EMPLOYEE ADVOCACY: ADVOCATING BEYOND CALL OF DUTY

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PREFACE

After having had the opportunity to follow this very instructive course at Ghent University, this master's dissertation forms the culmination of my education. With this report, I hope to make a contribution to the academic world and all parties that can benefit from it. The sales and marketing environment has always been something that interested me, so performing research in this field motivated me to obtain interesting results. Especially the booming topic of this dissertation, Employee Advocacy, offers a multitude of opportunities for organizations to increase the brand awareness, trust in the company and possibly even sales which, in my opinion, definitely deserved and still deserves more attention.

Writing this master's dissertation has been a long-term process. Nevertheless, it has been an extremely fascinating and challenging experience. In this preface, I would like to take the opportunity to thank several people who were involved in the realization of this dissertation.

First of all, I would like to thank my supervisor, dr. Malaika Brengman, for the support, knowledge and input that was provided over the past few months. New insights and theories were taught, which I will definitely take with me in my future career.

I would also like to thank my friends who gave me courage and provided relaxing moments while writing this master's dissertation. My girlfriend Renée may not be forgotten, since she cheered me up at times when it was needed.

In addition, I would also like to say a word of thanks to all respondents for participating in the study and answering the questionnaire, which led to interesting, innovative and instructive insights.

By way of conclusion, I should like to express my warm thanks more than ever to my parents for the opportunity given to follow my second university master's education and for going through my report several times.

With utmost sincerity and gratitude,
Laurent Uyttenhove
May 30, 2023

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LIST OF USED ABBREVIATIONS

SMM   Social Media Marketing

EA   Employee Advocacy

4Ps   Product, Price, Place, Promotion

SM   Social media

WoM   Word-of-Mouth

OCB   Organizational Citizenship Behavior

SWoM   Staff Word-of-Mouth

EWoM   Electronic Word-of-Mouth

EAP   Employee Advocacy Program

CTA   Call-to-action

SMB   Small and Midsize Businesses

LIST OF USED IMAGES, FIGURES AND TABLES

1. INTRODUCTION

It's the year 2023. The population is in the middle of an upcoming and ongoing trend where the purchase process becomes more dependent on the shifts of all kinds of elements. The Internet serves us with an overload of information compared to offline, customers tend to be more suspicious about the reliability of communicating product and company performances and more importantly: people trust peers more than anyone else. These three shifts have changed the social aspect of making purchases, which raises the difficulty for companies to communicate their corporate vision. That's why a new phenomenon in marketing strategies is gaining in importance and forms the starting point of our report.

In this master's dissertation, we further examine the concept of Employee Advocacy, a term that's booming in the current business environment due to its promising effectiveness in terms of increasing companies' goods and services sales, brand awareness, purchase intentions and much more. The concept implies employees actively and voluntarily promoting and representing their company on social media and other public channels, which can be performed by participating in online conversations, posting/sharing pre-established company content on personal social media accounts or by posting self-made content about the company. Figures show that the interest of organizations in this concept knew an increase of 191% between 2013 and 2015, which is attributable to changes in the level of trust people allocate to their sources (Terpening, Li & Akhtar, 2015). One of the biggest global communications firms, Edelman, confirms this finding for over 20 years and annually presents proof of why trust impacts companies' successes. In 2021 for example, research of Edelman indicated that 61% of the customers reward brands with trust as a result of overall Employee Advocacy behaviors, which is the ultimate goal in today's business environment.

The offline-online sources of information, reliability of communication and the shift in levels of trust are just some of the many issues that demonstrate why the topic of this master's dissertation deserves further deepening in order to contribute to future successes of marketing and sales activities. In what follows, we aim at deepening this concept into different angles in order to understand how organizations can effectively transform their employees into advocates or ambassadors, which benefits this triggers for both the company and employee and how employees perceive the concept of our report.

In short, existing literature provides a series of general practices of how advocacy can be successfully integrated in a company and how employees' social media followers perceive aspects of this concept. Since these numerous, general insights are offered and a lack of findings from the employee's point of view are present, this master's dissertation more specifically aims at constructing best practices of how Belgian-based B2B- and B2C employers (or Belgian companies in general) should integrate Employee Advocacy in their company and what innovative insights can be obtained.

By conducting and performing empirical research, we investigate several aspects of the concept from the employee's point of view and even try to detect differences between sales and marketing employees and employees of other general departments. Ultimately, analysis of the gathered results will provide a series of recommendations and guidance for Belgian-based companies to optimize the advocacy process, which offers deeper scientific insights compared to existing generalities. Overall, the effectiveness of integrating advocacy in B2B- and B2C companies may know an increase which will contribute to obtaining organization's objectives and more specifically: increasing customer's trust.

The set-up of this report can be summarized in the ultimate research question, which is worded as follows:

How does the ideal Employee Advocacy Program look like from the employee's point of view of a Belgian-based B2B/B2C company and which differences between employees in sales and marketing and other general departments can be detected?

For companies' marketing and sales teams (and the organization in general) operating in today's digital environment where knowing your employees and customers is more important than ever before, this may definitely benefit a company in obtaining a competitive advantage. On the other hand, increasing the reach of the company network via advocacy contributes in employing skilled, talented workers which is highly desirable in the current War for Talent.

Advocating beyond call of duty, what's the road to success for Belgian-based B2B- and B2C companies?

2. LITERATURE REVIEW

The technological evolution has changed the society in all its perspectives, which affected business operations on many different aspects (communication, automation, data analyses, globalization and so on). It simply made the world more dynamic and in terms of marketing this implicates that no business is able to continue to exist without implementing new strategies (Thomas, 2020). Old-fashioned marketing approaches for example aren't as effective as they used to be since the digitization opened doors for new and innovative ways to reach customers with one main advantage: target a mass of potential customers over wide geographic places at minimal cost (Kurdi et al., 2022). This results in the rise of several new and innovative digital channels that offer options for companies to reach, interact and engage with millions of customers at the same time. Social networks, such as LinkedIn, Facebook, Instagram, Twitter and TikTok offer a multitude of possibilities and allow them to benefit from these advantages.

Despite the fact that the digital landscape established Social Media Marketing (SMM) which offers previous possibilities, the usage of it has a downside too. The effectiveness of this recently upcoming type of marketing is namely measured by analyzing the purchase intentions and behaviors which are subject to trust, the element that's challenging to gain for companies in the current digital environment (Ebrahim, 2020). This is where our subject, Employee Advocacy (EA), intervenes and can provide help in order to transform this trust issue into beneficial outcomes.

This literature review examines Employee Advocacy and its link with trust as the starting point of this master's dissertation, as well as the related concepts which will form the bigger picture. Next, the importance, variety of goals and major advantages will be further explained and several recommendations of how Employee Advocacy can be implemented in companies will be provided. Subsequently, we go further into advocacy platforms and discuss relevant outcomes provided by current studies and experts that contribute to our research.

