

Employee Ambassadorship-Wearing the Values!

Harry Charles devasagayam

Received: 8 December 2016 Accepted: 5 January 2017 Published: 15 January 2017

4

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 evolves 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.

17

Index terms— employee ambassadorship, affective commitment, influencers, organizational commitment, customer commitment and value commitment.

1 Introduction

any of us think that an organization's 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 ??evasagayam, 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'être* of the organization: the organization's values. ??aul Kearns Author: e-mail: harrycd2011@gmail.com ??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; ??nd, 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.

2 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

4 SEEKS INDIVIDUAL IDENTITY AND RECOGNITION

45 that makes the organization. Influencers can come from a wide range of places. Any person, group, brand, or
46 place could potentially be an influencer. Influencer, ambassador, advocate are terms used interchangeably to
47 denote organizational advocacy.

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

52 Employee Ambassadorship means an unofficial organizational representative of goodwill. An ambassador,
53 according to the dictionary, is an official or unofficial diplomat, the representative of a country or an organization.
54 Those of us involved in employee research view ambassadorship as having direct connection to the concept
55 of customer (both internal and external) advocacy in terms of the active expression of commitment to their
56 organization. An employee ambassador is a person who willingly poses himself as the face of the organization.
57 He is voluntary, proud and futuristic. Longevity of a product or endurance of a services or completeness of
58 solutions are just the representations of a commercial value of an organization while an employee who stands
59 behind these delivered values actually wear and exhibit them in every transactions both within and outside
60 the organization. Employees that score high on commitment to the Company, values, and the customers are
61 considered Ambassadors. Brand and employee ambassadorship are often identically used while the actual meaning
62 and approach are significantly different from each other. Brand ambassador is a champion of a company's
63 products and services, though this person often isn't a company employee. A brand ambassador often promotes
64 a company's brand or services on social media sites such as Facebook and Twitter, on community sites such as
65 a blog or through other online channels.

66 Brand ambassadors have become increasingly trusted sources of information, as the age of the customer has
67 gained currency. Michael Lowenstein (2013) identifies the most active level of employee commitment to the
68 company's product and service value promise, to the company itself, and to optimizing customer experience. It is
69 linked to, but distinctive from, the productivity and empowerment elements of employee satisfaction, engagement,
70 and alignment research because its emphasis is building customer bonds through employee interaction.

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

77 3 a) How employees transform into ambassadors

78 Research shows that equity and fairness displayed in internal transactions, integration of work values into policies
79 and processes and treating employees with respect and dignity have found place for affective commitment ??H
80 Devasagayam, 2013). An enduring affective commitment becomes the base for people becoming custodians and
81 ambassadors of their organizations.

82 Such employees happily live their organizational life reflecting their belief to their colleagues, customers
83 and community around. A simple and unintentional exchange during various interactions helps practice
84 ambassadorship.

85 ? Have an authentic and well-defined ethics and culture. Communicate and implement this in various ways
86 in the organization ? Make those employees who you feel are already Ambassadors part of the selection process
87 and transition to value based recruitment. ? Employees helped to focus on their personal identity so that they
88 can be their 'authentic best selves'.

89 4 Seeks individual identity and recognition

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

100 Are employees ambassadors of their employers? The very idea of "ambassadorship" isn't new in research.
101 Ambassadorship is being discussed either directly or through various indicative variables such as employee
102 advocacy, extra-role behavior (Finkelstein, 2011, p.20), organizational citizenship behavior ??Devasagayam,
103 2013), affective commitment, proactive or supportive behavior and productive behavior. It is much more literal
104 than figurative. Employees are insiders who represent their employers to people outside the company's walls.

105 That insider status makes employees authoritative and authentic communicators about their employers. Employee
106 ambassadors are effectively employees promoting their own companies and acting as its influencers.

107 **5 c) Organizational influencers**

108 Organizational Influencers are people who directly or indirectly influence organizational practices, commitments
109 and values. Apart from taking active part in the formation and implementation of strategic direction, involvement
110 in being disruptive to enable peers cop up with the increasing challenges of targets and deliverables on a
111 voluntary basis is their identify. In own interest they adopt themselves to systems and processes advocated
112 by the organization, influence team members to proactively work to achieve organizational targets, involve in
113 change strategies and implementation, take risk and explore new methods, volunteer support to non-achievers,
114 provide timely leadership and support in turbulent times and drive reengineering initiatives etc., Commitment
115 to Company -Commitment to, and being positive about, the company (through personal satisfaction and an
116 expression of pride), and to being a contributing, and fully aligned, member of the culture.

