fully aligned, member of the culture.

d) Social Influencers

Using employees to influence his social setting to raise opinion is a contemporary method of building a brand. Many organizations have successfully developed and improved their image and brand value by consciously building influencing tactics and pushing it through the employees. The belief that everything that an individual employee experiences has an effect on his / her immediate social setting is proven in the way that an employee advocates, influences and spreads his organizations ethics, values and beliefs. Organizational planning for practices such as Employee Stock Option Plan (ESOP), variable pay, employee bonus plan, corporate gifts, pro-employee policies, family outings, encouraging employee entrepreneurs, creating wealth, housing and vehicle loans are done in an attempt to build such social influence.

In-return to the various supportive gestures received from their organization, employees believe and practice various voluntary and unplanned advocacies in their social settings. Positively influencing peers to accommodate change management, referring highly accomplished people to become part of his/her organization (through employee referral), advocating and recommending successful experiments to open industry, adopting to high performance culture, speaking about his company's great culture whenever opportunity strikes. In every conversation, a quantum of what is being experienced in the organization is being shared in an unplanned way to ensure that an aroma of goodness in build around one's own company. Through this push culture (work culture) advocacy, organizations influence on people becomes visible.

e) Customer Influencers

Employees display certain behaviours in the process of developing and delivering products and services that determine customer perception. Juwaheer (2004:350) regards employees as having a greater impact than other factors on customer satisfaction. Successful customer-employee encounters can lead to sustenance of business and profitability. Engaged employees who feel supported by their company care about the customer experience in the same way their company cares about them. It does not imply only to organizations such as hospitality, travel, hospital, and other service based industry where employees come face to face with customers but also to software industry where the customers face is partly or fully hidden from the developers. Employees of these companies do care about how their customers as to how they feel about their product as they care about the sustenance of their business. Customers stand influenced every time they use the product which gives the value for money. Ultimately, employees become ambassadors of the company as well as advocates. And engaged employees are the best advocates for acquiring and retaining customers. Engaged employees are concerned with producing quality work and believe that she or he has a stake in the organization. This sense of ownership is more valuable than stock options, and results in the best ambassadorship behaviour. These employees may not be able to articulate marketing slogans, but they speak from their hearts about the company and its products and services.

Commitment to Customers-Commitment to understanding customer needs, and to performing in a manner which provides customers with optimal experiences and relationships, as well as delivering the highest level of product and/or service value.

f) Value Influencers

Every organization lists down a set of values, calls them as core values and insists employee follow them. Values are the qualities that transform a company's mission and vision into reality. In essence, values outline corporate culture and play an important role in our everyday activities as employees. Organizational values are unique to each company. Values should represent the culture of the business. Employees who personalize the organization value as their own value will be interested in creating

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influence of these values in their peers. The values guide the viewpoint of the organization as well as its actions. When members of the organization subscribe to a common set of values, the organization appears united when it deals with various issues. A company's values are the core of its culture. Values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision. John Colman, 2013 brings out example of how some organizations imbibe values in the employees. McKinsey & Company, for example, has a clearly articulated set of values that are prominently communicated to all employees and involve the way that firm vows to serve clients, treat colleagues, and uphold professional standards. Google's values might be best articulated by their famous phrase, "Don't be evil." But they are also enshrined in their "ten things we know to be true." And while many companies find their values revolve around a few simple topics (employees, clients, professionalism, etc.), the originality of those values is less important than their authenticity.

Act of creating a gradual influence of values in employees in the process of performing given tasks is a challenge unless otherwise there is a team to be part of, rely on and interact with. Individual contributors will find it difficult to create such an influence. However, if the position has an inherent option of influencing peers, level where creating influence is part of the job, necessity of influencing helps performance, in all such cases, packaging values becomes easier. It is a professional need for a HR professional advocating values as it is part of his/her responsibility but a general employee who is not mandated with any such tasks but feels one with and explores options to make others embrace them are actually value influencers. Values gain importance when enshrined in a company's practices. No company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values. An employee would know his / her company's culture when they see their world through their organization's lenses. When employees encourage their peers to adopt core values in their work behaviours informally and willingly, they will naturally display these values in their personal values.

Commitment to Value Proposition- Commitment to, and alignment with, the mission and goals of the company, as expressed through perceived excellence (benefits and solutions) provided by products and/or services.

g) How employee perceptions contribute to motivation

Equity Theory explains the thought process an employee uses to determine the fairness of management decision making. The core of equity theory says that individuals judge the fairness of their treatment based on how others like them are treated. Employees make social comparisons to others who are similarly situated in the organization.