Based on the promising effectiveness of the concept and interesting insights gathered from existing literature, the research design is drawn up which will extensively be discussed in the next chapter of this report.

2.1 Defining Employee Advocacy

One of the most important and popular instruments used in marketing is the 4Ps model. This has always been- and is now becoming even more crucial to know (1) what Products or services are important for customers (2) at which Price and (3) where you have to offer them (Place). But besides these first elements, (4) Promotion is key in our case and indicates how to reach the target segment using which message in order to make sure the customer trusts your intentions. This latter phenomenon, trust, forms the basis of our concept and will further be explained in the next part.

2.1.1 Lack of trust at the basis of the ongoing shift

As a consequence of the shift towards the digital landscape, Social Media Marketing is gaining in importance the latest years and has been proven to be more effective than traditional advertising channels for creating brand awareness and thus increase companies' successes (Boudaher, 2019). Trust plays an important role in this story and can be defined as the willingness of a consumer to rely on the ability of a brand to perform as entitled (Ebrahim, 2020). The concept consists of two aspects: credibility and benevolence. Credibility refers to what extent a consumer can rely on the promises of a partner, whereas benevolence indicates the extent to what a consumer beliefs that the partner is concerned with acting in the best interest of the customer (Doney & Cannon, 1997). Trust is definitely something that has to be gained by companies, since a high level of trust increases purchase intentions of the consumer (Chen & Lin, 2019).

Although Social Media Marketing offers a variety of advantages and possibilities, the difficulty of gaining trust in the current online environment that was previously mentioned can't be forgotten. For many years, nothing seemed to prevent the positive results of SMM, until scammers started entering online markets and destroyed trust of consumers in digital channels. Next to that, the occurrence of COVID-19 in 2020 even took it a step further and damaged the level of trust in regulatory parties and companies due to the fact that governments promised positive outcomes of their actions (no physical social contact, face masks and vaccines), but didn't result in any changes for the society (Duncan, 2021). This dent in confidence was further translated into the overall level of trust in SMM, which is still noticeable today.

2.1.2 Employee Advocacy as the answer: the ultimate definition

Within the lack of trust in Social Media Marketing, the concept of Employee Advocacy occurs and offers several options to benefit from trust since customers are seeking for other, more credible sources before purchasing goods and services. Results of the Pew Research Center namely

indicate that 86% of the people start trusting friends, family and peers more instead of a company's social media (SM) messages (Rainie & Perrin, 2019). For organizations, this definitely provides possibilities to benefit from these findings and use their own employees as marketing channels, since these people are perceived to be more credible.

Although the concept of Employee Advocacy is relatively new in terms of research and only recently captured the attention of organizations, many studies have already tried to form an overall definition of it. These definitions don't seem to be universal in existing literature and many authors define the concept differently. Tsarenko, Leo and Tse (2018, p. 260) for example describe Employee Advocacy as positive Word-of-Mouth (WoM) executed by employees and define it as:

> "*Recommending and supporting the organization's products and services to external publics such as friends, family and potential employees.*"

On the other hand, some authors indicate that it doesn't only entail positive WoM, but also includes defending the company (Thelen, 2020). Men (2014, p. 262) took this into consideration and constructed the following definition:

> "*Employee Advocacy is a behavioral construct, that is, the voluntary promotion or <u>defense</u> of a company, its products, or its brands by an employee externally.*"

Although previous definitions define the concept as recommending and defending the company externally, Merriam-Webster (2018) suggests that Employee Advocacy can also be applied internally and thus used to gain trust from other employees too. Adding this aspect to previous descriptions of Employee Advocacy, leads to the ultimate definition that Thelen (2020, p. 8) constructed and will also be used in this master's dissertation:

> "*Verbal (written and spoken) or nonverbal voluntary manifestation of support, recommendation, or defense of an organization or its products by an employee to either <u>internal</u> or external publics.*"

We can conclude that Employee Advocacy is based on the idea that employees are the most credible and trusted sources of information in the current digital environment and are used to voluntarily share their personal experiences about an organization, its products and services and the company's brand content on their own personal social media accounts to gain wider access to trusted people (Boudaher, 2019; Thomas, 2020). By doing this, salespeople can be seen as one of the major employee segments which benefit from the concept since the credibility of the

brand will be strengthened, which will result in higher brand awareness, purchase intentions and overall success of the company.

The early research about Employee Advocacy substantiates its effectiveness and adds even more advantages, such as an increase in brand visibility, gaining new customers and an increase in employee engagement. But in order to reach these successful outcomes, it's important that employees understand their company's values and standards when sharing content, and that they do so in a professional and unbiased way (Surdu, 2019). Additionally, employees who are passionate about their work are more likely to be engaged and enthusiastic about advocating for their company.

Overall, a distinction can be made between two major types of Employee Advocacy: active and passive. Active advocacy refers to employees who actively engage with their network and promote the company via creating and posting organizational content and participate in online conversations (Van Ahren, 2016). On the other hand, passive advocates are less proactive and simply "like", "retweet" or "share" content from the company's official social media accounts (Van Ahren, 2016). Although both types of advocacy contribute in obtaining the advantages as previously discussed, active advocates are of greater importance in the current digital landscape since a more personal touch is added to the performed actions.

2.1.2.1 Organizational Citizenship Behavior and Word-of-Mouth

When investigating Employee Advocacy, literature offers several related concepts and indicates that Employee Advocacy possesses some similarities with Organizational Citizenship Behavior (OCB) and Word-of-Mouth.

Organizational Citizenship Behavior

OCB refers to employee behaviors that are not directly related to job performance and go beyond their formal roles, but that nonetheless contribute to the overall success of the organization. This includes behaviors such as offering help to colleagues, looking for ways to improve the organization and volunteering for extra tasks, without being paid to do so (Aguinis & Kraiger, 2009). According to research of Podsakoff et al. (2000), there are seven different types of OCB. The table below briefly describes each of these dimensions.

Dimension	Definition
Helping behavior	Voluntarily help colleagues or the organization without expecting anything in return.
Sportmanship	Maintain a positive attitude in the face of criticism or failure and support others even when they are wrong.
Organizational loyalty	Promote the organization to outsiders, protect and defend it against external threats and remain committed, even under adverse conditions.
Compliance	Acceptance of the organization's rules, regulations, and procedures, which results in a scrupulous adherence to them, even when no one observes or monitors compliance.
Individual initiative	Voluntary acts of creativity and innovation designed to improve one's task or the organization's performance.
Civic virtue	Have a macro-level interest in, or commitment to, the organization as a whole (e.g. participate in governance, monitor threats and opportunities).
Self-development	Voluntary behaviors employees engage in to improve their knowledge, skills, and abilities.