117 **6 d) Social Influencers**

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

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

134 **7 e) Customer Influencers**

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

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

152 **8 f) Value Influencers**

153 Every organization lists down a set of values, calls them as core values and insists employee follow them. Values
154 are the qualities that transform a company's mission and vision into reality. In essence, values outline corporate
155 culture and play an important role in our everyday activities as employees. Organizational values are unique to
156 each company. Values should represent the culture of the business. Employees who personalize the organization
157 value as their own value will be interested in creating influence of these values in their peers. The values guide the
158 viewpoint of the organization as well as its actions. When members of the organization subscribe to a common
159 set of values, the organization appears united when it deals with various issues. A company's values are the
160 core of its culture. Values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision.
161 John Colman, 2013 brings out example of how some organizations imbibe values in the employees. McKinsey &
162 Company, for example, has a clearly articulated set of values that are prominently communicated to all employees

12 A) THEORETICAL BACKGROUND: WEARING THE VALUE

163 and involve the way that firm vows to serve clients, treat colleagues, and uphold professional standards. Google's
164 values might be best articulated by their famous phrase, "Don't be evil." But they are also enshrined in their
165 "ten things we know to be true." And while many companies find their values revolve around a few simple topics
166 (employees, clients, professionalism, etc.), the originality of those values is less important than their authenticity.

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

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

181 9 g) How employee perceptions contribute to motivation

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

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

190 10 III.

191 11 Employee Advocacy

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

203 12 a) Theoretical Background: Wearing the Value

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

210 H Devasagayam, 2013 in his research examined the relationships between perceptions of organizational support,
211 role efficacy and organizational citizenship behavior by examining the mediating effects of organizational justice.
212 Findings showed that overall organizational justice have a positive and significant correlation with OCB, in
213 accordance with previous studies ??Blakely et Michael Lowenstein, 2005, states that employee ambassadors,
214 then, represent the highest level of commitment (or the lowest level, which we identify as "sabotage") to the
215 company's product or service value promise; to the organization, itself; and to the customers. Nowhere is the
216 product of employee ambassadorial or sabotage behavior more on display than with customer complaints. We
217 insist here the complaints of both internal and external customers. At a time when organization loyalty continues
218 to decline, employee's advocacy groups report that more than 50 percent of the problems or complaints with the
219 internalization of company values and exposing it in the right place.

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

229 People expose their affective commitment to the organization in different ways (Olkonen & Lippinen,
230 2006. One such way is to display it in your own professional behaviour, attitude and approach to the
231 organization."Linkage research" that focuses on the relationship between internal organization process and
232 employee satisfaction has shown that employees experience in their work is correlated with the experiences.
233 They provide for other internal customers ??Johnson, 1996; ??chneider et al, 2000, Dunn & Davis, 2004). A
234 satisfied employee shares his or her happiness with others and is motivated to stand up to the expectation of his
235 organization. When employees with internal responsibilities and no direct contract with external stakeholders
236 offer other employees on "Brand behaviours" they provide important support to those who project the brand
237 to outsiders (Simoes & Dibb, 2001). "A company achieves its greatest advantage when employee actions and
238 brand identity reinforce each other (Aurand, Gorchels and Bishop, 2005). The outcome of perception of fairness
239 provides this type of reinforcement or otherwise. Employee brand proponents argue that employees throughout
240 the product creation engage in these type brand identity work because behavior of each one is interconnected for
241 delivering an overall product ??Frost and Kumar, 2000;Pringle and Gordon, 2001).

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

253 Organizations attempt to influence how employees define themselves so that when employees express
254 themselves at work they automatically make decisions that advance's the organization goals. One common
255 influence on employee's self-definitions and a well-known form of identity management in organizations, is
256 organizational identification. It occurs through defining oneself as having the same attributes as those that
257 define the organization by experiencing a sense of personal connection with the organization (Ashforth and Mael,
258 1989;Dutton, Dukerich and Harquail, 1994;Pratt, 2000). George of Infosys says "Frontline face of IBM-US,
259 gives enormous support to onsite team in terms of evolving the right kind of strategies, solution, manage client
260 relationship, manage offshore-onsite relationship, this type support almost bring you a comfort feeling and help
261 you tide over many issues". Onsite people feel such a well-defined support creates a lot of positive energy in
262 people and they feel they are cherishing organizational values.