Said another way, an employee asks himself the following: Based on what I am giving to this organization (inputs), am I getting the same rewards (outcomes) as others are getting who give similar inputs? Equity theory says that employees view a situation as equitable when employees who give similar inputs receive similar outcomes. When the rewards differ for the same degree of effort, employees view the situation as inequitable.

III. Employee Advocacy

Employee Advocacy can be defined as employees sharing their support for a company's practiced values and ethics, policies and processes. They are firmly optimistic about the company, endorse the company as great place to work, passionate about protecting, safeguarding and implementing its values within and outside the organization. They are perceived to be visible in their commitment to their organization, customer and organizational values. Jason Spencer, Community Manager from Humana describes employee advocacy as "empowering and enabling employees to tell our story as a brand". "Dynamic signal and our social lounge has involved our employees in a way that's fun and exciting for them. It is a way for them to share who they are"-said Dennis Owen (Cathay Pacific). Employees are engaging in activities with no intention of promoting their organization. Employee advocacy refers to the exposure that a company's staff generates for the brand using their own social channels. This opportunity to gain increase social share of voice and online visibility of a business is often overlooked by organizations, choosing instead to focus on exposure from third-party sources.

a) Theoretical Background: Wearing the Value

Whereas by ambassadorship behavior, it is meant that members display the characteristics of supportive behaviour to help organization tide over the business process more as an enabler. The role played by such individuals in intra and inter organization exchanges will be leading to creating more congenial atmosphere generating positive energy. When organization members behave inways that promote its brand, they encourage others to treat them as representatives of the organization. They ask to be seen and treated as carriers of the organization itself (Aquino Karl & Thau Stepfan, 2009).

H Devasagayam, 2013 in his research examined the relationships between perceptions of organizational support, role efficacy and organizational citizenship behavior by examining the mediating effects of organizational justice. Findings showed that overall organizational justice have a positive and significant correlation with OCB, in accordance with previous

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studies (Blakely et al., 2005; Ilies et al., 2007; Karrikar & Williams, 2009; Yılmaz & Tasdan, 2009; Young, 2010). It can be said that distributed members display OCB when organizational support is felt and creates a sense of organizational justice.

Michael Lowenstein, 2005, states that employee ambassadors, then, represent the highest level of commitment (or the lowest level, which we identify as "sabotage") to the company's product or service value promise; to the organization, itself; and to the customers. Nowhere is the product of employee ambassadorial or sabotage behavior more on display than with customer complaints. We insist here the complaints of both internal and external customers. At a time when organization loyalty continues to decline, employee's advocacy groups report that more than 50 percent of the problems or complaints with the internalization of company values and exposing it in the right place.

Satisfaction scores on engagement, quality of candidates recruited, role expectation and fulfillment, delegation of responsibility and decisional participation could add to the employee ambassadorship as an outcome variable in an organizational perception of fairness. Outcomes of which attempts to measure the perceived quality of service delivery across the organization, has found that satisfaction scores of workgroups or teams justifies the justice perception even taking into consideration that satisfaction scores are rarely a true indicator of employee loyalty. Nothing can be as effective as complaints at employee integrity and loyalty. Complaints can have a positive or negative influence on employee's intention to remain loyal or to defect. In fact, numerous studies have shown that proactive approaches to complaint resolution will lead to stronger employee loyalty behavior than if no complaint had existed in the first place.

People expose their affective commitment to the organization in different ways (Olkkonen & Lipponen, 2006. One such way is to display it in your own professional behaviour, attitude and approach to the organization."Linkage research" that focuses on the relationship between internal organization process and employee satisfaction has shown that employees experience in their work is correlated with the experiences. They provide for other internal customers (Johnson, 1996; Schneider et al, 2000, Dunn & Davis, 2004). A satisfied employee shares his or her happiness with others and is motivated to stand up to the expectation of his organization. When employees with internal responsibilities and no direct contract with external stakeholders offer other employees on "Brand behaviours" they provide important support to those who project the brand to outsiders (Simoes & Dibb, 2001). "A company achieves its greatest advantage when employee actions and brand identity reinforce each other (Aurand, Gorchels and Bishop, 2005). The outcome of perception of fairness provides this type of reinforcement or otherwise. Employee brand proponents argue that employees throughout the product creation engage in these type brand identity work because behavior of each one is interconnected for delivering an overall product(Frost and Kumar, 2000; Pringle and Gordon, 2001).