Table 1: The seven dimensions of OCB (Podsakoff et al., 2020)

Based on previous definitions and explanations, Employee Advocacy can indeed be seen as some sort of Organizational Citizenship Behavior since employees voluntarily promote the organization's products and services through their own personal networks (Surdu, 2019). When comparing the ultimate definition of our concept with the different types of OCB, "organizational loyalty" appears to be the dimension that best covers the essence of Employee Advocacy.

Word-of-Mouth

In turn, both Employee Advocacy and OCB are closely related to the concept Word-of-Mouth, which has a significant influence on consumer behavior. Smith (2021) and Reinartz and Kumer (2000) define WoM as:

> *"The communication of opinions, recommendations, or evaluations of products, services, or organizations among individuals in a social network, without being asked to do so."*

To this definition, it should be added that WoM is independent of the organization and thus uncontrolled (Cable & Turban, 2001) and that it occurs in an informal manner (Cable et al. 2000).

When WoM is applied to an organizational context, the concept is frequently described as Staff Word-of-Mouth (SWoM) which Keeling, McGoldrick and Sadhu (2013, p.89) define as:

> "*The process of (former) employees communicating information and opinions about the organization within and beyond their social networks.*"

This could include employees talking positively about their employer to friends and family or colleagues providing information to customers. SWoM offers, just like Employee Advocacy and OCB, some beneficial outcomes for the company (Uen et al., 2015). According to Day (1971), Staff Word-of-Mouth is more powerful than traditional advertising and personal selling, since it has the major ability to change unfavorable attitudes of consumers into positive ones.

Since the digital evolution made its appearance and is on the rise in recent years, (S)WoM can now be spread through electronical platforms and goes by the name of Electronical Word-of-Mouth (EWoM), whereby social media channels are the most common ways in today's environment to spread messages (Ahrens, Coyle, & Strahilevitz, 2013). Although Employee Advocacy doesn't necessarily have to be performed in electronic ways, we still focus ourselves on this perspective and see Employee Advocacy as the electronic variant of Staff Word-of-Mouth.

Figure 1 ut infra provides a visual summary of previous insights, showing why Employee Advocacy can be seen as a form of Organizational Citizenship Behavior and (Electronic) Staff Word-of-Mouth.
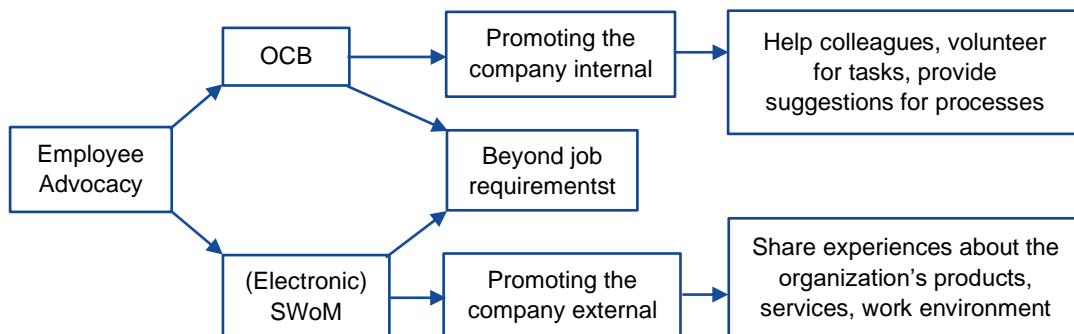
Figure 1: Link between Employee Advocacy and OCB – (Electronic) SWoM

Employee Advocacy, Organizational Citizenship Behavior and Word-of-Mouth are all valuable constructs to increase the visibility and reputation of a company as mentioned before. This proofs why employees are a powerful force for employers, as their actions can create a ripple effect of positive sentiment in the marketplace. Therefore, it is important for employers to foster a culture that encourages these behaviors.

2.2 Employee Advocacy as part of the bigger picture

Despite the fact that Employee Advocacy applied in marketing gains in interest the last couple of years, research into identifying the factors of success in this field is still scarce and very general. On the other hand, an abundance of insights gathered from research on similar concepts can be found. Although these concepts are similar in some way and may even overlap on certain

elements, they all hold some characteristics that are important for an organization. The combination of these concepts form the bigger picture of marketing techniques where both the employers and employees can contribute in success. Table 2 provides a summary of these concepts and its link with Employee Advocacy. A more detailed discussion of each concept individually will be provided in the following parts.

Concept	Description	Similarities with EA	Main differences with EA
Employee advocacy	Promotion of a company or its products and services by employees on their own social media channels		
Employer branding	Building a strong company reputation as an employer by promoting the company's culture, values and work environment (both internal and external)	Promote the company's brand	*Employer branding*: Attract and retain employees *Employee Advocacy*: Recommending and defending an organization by employees
Employee branding	Usage of internal branding to create motivated and customer-oriented employees who want to achieve the company's objectives	Align employees' mindset with the company's values and promote the company's brand	*Employee branding*: Broad concept, create a positive employer brand via a range of activities (both online and offline) *Employee Advocacy*: More focused, encourages employees to share company related content on personal social media channels
Social selling	Lead-generation technique where the company's social media platforms are used to directly interact with their network and prospects	Usage of social media channels to promote a company's brand	*Social selling*: Generating leads and sales *Employee Advocacy*: Building a strong reputation and credibility, which can indirectly lead to increased sales

Table 2: The bigger picture of marketing concepts related to Employee Advocacy

2.2.1 Employer branding

When discussing the concept of employer branding, two different aspects can be identified, namely the "employer brand" and "employer branding" itself. The first term refers to an important aspect in the recruitment process, since the employer brand aims at attracting, motivating and retaining current and potential employees (Backhaus & Tikoo, 2004). To attain this goal, the provided functional, economic and psychological benefits of the job need to differentiate an organization from its competitors (Ambler & Barrow, 1996; Sivertzen, Nilsen, & Olafsen, 2013). Employer branding on the other hand can be seen as the process that both internally and externally seeks to promote a clear view of the unique employer's brand elements, from the

perspective of the employee (Lievens, 2007). Marketing techniques may provide help in this process by, for example, perform communication campaigns to raise awareness (Collins & Stevens, 2002).