263 As employees identify with the organization their interest becomes aligned with the organization's interests
264 because employees internalize the organization's attributes, values and expectations as their own. Tyel and Lind,
265 2000 states that good outcomes can mitigate the negative effects of low or poor perceptions of procedural justice.
266 And so it is important to note that perceived organizational justice and related outcomes contributes largely to
267 the employee ambassadorship behaviours of the organization.

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

273 13 b) Empirical Model

274 IV.

275 14 Results and Interpretation

276 The first set of data was collected from 78 respondents. It was found that four items had missing values.
277 The missing values were replaced with the overall mean. The reliability coefficient (Cronbach Alpha) of the
278 questionnaire was 0.98. In the second stage of refinement, the four items which had missing values was checked
279 for consistency. All the four items were reworded to provide better clarity. The revised questionnaire was

280 sent to 210 participants spread across different geographies. Among them approximately 37 % or 210 members
281 responded. The reliability coefficient (Cronbach Alpha) of the revised instrument was 0.98.

282 The study was undertaken to measure the constructs in the hypothesis of the existence of a relationship
283 between organizational perception, organizational commitment, customer commitment and value commitment.
284 The questionnaire on ambassadorship was taken from the open source internet and modified. Given below is the
285 descriptive statistics. To test the hypothesis the chi-square test is performed. As P value is less than 0.05, the
286 null hypothesis is rejected. That's organizational perception and organizational commitment are associated and
287 are significant. To test the hypothesis the chi-square test is performed. As P value is less than 0.05, the null
288 hypothesis is rejected. That's organizational perception and customer commitment are associated and significant.
289 Parameter 3: Organizational perception is associated to value commitment H₀ : Organizational perception and
290 organizational value commitment are not associated and are non-significant. H₁: Organizational perception and
291 organizational value commitment are associated and significant.

292 15 Employee Perception

293 Customer

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

296 Research in the past has proved the fact that employee perception on fairness displayed in the shop floor
297 via workplace ethics, people friendly practices, equitable treatment and mutual respect has largely contributed
298 to extra role behavior. The psycho-social behavior of employees are also highly influenced by their affective
299 commitment to the organization. The advocacy research supports this premise that the higher the affective
300 commitment, the greater will be the organizational advocacy of employees. Given below is the respondents rating
301 of their organizational perception. Employee advocacy is effectively employees promoting their own companies
302 and acting as its influencers. The table above indicate that respondents' perception of their organization is
303 significant. This data has to be read along with the demographic data of the respondents to find a correlation
304 between the various attributes of respondents and their perceptual difference if any.

305 Since minimum experience of respondents being 10 years in the industry and having worked from executive level
306 to manager level, that's when a person The sample with the high degree of reliability (experience, qualification
307 and designation) supported by perception of fairness prevalent in their organization will ensure that employees
308 will be encouraged to indulge in affective commitment. This affective commitment will substantially increase the
309 possibility of indulging in various type of ambassadorship behavior.

310 16 a) Customer Commitment/Advocacy Diagnostics

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

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

326 17 7%

327 V.

328 18 Key Findings

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

331 ? Organizational perception and organizational commitment are associated and are significant. ? Organizational
332 perception and customer commitment are associated and significant.

333 ? Organizational perception and value commitment are associated and significant.

334 Employees are committed to their organization, but they have issues and concerns -For instance, a full 17%
335 of Ambassadors still feel that they don't have great perception about their organization. This opinion seems to

336 percolate down in the way they perceive their commitment and advocacy to their customers, organization and
337 values.

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

341 When ambassadors are asked to choose an answer from the given list of responses, it may be either lack of
342 attention to the question ? 23% agree that they did not choose the best talents for their company

343 **19 Global Journal of Management and Business Research**

344 Volume XVII Issue IV Version I Year ()A 2017

345 Employee Ambassadorship-Wearing the Values!

346 ? 19% ambassadors say that they intent to quit their company in the next one year ? 14% ambassadors say
347 that they do not cherish positive memories of their employers These observations are to be considered important
348 for running a successful organization as no business success can be brought in isolation.