Although it is uncommon for a subset of employees to engage in brand identity work when their formal organizational roles explicitly require them to represent the brand to internal and external customers (roles such as corporate communication, public relations, pre-sales, sales and spokesperson etc.). When an employee branding takes place every employee-those with customer contact and those without represent the brand through their personal behaviour. Like other enterprising organizations which expect their employees to demonstrate initiative, self-reliance, and responsibility for their own actions (affective commitment) as they pursue the organizations interest (Rose, 1991) employees at organizations that are living the brand are expected to motivate and regulate themselves so that they express their everyday behaviour the attributes that define the brand's identity. Miles and Mangold, 2004 states that the ultimate achievement through ambassadorship is to have employees incorporate brand's identity attributes into their own self concepts, so that self-concept related motives for providing unassuming, unproblematic engine for brand expressive behaviour.

Organizations attempt to influence how employees define themselves so that when employees express themselves at work they automatically make decisions that advance's the organization goals. One common influence on employee's self-definitions and a well-known form of identity management in organizations, is organizational identification. It occurs through defining oneself as having the same attributes as those that define the organization by experiencing a sense of personal connection with the organization (Ashforth and Mael, 1989; Dutton, Dukerich and Harquail, 1994; Pratt, 2000). George of Infosys says "Frontline face of IBM-US, gives enormous support to onsite team in terms of evolving the right kind of strategies, solution, manage client relationship, manage offshore-onsite relationship, this type support almost bring you a comfort feeling and help you tide over many issues". Onsite people feel such a well-defined support creates a lot of positive energy in people and they feel they are cherishing organizational values.

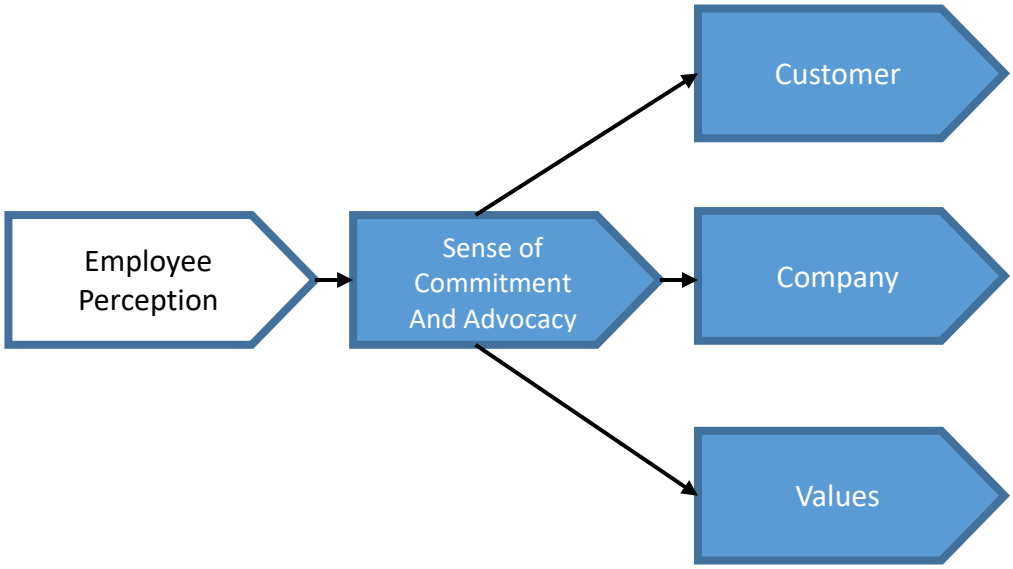
As employees identify with the organization their interest becomes aligned with the organization's interests because employees internalize the organization's attributes, values and expectations as their own. Tyel and Lind, 2000 states that good outcomes can mitigate the negative effects of low or poor perceptions of procedural justice. And so it is

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important to note that perceived organizational justice and related outcomes contributes largely to the employee ambassadorship behaviours of the organization.

Research framework proposes that level of organizational perception will positively associated with organizational, customer and value commitment and advocacy. However, nature of employment, type of organization and location (In India or outside India) and expatriate and in patriates can control the perception as they are important parameters in the process of perception and subsequent outcome behaviors. Given below is the empirical model of the proposed study.

b) Empirical Model



IV. Results and Interpretation

The first set of data was collected from 78 respondents. It was found that four items had missing values. The missing values were replaced with the overall mean. The reliability coefficient (Cronbach Alpha) of the questionnaire was 0.98. In the second stage of refinement, the four items which had missing values was checked for consistency. All the four items were reworded to provide better clarity. The revised questionnaire was sent to 210 participants spread across different geographies. Among them approximately 37 % or 210 members responded. The reliability coefficient (Cronbach Alpha) of the revised instrument was 0.98.