Research of Backhaus and Tikoo (2004) aimed at identifying possible outcomes of employer branding. Their framework, illustrated in Figure 2, indicates that employer branding leads to employees' associations with the brand, which in turn affects the employer image and employer's overall attractiveness for potential employees. The second outcome of employer branding according to the authors is employer brand loyalty, which is the result of the organization identity and organizational culture, and influences the productivity of employees.
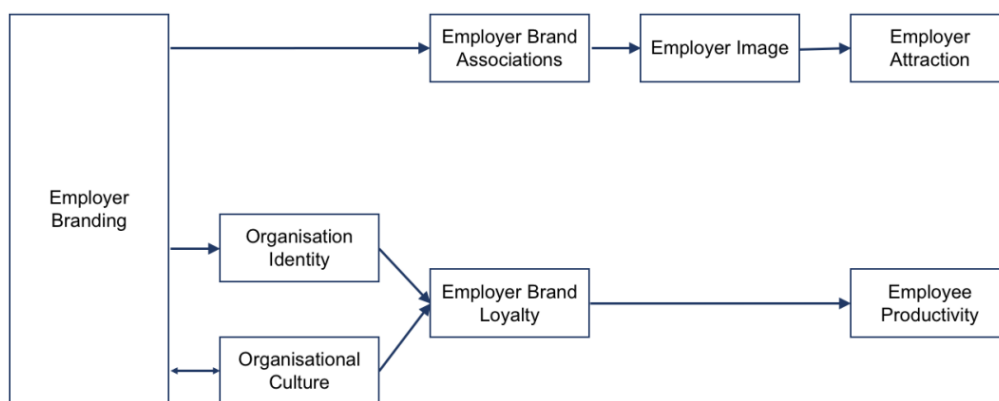
Figure 2: Framework of employer branding (Backhaus & Tikoo, 2004)

Based on the framework illustrated ut supra, Tanwar and Prasad (2016) also performed research on employer branding to not only identify possible outcomes, but also some potential antecedents. Similar to the outcomes of Backhaus and Tikoo, they identified productivity to be one of the major outcomes of employer branding. On top of that, Employee Advocacy is a possible outcome of employer branding. This can be attained directly or indirectly via organizational commitment. Initially, Tanwar and Prasad identified four antecedents that may trigger employer branding. But in a more recent study a new dimension, compensation and benefits, appeared and was added to the framework. According to both authors, a healthy work atmosphere seems to be the antecedent that is most important to trigger employer branding, since it has a significant influence on the attitude towards the organization (Tanwar & Prasad, 2016).
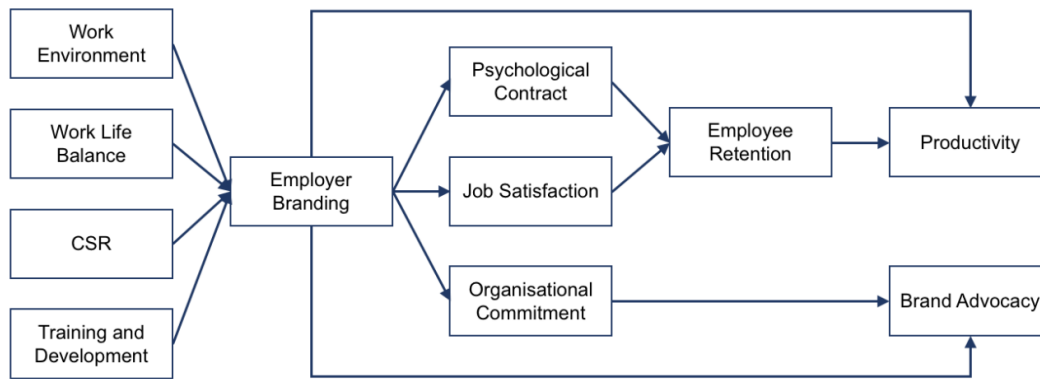
Figure 3: Framework of employer branding (Tanwar & Prasad, 2016)

Sivertzen, Nilsen and Olafsen (2013) also describe the possible relationship between employer branding and Employee Advocacy, but in the opposite direction. The authors state that an increased brand awareness (as a result of Employee Advocacy) develops positive associations of possible prospects with the employer brand, which in turn facilitates the process to attract and retain employees.

2.2.2 Internal- and employee branding

While employer branding mainly focuses on attracting and retaining employees by communicating the unique values of the employer brand, employee branding goes a step further and not only focuses on building expertized employees, but also on the final customer who should experience the company as having a good reputation. Literature describes the concept as a form of internal branding that aims to create employees with positive perceptions of the company's products and services (Miles & Mangold, 2004). By using internal branding (also known as internal marketing) approaches, employers create motivated and customer-oriented employees that want to achieve the company's objectives and communicate the desired brand image to these customers, which results in having a powerful external brand (Johnston, 1989; Miles & Mangold, 2004; Rafiq & Ahmed, 2000).

But on the other hand, employee branding without interference of- and investment in internal marketing may also take place. In this case, employees communicate about their own experiences with the company and how they feel working at the place. This may be positive and enhance potential hires to apply for a job, but may also be negative which will affect the external perceptions of the company. That's why many researchers recommend investing in internal branding to create that positive, desired brand image that will be communicated to the external environment.

Similarities with the concept of employer branding are definitely present. Both types of branding aim at creating positive perceptions of the company to current and potential employees and more importantly: create a feeling of trust (Kunsman, 2021). The main differences between both concepts include elements such as who drives the branding (employer branding: executives and HRM-team, employee branding: employees) and the content of the message (employer branding: perks, work culture and career opportunities, employee branding: desired image or own experiences) (Kunsman, 2021).

If we look back at Thelen's ultimate definition which states that Employee Advocacy is about recommending and defending the company both internally and externally, we understand why literature links both types of branding to our subject. In fact, Employee Advocacy can more specifically be seen as an online type of employee branding combined with internal branding that spreads positive messages about the company.

2.2.3 Social selling

The last and maybe most important concept that is commonly linked and closest related to Employee Advocacy is social selling. Before going deeper into the concept, it has to be mentioned that social selling is not selling via social media as many people infer (Hughes, 2022). Instead, it's a lead-generation technique where salespeople directly interact with their prospects (like, share or comment on their posts) using the brand's social media platforms to develop stronger relationships, which results in higher sales, trust and loyal customers. Different types of communicating with prospects may be involved in social selling, for example: educate your network and prospects about the industry, trends, challenges and your products and services (both B2B and B2C) (Edmond, 2022). Summarized, the idea of social selling is to identify and inform prospects, to build credibility and to eventually convince them purchasing the company's goods and services.

Literature offers several studies that indicate the advantages of using social selling techniques in order to increase companies' successes. LinkedIn Sales Solutions report for example states that businesses who focus on social selling are 51% more likely to reach their sales quota and that 78% of social sellers outsell businesses who don't use social media (LinkedIn Social Selling Index, n.d.). Other institutions, like PropertySimple, mention how COVID-19 made social selling even more important, since network events shifted online and are still a commonly used phenomena (Young Entrepreneur Council [YEC], 2021). Besides that, Hootsuite's numbers of the digital world of 2022 offer meaningful insights and mention how important it is to be online as a

company since 4.2 billion people are active on social media, which is an increase of 10.1% compared to the year before.

But because of the fact that it may be hard to identify organization's results of social selling in the highly complex online environment, new features appear to measure these outcomes. LinkedIn, the most successful platform for establishing professional relationships, introduced an important tool that's used nowadays to measure the impact of a brand's social selling efforts on the LinkedIn platform, namely the Social Selling Index. The index gives you a score based on four parameters, which can be computed for all LinkedIn accounts: (1) establishing a professional brand, (2) finding the right people, (3) exchange meaningful information and (4) building and strengthening relationships.