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

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

357 **20 VI.**

358 **21 Conclusion**

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

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

363 ? Understand how staff members add value at each customer transaction and during each customer's experience

364 ? Confirm employees level of productivity in servicing customer's needs ? Gauge how (and how well) your
365 company supports and directs its employees in providing added value to customers and the business ? Utilize
366 available methods to uncover the emotional and rational dimensions of employee ambassadorship.

1 2 3 4 5 6

¹© 2017 Global Journals Inc. (US) 1

²Employee Ambassadorship-Wearing the Values!

³© 2017 Global Journals Inc. (US)

⁴© 2017 Global Journals Inc. (US) 1Employee Ambassadorship-Wearing the Values!

⁵= Never or Rarely 2 = Sometimes-Very Often 3 = Almost Always-Always © 2017 Global Journals Inc. (US)

⁶= Never or Rarely 2 = Sometimes-Very Often

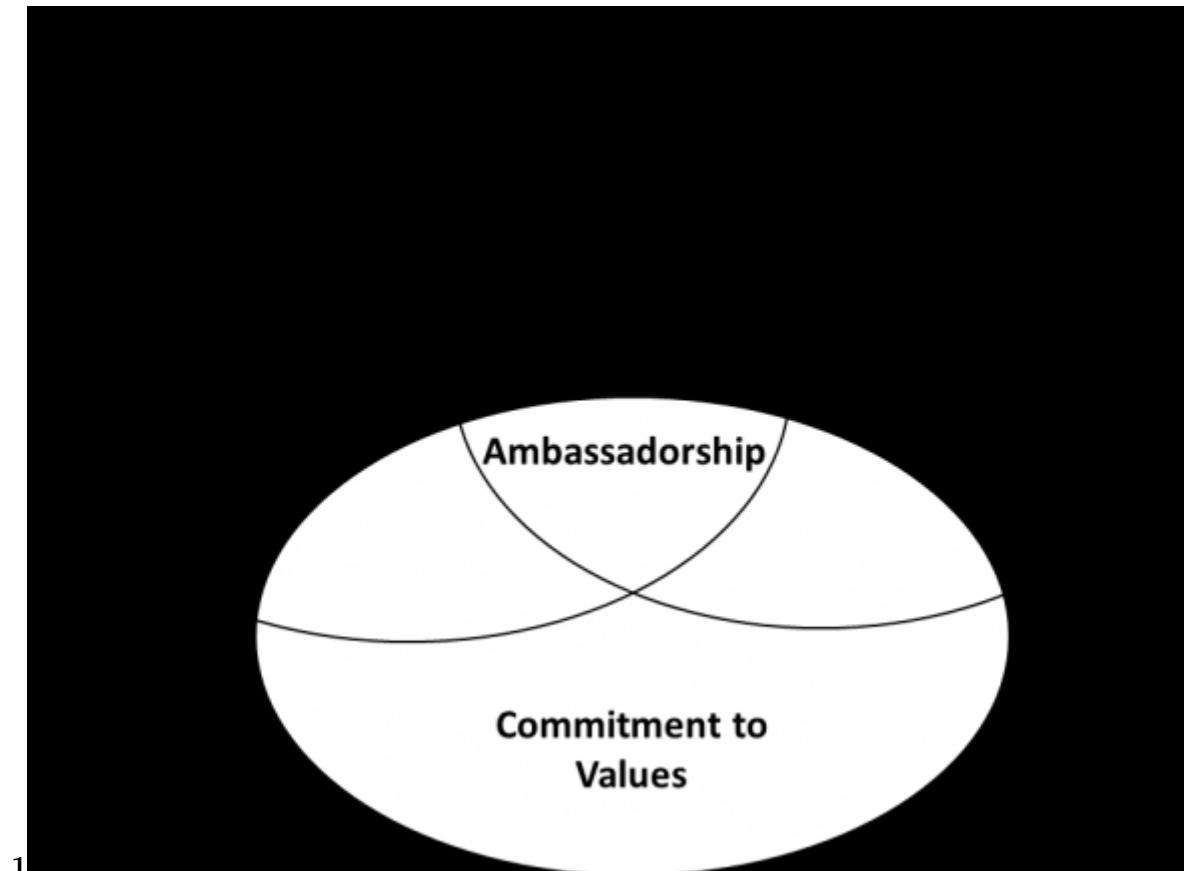


Figure 1: 1 :