The study was undertaken to measure the constructs in the hypothesis of the existence of a relationship between organizational perception, organizational commitment, customer commitment and value commitment. The questionnaire on ambassadorship was taken from the open source internet and modified. Given below is the descriptive statistics.

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Descriptive Statistics Means, Standard Errors Means and standard Deviations

	N	Minimum	Maximum	Mean	Std. Deviation
Qualification	78	1.00	3.00	1.9615	.59089
Gender	78	1.00	2.00	1.1923	.39666
Design	78	1.00	3.00	1.9103	.87068
Location	78	1.00	2.00	1.6923	.46453
Experience	78	1.00	3.00	1.9359	.72685
Business	78	1.00	3.00	1.4615	.61775
Employment Status	78	1.00	3.00	1.0897	.32973
Company Base	78	1.00	3.00	1.6538	.73550
Perception	78	1.00	3.00	2.4282	.72415
Organizational commitment	78	1.00	3.00	2.3846	.77679
Customer commitment	78	1.00	3.00	2.4359	.76599
Value Commitment	78	1.00	3.00	2.4487	.80012
Valid N (list wise)	78				

Note: Parameters indicated in bold represent measures used to test the parameters

Parameter 1: Organizational perception is associated to organizational commitment

H_o: Organizational perception and organizational commitment are not associated and are non-significant.

H_1: Organizational perception and organizational commitment are associated and significant.

Test Statistics

	Perception	OC
Chi-Square	29.585[a]	1.234E2[b]
df	1	2
Asymp. Sig.	0.000	0.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 53.0.
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 35.3.

To test the hypothesis the chi-quare test is performed. As P value is less than 0.05, the null hypothesis is rejected. That's organizational perception and organizational commitment are associated and are significant.

Parameter 2: Organizational perception is associated to Customer commitment

H_o: Organizational perception and organizational Customer commitment are not associated and are non-significant.

H_1: Organizational perception and organizational Customer commitment are associated and significant.

Test Statistics

	Perception	CC
Chi-Square	29.585[a]	42.472[b]
df	1	2
Asymp. Sig.	0.000	0.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 53.0.
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 35.3.

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To test the hypothesis the chi-quare test is performed. As P value is less than 0.05, the null hypothesis is rejected. That's organizational perception and customer commitment are associated and significant.

Parameter 3: Organizational perception is associated to value commitment

H_o: Organizational perception and organizational value commitment are not associated and are non-significant.

H1: Organizational perception and organizational value commitment are associated and significant.

Test Statistics

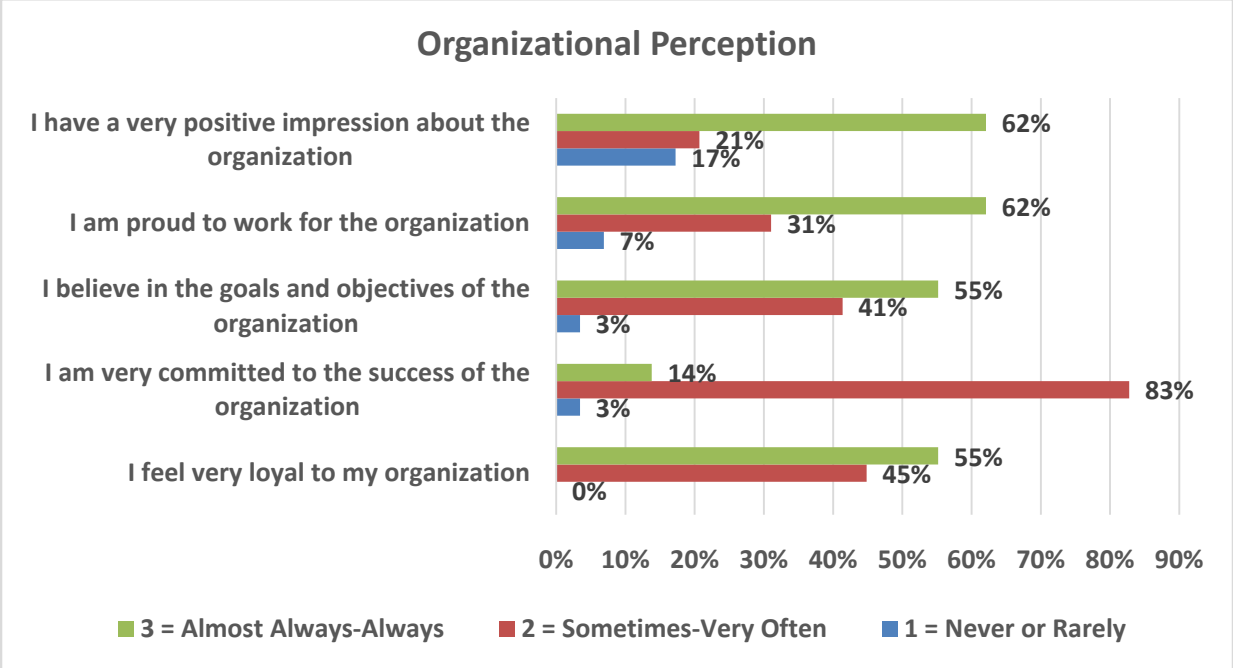
	Perception	VC
Chi-Square	29.585[a]	73.830[b]
df	1	2
Asymp. Sig.	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 53.0.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 35.3.