Next to LinkedIn, Twitter and Instagram are gaining in importance recent years and are platforms that offer a multitude of opportunities for informing- and engaging with potential prospects.

Finally, Employee Advocacy can be used to improve these social selling efforts by using Employee Advocacy Programs (EAPs). Instead of spreading content and interact with prospects using the company's social media channels (= social selling), employees can use their own channels. In these EAPs, the organization's marketing team establishes unified content which the employees can then share on their social media accounts, with or without adding personal comments. This offers one main advantage compared to just upload your own designed content, namely a higher satisfaction from the standpoint of the employee who prefers unified, delivered content (Edmond, 2022). Although pre-established content may be provided and results in unity, posting self-made company content is also seen as EA.

2.3 The importance and major advantages of Employee Advocacy

Now the topic of this master's dissertation is introduced and its most related concepts are deepened, the focus of this part will be placed on the importance and major advantages of Employee Advocacy. It already became clear that the overall goals are to boost the company's brand awareness and purchase intentions and to increase trust, generate new leads and even discover new potential hires. But why is it so important and what advantages has the concept to offer?

It's clear to say that employees acting as advocates will enhance the reach of communicating social media messages. By having their own network being exposed to this content, the overall

credibility of the company will be enhanced by 84% since employees sharing content profile themselves as an expert and are perceived to have a certain amount of authority from the customer's point of view (Clemons, 2022; Martic, 2020). The Edelman Trust Barometer even shows that consumers (on a B2C level) are 77% more likely to purchase something after hearing about it from trusted people. On top of that, Biro (2016) indicates that social media content shared by employees gets eight times more engagement than sharing content through the company's own social media channels and that it's shared 25 times more frequently. Furthermore, it enables reaching people who use ad blockers and in financial terms, Employee Advocacy also offers beneficial aspects since it is an efficient way to decrease advertising costs (Seel, 2018; Thelen, 2020). Shepard (2015) confirms this statement and mentions that an advocacy program involving 1.000 active participants generates 1.9 million dollar in advertising value.

Besides that, it has positive outcomes regarding the employees themselves too. Since they share content informing customers about the goods and services offered, they will develop a better understanding of it which enhances employees to reach the overall organizational goals and even decreases the chances of employees leaving the company (Clemons, 2022; Thelen, 2020). Especially the result of having a good online reputation as a result of advocacy will benefit the recruitment process. According to Dinnen (2015), 69% of workers would not accept a job offered by a company that has a bad reputation (even when they are unemployed at that time) and Ambassify adds that employees participating in advocacy activities are 20% more likely to stay in the company. Also do Employee Advocacy platforms (see further) facilitate the process of sharing for employees, since the pre-established content is provided via the platform and can immediately be shared with or without adding a personal touch to it (Sproutsocial, 2023). Especially for people who aren't familiar with social media, advocacy platforms help them to still make it possible to be an advocate of the company.

It's clear to say that integrating the concept of Employee Advocacy in the company results in some major advantages. Limited research has been performed on which aspects are most important for creating a successful advocacy program, which will be discussed in the next part.

2.4 General guidelines for implementing Employee Advocacy

Although mentioning previous major advantages which illustrate the importance of Employee Advocacy, implementing the concept in reality isn't as easy as it looks. Many different approaches need to be considered, results regularly have to be monitored and optimizations of advocacy initiatives have to be made in order to fully exploit the possibilities offered by the concept. Despite

the fact that online sources offer some general guidelines to efficiently and successfully implement Employee Advocacy, companies still struggle to integrate it in the organization. This may be caused by the lack of consistency across these sources, since they are mostly written by salespeople representing their own company and are thus ununified. Although scientific research is still scarce in terms of proposing best practices for implementing Employee Advocacy, the creation of feelings of trust, satisfaction and commitment seems to be the major recommendation to achieve and implement advocacy in the company (Fullerton, 2011; Tsarenko, Leo, & Tse, 2018). A discussion of these components and how they can be created will be provided in the next parts. After that, we briefly elaborate other generalities provided by social media experts, offering most consistent and interesting recommendations.

2.4.1 Creation of trust, satisfaction and commitment

Trust

The definition, importance of gaining consumer's trust and how Employee Advocacy facilitates this process was already discussed in 2.1.1, but no insights are provided yet in how companies may trigger and enhance this feeling. First of all, it should be added that trust occurs on two levels, whereby interpersonal trust refers to trusting people (co-workers and managers) and impersonal trust includes trusting the company's systems, reputation and roles (Vanhala & Ahteela, 2011). Pirson and Malhotra (2011) discovered five attributes that trustees should have in order to create trust: (1) the ability to perform tasks, (2) benevolence to exhibit goodwill, (3) being honest, (4) identification of the interests and intentions and (5) transparency or the willingness to share trust-relevant information. Once these attributes are present on interpersonal, respectively impersonal level, the chances of obtaining trust from consumers are very likeable.

Job satisfaction

Job satisfaction on the other hand simply refers to the satisfaction perceived by an employee performing his or her job. Several ways of influencing and thus increasing satisfaction are proposed by Hytti et al. (2013): increase the autonomy, give feedback, make the job tasks significant and offer enough variety. Bellou (2010) confirms these findings and adds that job satisfaction mainly depends on the offered opportunities to grow and on the support provided by the company. When the employer provides these several components, employees will thus achieve higher levels of satisfaction in their job and become more willing to advocate the brand.

Commitment

Next to trust and satisfaction, commitment is the last major component that drives advocacy. According to Meyer et al. (2002), commitment consists of three components: (1) affective commitment (= the level of involvement with the organization and the enjoyment of being affiliated with it (Allen & Meyer, 1990)), (2) continuance commitment (= being loyal to the company since the employee faces high switching costs and perceives few alternatives (Fullerton, 2011)) and (3) normative commitment (= feeling that continuing to be involved with the organization is the right thing to do (Allen & Meyer, 1990)). This last component is sometimes undesirable for a company as it results negatively to advocacy intentions. Employees who feel trapped in the organization don't want others to be trapped as well and thus aren't suitable advocates (Fullerton, 2011).

Fullerton's research, dating from 2011, showed that job satisfaction results in affective commitment and interpersonal- and impersonal trust in affective and continuance commitment. This means that when satisfaction and trust are provided by the company, organizational commitment arises, which leads to heightened advocacy intentions. This is also what Tanwar and Prasad (2016) illustrated in their framework of employer branding previously discussed.
Sloan, Buckham and Lee (2017) on the other hand propose that feelings of commitment are dependent on the individual itself and that managers should seek employees possessing high levels of differentiation. These individuals are perceived to be able to balance their emotions with rational thoughts and autonomy and as a result attach importance to affective and normative commitment.