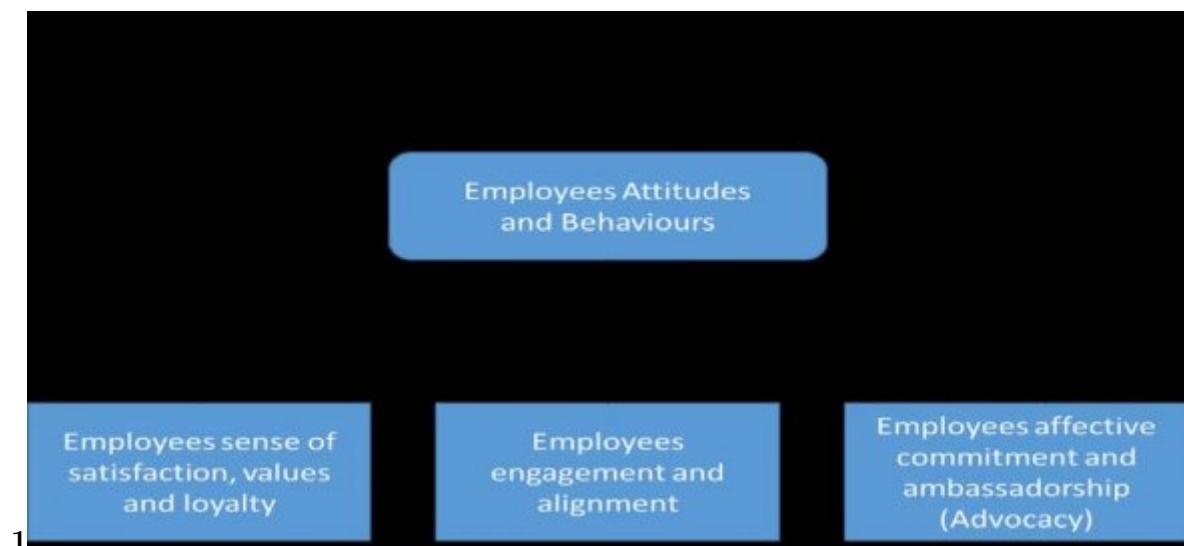


Figure 2: H 1 :

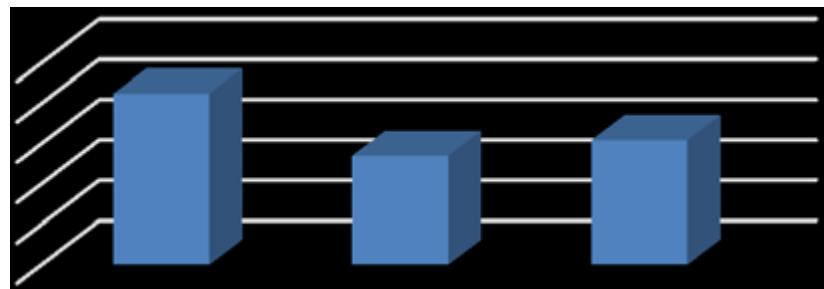


Figure 3: Parameter

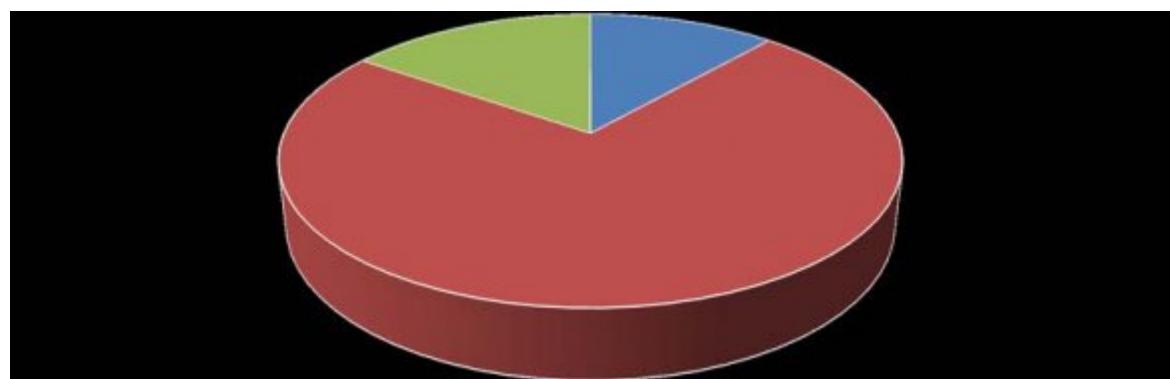


Figure 4: I feel very loyal to my organization I am very committed to the success of