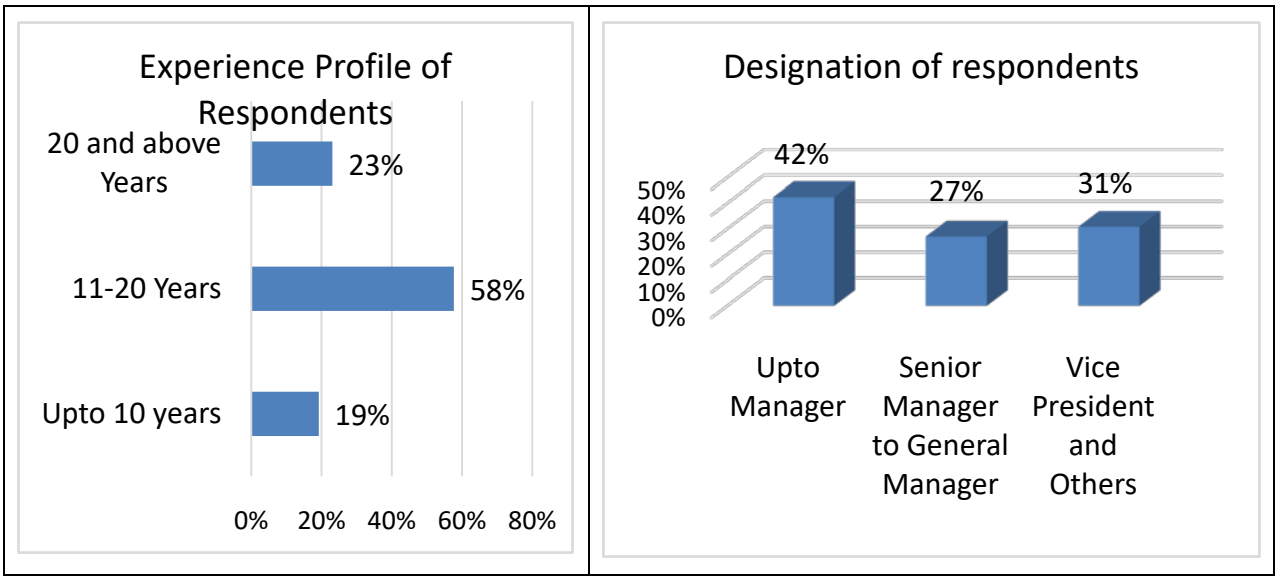
To test the hypothesis the chi-quare test is performed. As P value is less than 0.05, the null hypothesis is rejected. That's organizational perception and value commitment are associated and significant.

Research in the past has proved the fact that employee perception on fairness displayed in the shop floor via workplace ethics, people friendly practices, equitable treatment and mutual respect has largely contributed to extra role behavior. The psycho-social behavior of employees are also highly influenced by their affective commitment to the organization. The advocacy research supports this premise that the higher the affective commitment, the greater will be the organizational advocacy of employees. Given below is the respondents rating of their organizational perception. Employee advocacy is effectively employees promoting their own companies and acting as its influencers.