2.4.2 Consistent recommendations of online experts

Although social media experts on forums, blogs and review sites offer general guidelines across several countries which aren't precisely defined in terms of markets and companies, the description of the most consistent ones will be provided. Organizations may consider to adapt these guidelines in their current business operations since promising success is repeatedly addressed. The research of this master's dissertation continues to build on the major recommendations (see chapter 3), applied to Belgian B2B- and B2C companies in order to gain clear insights for a defined target market.

1. Set goals for your program

In order to achieve an Employee Advocacy Program with successful execution and outcomes, the first and most important prerequisite is to identify, define and communicate clear goals of the advocacy program. By doing so, employees will have a better understanding of how they can

contribute, which will lead to better engagement. Several goals may be defined according to several departments. For marketing purposes, goals may include to increase social media reach and engagement by X%, whereas the sales department may want to increase the number of deals by X% and reduce the cost to close a deal by X%. Also human resources may have some goals put forward, for example increase the number of applicants by X%, increase the number of referrals by X% and so on (Martic, 2020). In order to measure the outcomes of the program, KPIs can be used and include identifying top contributors, organic reach, engagement of consumers, click-through rates, return on investment and traffic (Martin, 2022).

2. Establish guidelines and train employees

Although the advocates are aware and understand the goal of the program, this does not necessarily have to implicate that they know which actions to take. That's why companies need to establish clear guidelines that mention how content should be shared and which actions should be avoided (Martic, 2020). These guidelines may include a wide variety of do's and don'ts, but according to Martin (2022) two most important documents should be provided: (1) the social media content policy which says what and how content should be shared and what topics to avoid, answers on common questions (FAQ) and much more, and (2) brand style guidelines that mention how the company logo should be used, how to spell certain terms and how to use hashtags. Besides that, simple "cheat sheets" may also be provided to help set up simple things like creating an Instagram account or explain how to share posts (Biro, 2016). Important is to keep training company advocates on the long term. This doesn't necessarily have to be done by high-order executives. Employees who are considered to be "Employee Advocacy leaders" are satisfied, loyal and have most experience with social media and may even be better to empower other, less experienced employees.

3. Possibility to implement rewarding systems

Keeping your employees engaged and motivated is crucial when it comes to Employee Advocacy. After all, they are the ones who determine the success of the advocacy programs. Giving recognition and rewarding them are commonly used practices by companies and is positively being perceived by the employee (Conway, 2022). The most simple, cheapest but most effective way to give recognition is by thanking your employees for the efforts they made by advocating the company (Conway, 2022). Besides that, tangible incentives may also be used. Awards or certain perks for example are often given to recognize someone, which can be done by giving a trophy, certain certificate, bottle of wine or by giving some extra time off (Conway, 2022; Martin, 2022). A new and fun type of rewarding advocacy, is to implement game rewarding systems in

the company. Martin (2022) gives a good example of this type of rewarding and proposes companies to create a specific hashtag to promote goods or services and to make a leaderboard based on which employee gets the most engagement for the hashtag. The employee that performs best at the end is rewarded. One main advantage of game rewarding is that the intrinsic motivation of the participating employees will be enhanced since performing well gives them a satisfied feeling. But whether you give recognition by verbal actions of tangible rewards, the most important aspect is to make it personalized. This gives the employee the feeling of being heard and appreciated, which will definitely lead to advocating the company even more.

4. Make use of advocacy platforms to maximize outcomes and measure success

Nowadays, several technology options and software are offered on the market to help attaining the best possible outcomes of Employee Advocacy Programs. Advocacy platforms for example gain in importance the latest years due to the fact that it simplifies the whole Employee Advocacy process. It enables brands to build pre-established content libraries for employees, from which they can optionally customize and share the content both externally on their own preferred social media channels and internally by e-mailing other employees, with just a simple click. This leads to having a major advantage, namely streamlining the advocacy program across the entire organization. Next to that, advocacy software allows companies to monitor the KPIs as were mentioned above.

2.4.3 Employee Advocacy platforms explored

Since Employee Advocacy receives more attention the last couple of years, multiple platforms arise in order to support organizations carrying out advocacy programs and strategies. It was already briefly discussed that these platforms offer several major advantages for companies and facilitate the advocacy process. But since a multitude of platforms arise on the market, companies must weigh up these various options and considerably select the most appropriate one. Some of the most commonly used platforms are BeAmbassador, Hootsuite Amplify, Sprout Social and FirstUp. In what follows, the key functions and offerings of these platforms will be briefly discussed in order to provide a better view of how these platforms work in practice.

Content library

As discussed in 2.4.2, advocacy platforms allow companies to build and provide pre-established content libraries for employees, from which they can customize and share posts voluntarily. Image 1 ut infra provides an example of how such a library looks like on Hootsuite's platform.
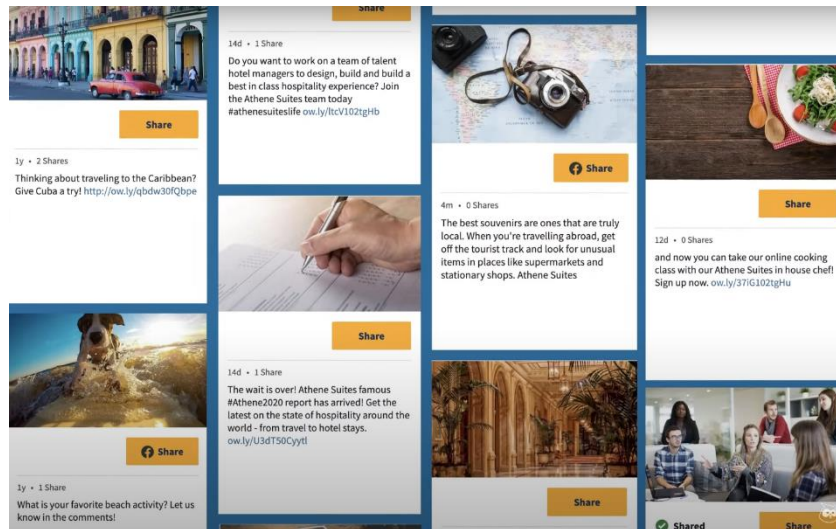
Image 1: Example of a content library (Hootsuite, 2022)