Figure 5:

21 CONCLUSION

Employee Ambassadorship-Wearing the Values!



managed suggests that this problem is pervasive in other employee s

0% 3% 0% 14% 14% 7% 55% 38% My organization is
10% 52% 86% 62%
20% 45% How 24%
30% How strongly I
40% sat- would am
50% is- you pos-
60% fied i-
70% are tive
80% you about
90% with my
100% your recommend employe well-managed
full- it
time
job? as a
place to
work

3% 7% 7%
52% 52% 21%
45% 41% 72%

Figure 6: How often do you tell others how good products/services? How often do you tell others about how good as a place to employed? How often do you tell others how bad products/services? How often do you tell others about how bad as a place to employed? Our organization provides products/services that exceed cust. expectations Customer Commitment and Advocacy

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.

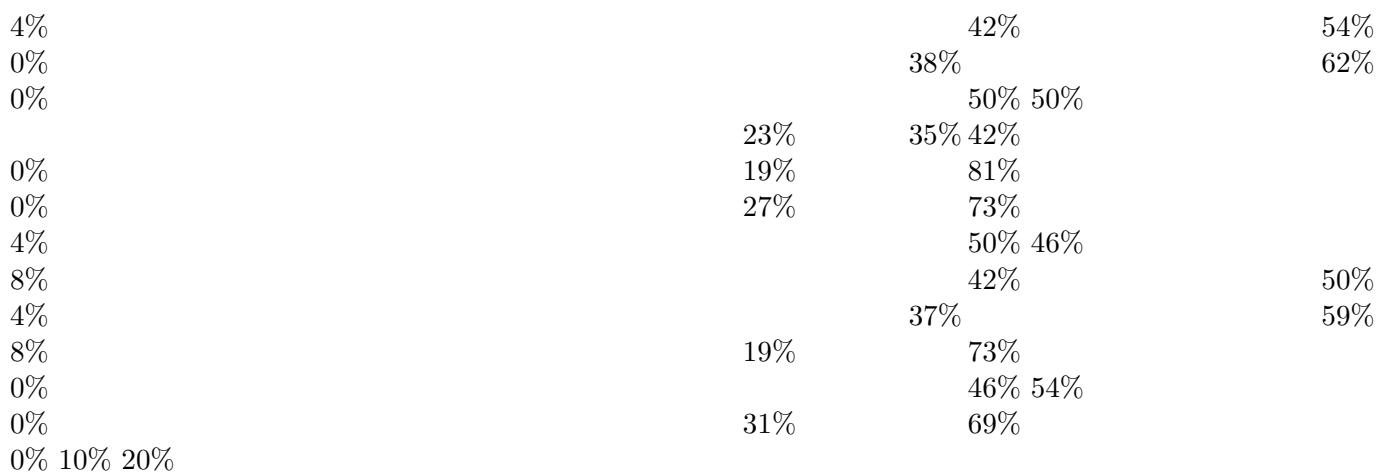


Figure 7: I like my company Proud to work for my company I trust the organization
Organizational Commitment and Advocacy

Figure 8: 30% 40% 50% 60% 70% 80% 90% My work gives me a sense of personal accomplishment I am comfortable on the overall value of service provided In the next year, how likely will you be to quit/stay at your job? The organization is very loyal to its employees My immediate supervisor is very supportive The organization will do whatever it takes to make us happy I have a clear understanding of the my organizations mission, goals, and objectives

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

372 [Miles and Mangold ()] 'A conceptualization of the employee branding process'. S J Miles , G Mangold . *Journal
373 of Relationship Marketing* 2004. 3 (2/3) p. .

374 [Organ and Ryan ()] 'A meta-analytic review of attitudinal and dispositional predictors of organizational
375 citizenship behavior'. D W Organ , K Ryan . *Personnel Psychology* 1995. 48 p. .

376 [Pringle and Gordon ()] 'Brand Manners: How to create the self-confident organisation to live the brand'. H
377 Pringle , W Gordon . LTD. 2001. Chichester.