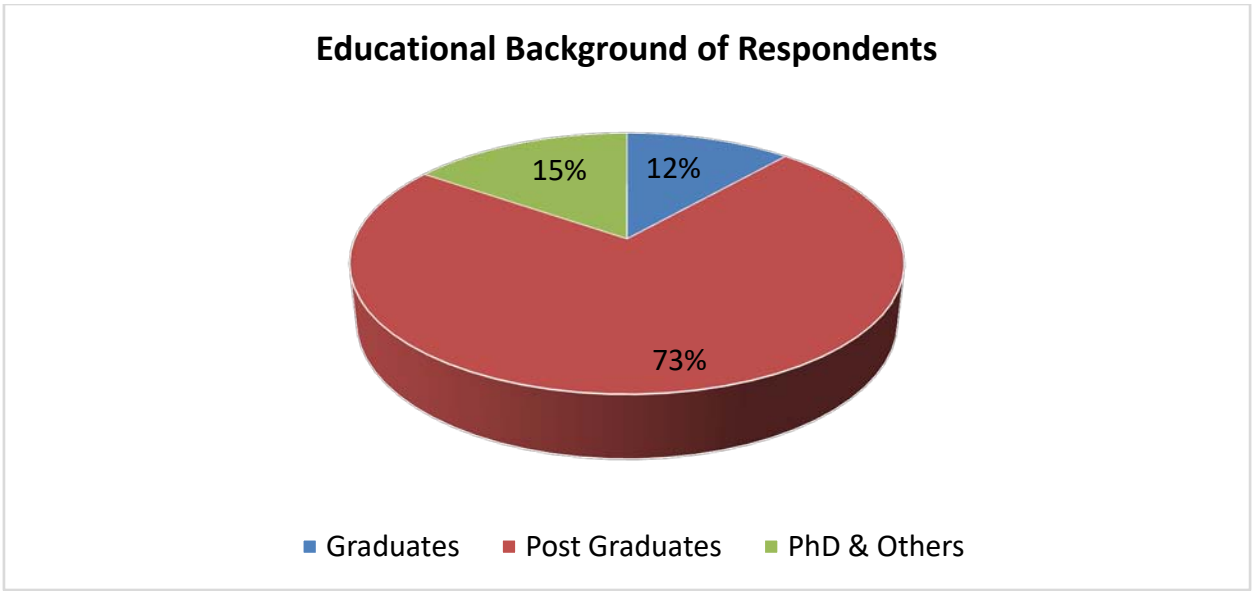


The table above indicate that respondents' perception of their organization is significant. This data has to be read along with the demographic data of the respondents to find a correlation between the various attributes of respondents and their perceptual difference if any.

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Since minimum experience of respondents being 10 years in the industry and having worked from executive level to manager level, that's when a person starts experiencing effective organizational support ans subsequent affective commitment, it is clear that