Content curation

The usage of an Employee Advocacy platform allows employees to search for qualitative, relevant information in the libraries and share this on their own social media networks. Because of the fact that these pre-established posts are provided by the company itself, the shared content is fully aligned with the company's culture which results in consistency along the advocacy initiatives. Image 2 shows us how the process of sharing a post looks like on the platform. With just some simple clicks, consistent content is shared on the employee's preferred social networks like Twitter in this example.
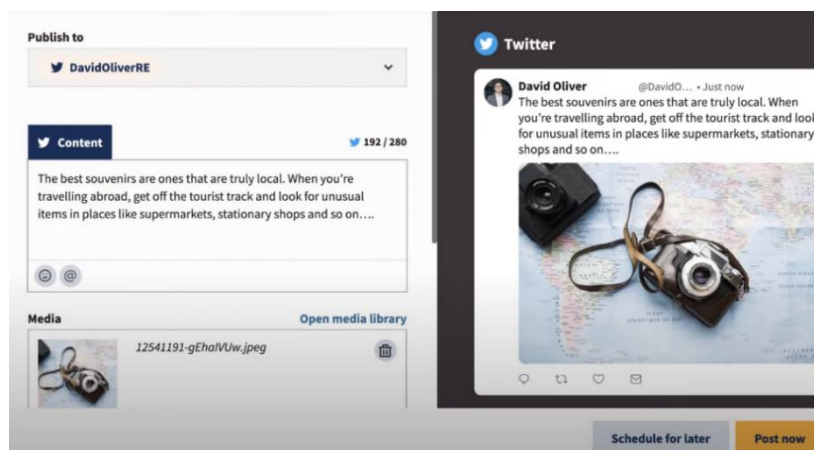
Image 2: Share a pre-established post resulting in consistency (Hootsuite, 2022)

Gamification

In order to keep your employees engaged in the advocacy program and enhance the fun factor of the process, a system of rules, awards, badges, leaderboards and other incentives may be implemented. By doing so, scores are allocated to activities performed by your advocates (sharing

content) whereby the most active advocates with the highest scores get rewarded. The concept of gamification is line with the best practice which recommended to implement rewarding systems as described previously.

Customizable branding

Besides the provided content, Employee Advocacy platforms allow companies to customize the used platform itself in order to match the feeling of the brand and lay-out (colors, logo's…) of its social channels. Again, this helps in aligning the overall branding and messaging of the company as a whole.

Mobile applications

In the current digital environment where two-thirds of the global population owns and uses a mobile phone, 92.3% accesses the Internet via their mobile devices (*DataReportal*, n.d.). These figures illustrate that advocacy programs need to comply with this ongoing shift and provide tools for employees being "on the go". That's why Employee Advocacy platforms establish mobile apps so employees are able to quickly and easily share content via their devices. On top of that, platforms facilitate the process of sharing content even more since the app can connect and link with employees' social media accounts just like executing the process via the computer (Facebook, Twitter, LinkedIn, TikTok, Instagram…).

Analytics for measuring KPIs

Another key function provided by Employee Advocacy platforms is the possibility to monitor the activities of employees in real time and track content performance metrics which analyze the impact of every post. By doing so, companies obtain insight in which content/post is performing well and which employees are most engaged in executing the advocacy program. Dashboards provided by the platform (example: Image 3) are a convenient tool for analyzing the most relevant KPIs as discussed in 2.4.2.
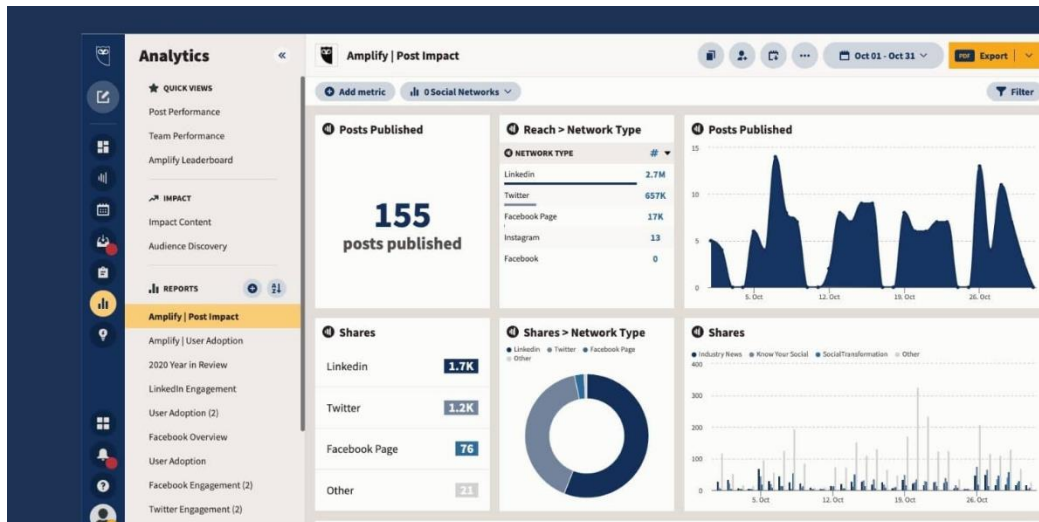
Image 3: Dashboard for tracking content performance metrics and KPIs (Hootsuite, 2022)

2.4.4 Ideal Employee Advocacy post characteristics explored

Next to the general guidelines and interesting insights considered in the previous parts, some research has also been performed concerning the aspects of maybe the most important element in the advocacy process: the post itself. It's clear to say that not every employee wants to post just every type of content and has some preferences. In what follows, consistent results gathered from reports will be discussed in order to get a better view of what the most important issues are regarding the post. Most of these findings are the result of research performed by experts in the area of consumer behavior, since little to no research from the employee's point of view concerning this topic has been performed yet.

2.4.4.1 Gathered results from the employee's point of view
Personalized and authentic content

The first and crucial aspect for employees considering to publish a social media post related to the company is deciding which tone of voice regarding the post they recommend. As discussed, Employee Advocacy can be performed under several forms: share a post published by the company, publish a pre-established post delivered by the company, publish a pre-established post delivered by the company and add personal comments or post self-made content related to the company.

Limited institutions and researchers have tried to investigate the willingness of employees to publish each of these forms. Yet, it was demonstrated that a personalized post or pre-established post with additional comments is preferred over a simple generic pre-established one and leads to higher advocacy intentions (Viinanen, 2020). According to LinkedIn (n.d.), these posts make

employees feel more connected to the company since they are focused on spreading preferred information which is mostly in line with their own interests and values. Besides that, investing time in constructing a self-made post leads to having a better understanding of the posted content which benefits the service provided by the employee. However, Latvala (2017) adds that sharing pre-established content is not always bad, since employees who are proud of the company's obtained operational successes are more likely to share these standardized posts which leads to a higher company reach and overall online unity. And especially when the content created by the marketing department is from high quality, sharing posts results in a positive online company image that creates a buzz around it.

Relevance to audience

Research of two of the world's leading global public relations firms, Weber Shandwick and KRC Research (n.d.), and Latvala (2017) showed that employees are mostly encouraged to post company related content that is relevant to their audience or followers. In fact, this establishes the employee to be seen as an expert within its industry which enhances its credibility. According to the research firms, 50% of the employees feel that posting audience relevant content is important since followers would value the provided content more, which indirectly leads to an increased interest in the shared or posted information. On top of that, Viinanen's results (2020) indicate that the audience of an employee is quite similar to that of the company, which may be a motivation for employees to share or publish audience relevant content.