378 [Pratt and Foreman ()] 'Classifying managerial responses to multiple organizational identities'. M G Pratt , P O
379 Foreman . *Academy of Management Review* 2000. 25 p. .

380 [Dunn and Davis ()] 'Creating the brand-driven business: it's the CEO who must lead the way'. Michael Dunn
381 , Scott Davis . *Handbook of Business Strategy*, 2004. 5 p. .

382 [Schneider and Bowen ()] 'Employee and customer perceptions of service in banks: replication and extension'. B
383 Schneider , D Bowen . *Journal of Applied Psychology* 1995. 70 p. .

384 [Aurand et al. ()] 'Human Resource Management's Role in Internal Branding: An Opportunity for Cross-
385 Functional Brand Message Synergy'. T W Aurand , L Gorchels , T R Bishop . *Journal of Product and
386 Brand Management* 2005. 14 (3) p. .

387 [Young ()] 'Is organizational justice enough to promote citizenship behavior at Work? A retest in Korea'. L D
388 Young . *European Journal of Scientific Research* 2010. 45 (4) p. .

389 [Bateman and Organ ()] 'Job satisfaction and the good soldier: The relationship between affect and employee
390 citizenship'. T S Bateman , D W Organ . *Academy of Management Journal* 1983. 26 p. .

391 [Yilmaz and Tasdan ()] 'Organizational citizenship and organizational justice in Turkish primary schools'. K
392 Yilmaz , M Tasdan . *Journal of Education and Admin* 2009. 47 (1) p. .

393 [Smith et al. ()] 'Organizational citizenship behavior: Its nature and antecedents'. C A Smith , D W Organ ,
394 Near . *Journal of Applied Psychology* 1983. 68 p. . (JP)

395 [Devasagayam (2013)] 'Organizational Citizenship Behaviour of distributed teams: s: A Study on the Mediating
396 Effects of Organizational Justice in Software Organizations'. H Devasagayam . <http://www.ijser.org>
397 *International Journal of Scientific & Engineering Research* 2229-5518 1 IJSER © 2013. January-2013. 4 (1) .

398 [Dutton et al. ()] 'Organizational images and member identification'. J E Dutton , J M Dukerich , C V Harquail
399 . *Administrative Science Quarterly* 1994. 39 p. .

400 [Karriker and Williams ()] 'Organizational justice and organizational citizenship behavior: A mediated multifoci
401 model'. J H Karriker , M L Williams . *Journal of Management* 2009. 35 (1) p. .

402 [Rhoades and Eisenberger] 'Perceived organizational support: A review of the literature'. L Rhoades , R
403 Eisenberger . *Journal of Applied Psychology* (in press)

404 [Rhoades and Eisenberger ()] 'Perceived organizational support: a review of the literature'. L Rhoades , R
405 Eisenberger . *Journal of Applied Psychology* 2002. 87 (4) p. .

406 [Simoes and Dibb ()] 'Rethinking the brand concept: new brand orientation'. C Simoes , S Dibb . *Corporate
407 Communications: An International Journal* 2001. 5 (4) p. .

408 [Frost and Kumar ()] 'Service quality between internal customers and internal suppliers in an international
409 airline'. A F Frost , M Kumar . *International Journal of Quality & Reliability Management* 2001. 18 (4)
410 p. .

411 [Ashforth and Mael ()] 'Social identity theory and the organization'. B E Ashforth , F Mael . *Academy of
412 Management Review* 1989. 14 p. .

413 [Blakely et al. ()] 'the moderating effects of equity sensitivity on the relationship between organizational justice
414 and organizational citizenship behaviors'. G L Blakely , Andrews Mc , R H Moorman . *Journal of Business
415 & Psychology* 2005. 20 (2) p. .

416 [Wayne et al. ()] 'The role of fair treatment and rewards in perceptions of organizational support and leader-
417 member exchange'. S J Wayne , L M Shore , W H Bommer , LE . *Journal of Applied Psychology* 2002. 87 p.
418 .

419 [Kearns ()] *The Value Motive: The Only Alternative to the Profit Motive*, Paul Kearns . 2015.

420 [Tyler and blader ()] T R Tyler , S L &blader . *Cooperation in groups: Procedural justice, social identity, and
421 behavioral engagement*, (Philadelphia) 2000. Psychology Press.