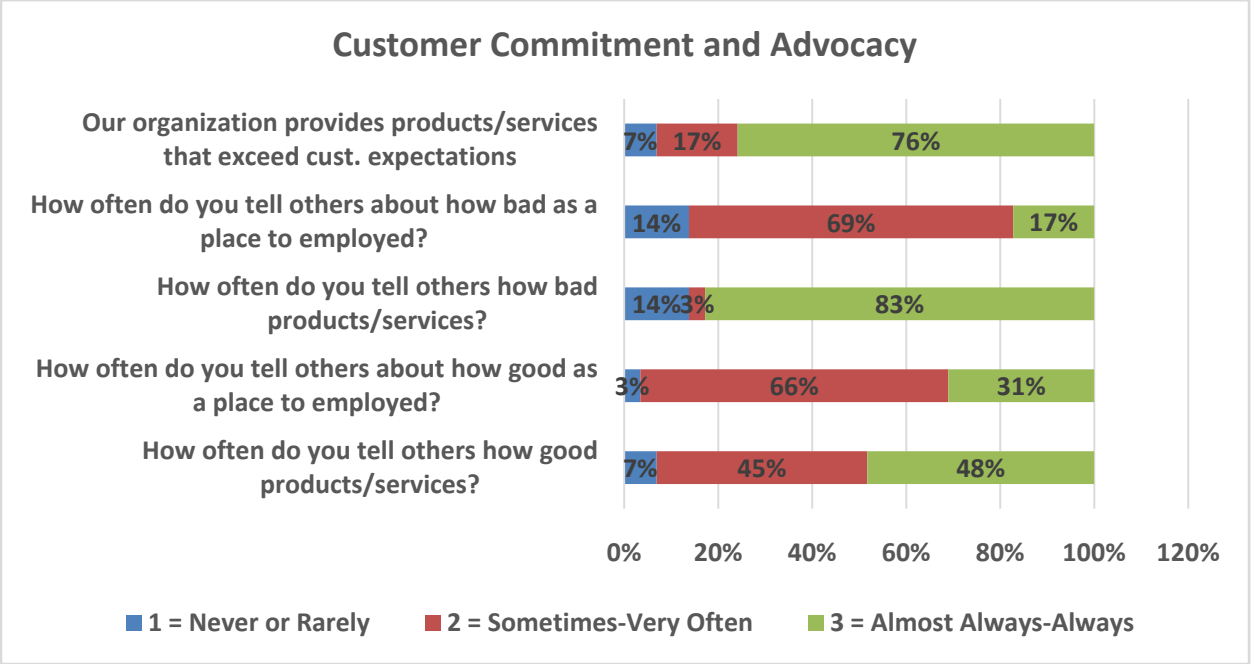


The sample with the high degree of reliability (experience, qualification and designation) supported by perception of fairness prevalent in their organization will ensure that employees will be encouraged to indulge in affective commitment. This affective commitment will substantially increase the possibility of indulging in various type of ambassadorship behavior.

a) Customer Commitment/Advocacy Diagnostics

Advocacy through self-belief, casual chat with peers, supportive approach to new joiners, non-performers and slow achievers, social groups and professional gatherings is associated with ambassadorship as much as other factors. A relatively low concentration of lack of interest in advocacy suggests that this problem is pervasive in other employee segments as well.

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The table above indicate that respondents' customer commitment and advocacy. Basis perception of their organization perception, employees' customer commitment can largely be determined. Respondents experience that it is their perception of support of their organization which has a significant effect in their perceived organizational support which alters their commitment to their customers. This data has to be read along with the demographic data of the respondents to find a correlation between the various attributes of respondents and their customer commitment.

b) Organizational Commitment/Advocacy Diagnostics

The results on self-belief and conviction on the processes increase commitment and advocacy to organization though showing a high concentration, is associated with ambassadorship as much as other factors. A relatively low concentration of not showing any excitement about the way the company is being managed suggests that this problem is pervasive in other employee segments as well.

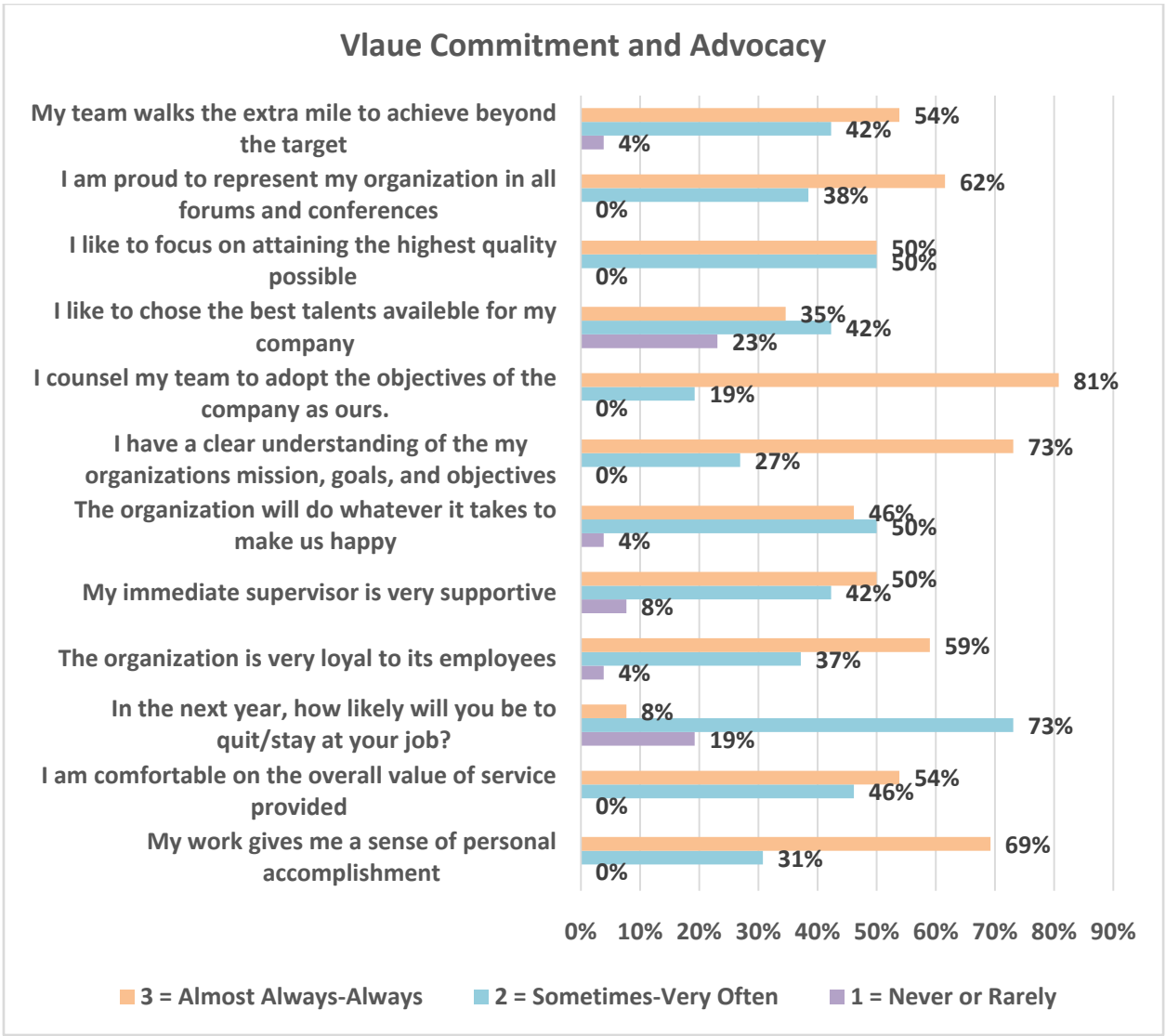


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The table above indicate that respondents' organizational commitment and advocacy. Basis perception of their organization, employees' customer commitment can largely be determined. Respondents experience that it is their perception of support of their organization which has a significant effect in their perceived organizational support which alters their commitment to their organization. This data has to be read along with the demographic data of the respondents to find a correlation between the various attributes of respondents and their organizational commitment.

c) Value Commitment/Advocacy Diagnostics

Value commitment, though showing a high concentration, is associated with ambassadorship as much as other factors. A relatively low concentration of lack of interest in being value driven suggests that this problem is not pervasive in other employee segments as well.



The table above indicate that respondents' value commitment and advocacy. Basis perception of their organization perception, employees' customer commitment can largely be determined. Respondents experience that it is their perception of support of their organization which has a significant effect in their perceived organizational support which alters their commitment to their organizational values. This data has to be read along with the demographic data of the respondents to find a correlation between the various attributes of respondents and their value commitment.

V. Key Findings

This study comes clear with the observation that employee perception determines commitment and advocacy to their organization, customers and values.

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- Organizational perception and organizational commitment are associated and are significant.
- Organizational perception and customer commitment are associated and significant.
- Organizational perception and value commitment are associated and significant.

Employees are committed to their organization, but they have issues and concerns –For instance, a full 17% of Ambassadors still feel that they don't have great perception about their organization. This opinion seems to percolate down in the way they perceive their commitment and advocacy to their customers, organization and values.

While ambassadors in this study are committed to their customers largely and practice advocacy, 83-86% of ambassadors agree that they speak badly about their organization, similarly 97% ambassadors say that they talk very high of their organization. The paradox in this statement is due the following fallacy in the instrument.

When ambassadors are asked to choose an answer from the given list of responses, it may be either lack of attention to the question

- 23% agree that they did not choose the best talents for their company
- 19% ambassadors say that they intent to quit their company in the next one year
- 14% ambassadors say that they do not cherish positive memories of their employers

These observations are to be considered important for running a successful organization as no business success can be brought in isolation.

Research shows that 68% of customers leave due to negative employee attitudes, while 41% remain loyal because of positive experiences with employees. Perhaps most compelling: a full 70% of customer's perceptions about a brand can be traced to their experiences with employees. These facts are especially relevant when one considers that product and service loyalty is on the decline.

The most committed employee ambassadors play an indispensable role in promoting and supporting a company's brand, its business, and its customers. They exhibit a consistent and positive attitude towards the organization they work for, both during and after work hours, and continually fulfill its brand promise to customers.

VI. Conclusion

While employee ambassadorship is linked to employee's satisfaction and loyalty, its emphasis is on strengthening bonds with customers through employee interactions.

Ambassadorship research is conceptually consistent with and complementary to affective commitment, addresses the direct and indirect ties between customers and employees enabling organizations business.

- Understand how staff members add value at each customer transaction and during each customer's experience
- Confirm employees level of productivity in servicing customer's needs
- Gauge how (and how well) your company supports and directs its employees in providing added value to customers and the business
- Utilize available methods to uncover the emotional and rational dimensions of employee ambassadorship.

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