2.4.4.2 Gathered results from the consumer's perspective
Visual content and usage of hashtags

It's commonly known among marketers and organizations in general that adding visuals (images, video's, GIFs) and/or hashtags to social media posts result in an increased engagement by the audience (De Vries et al., 2012; Kim et al., 2015; Schultz, 2017). LinkedIn (n.d.) confirms this finding and notes that posts with visual content perform better than text-only posts, which is even reinforced by the usage of hashtags. An abundance of research has already been performed about this aspect of a post from the consumer's perspective, but from the employee's point of view conversely only one study has been executed. Thomas (2020) found that employees working in automobile showrooms highly prefer posting/sharing company content with images (100% of the sample) and short video's (76.5% of the sample) over text-only posts.

Call-to-action

If companies or employees of companies aim at creating interactions with their followers, it's recommended to implement a call-to-action (CTA) in the social media post. By doing so, the audience is directly referred to the desired landing page, possibly resulting in positive and aimed outcomes. An abundance of different forms of CTAs are present online, like integrating the link of the company website, social media profile and catalogue in your post or asking them to follow you in case they don't want to miss upcoming news. Social media experts constructed a majority of best practices on how CTAs can be used most effectively. Again, no evidence is provided in literature of which call-to-actions the employees prefer to share in their company related SM-posts.

Length of the post

Another important aspect playing a crucial role in the overall effectiveness of posts published on social media is the length of it. When posts are too long, readers will drop out faster given the fact that social media users have a shorter attention span and are more likely to engage with posts that are shorter, easy and quick to read (LinkedIn, n.d.). On the other hand, provided content may not be too short since the argument has to be transferred effectively (Kunesh, 2020). Ideal length is of course something that is difficult to express in quantifiable terms. That's why the most popular social media platforms all implemented their own maximum character length per post, impacting the content of the message. LinkedIn allows up to 1.300 characters per post and uses a "see more" button at the 140 character mark, which illustrates the platform's designation to post shorter messages (LinkedIn, n.d.). Twitter on the other hand limits posts to 280 characters whereby research indicates that an increase in retweets and engagement can be acquired when posting tweets between 71 and 100 characters. What the ideal length is from the employee's point of view for performing electronic SWoM is something abstract and difficult to investigate.

Topic

The topic of a social media post is the last important component regarding this part of the dissertation. It is something that has received the most attention in previous research and unambiguous result about the effectiveness of certain topics is difficult to retrieve. Of course, a social media post can address a large variety of topics, whereby Schreiner et al. (2019) discovered five main categories in their literature research: (1) providing information about the company and/or its goods and services, (2) providing entertainment, (3) emotionally charged topics, (4) sales related topics and (5) content addressing the recipient's potential needs or desires. Although these topics are mostly used in social media posts, research shows conflicting

results about the engagement of the audience regarding each of these topics and only Viinanen (2020) examined the employee's point of view of which topics receive preference in order to be posted or shared. His research indicates that content related to the industry, company or own contribution to projects are considerably more preferred compared to other topics.

3. EMPIRICAL RESEARCH

3.1 Problem definition and research question

The rise of the Internet has changed the purchase process in all its perspectives. Especially the communication or Promotion (as part of the 4Ps framework) of a company's results, goods and services, latest trends and so on have gained in opportunities for spreading these kinds of messages. As a consequence of the digitization and shifts of communication to online platforms where scammers are present and promises are not kept, consumers lost trust in companies and started seeking for more credible sources before purchasing goods and services. Nowadays, employees are perceived to be the most reliable source when it comes to communication regarding the company in which they are employed. This phenomenon provided opportunities for organizations and started using their own employees as marketing channels, Employee Advocacy so called. Although it's gaining in importance for the past few years, research in this interesting concept remains scarce and information is mainly obtained via online experts on forums, websites and blogs.

The literature review of this master's dissertation extensively discussed Employee Advocacy and major related issues. Several advantages were mentioned, general guidelines of creating and implementing the concept were offered and general recommendations about the content of an advocacy post offered interesting insights. That the design of this master's thesis is relevant, is evidenced by lack of findings from the employee's point of view and practices that only provide general findings while specific applications remain outstanding.

Although literature provides a solid basis, no scientific research can be found when Employee Advocacy is applied to Belgian-based B2B/B2C companies. This states that there's a gap of scientific evidence and provides the opportunity to perform research on this topic in order to obtain new insights and answer the research question of this master's dissertation:

How does the ideal Employee Advocacy Program look like from the employee's point of view of a Belgian-based B2B/B2C company and which differences between employees in sales and marketing and other general departments can be detected?

3.2 Investigated aspects of the Employee Advocacy Program and hypotheses

The abundance of gaps, scarcity of research on this topic from the employee's point of view and the lack of applications to Belgian-based B2B/B2C companies presents a great opportunity to gather new insights. In order to provide an answer to the previous research question, it is for example examined what preferences the respondents have regarding different parts of a post, if incentives are effective and which ones are perceived to be the most important, how effective the provision of training and guidance for Employee Advocacy is considered and much more. This opportunity for obtaining innovative results and adding value to existing literature can be translated into several hypotheses, focused on contributing to a more effective usage of Employee Advocacy.

3.2.1 Familiarity with Employee Advocacy

That Employee Advocacy is gaining in importance and plays a significant role in the success of companies became clear throughout this report. Previous research has highlighted which benefits the concept triggers and that employees engaging in advocacy boost the reach and brand awareness of the company, purchase intentions of consumers and more importantly: the allocated level of trust in the company. These valuable insights indicate the crucial role of brand advocates. However, there's a gap in existing literature regarding the level of familiarity with Employee Advocacy across different departments, providing the opportunity to further investigate this.

> **Hypothesis 1**: *Employees of Belgian-based B2B/B2C companies working in sales or marketing are more familiar with the concept of Employee Advocacy compared to employees working in other departments.*

Typically, sales and marketing teams are more involved in promoting the company and should normally possess a higher level of familiarity with Employee Advocacy. They are in fact directly responsible for promoting the company and its goods or services, so it's reasonable to assume this first hypothesis. Results of analyzing this may indicate that organizations have to design more targeted and effective Employee Advocacy Programs, with a higher focus on certain departments.

3.2.2 Employee Advocacy posts

Statements regarding the ideal Employee Advocacy post characteristics has already been discussed in this report. It was shown that research was primarily conducted on preferences from the consumer's perspective, whereby the usage of visuals and hashtags (De Vries et al., 2012; Kim et al., 2015; Schultz, 2017), call-to-actions and shorter texts (Kunesh, 2020; LinkedIn, n.d.)

lead to heightened engagement by the audience. On the other hand, there are conflicting results regarding the tone of voice preferred by employees itself. Viinanen (2020) states that personalized posts lead to higher advocacy intentions, while Edmond (2022) and Latvala (2017) point out the importance and advantages of posting or sharing pre-established content. As such, these contradictions should be further investigated. Besides this first proposal, a gap in literature exists regarding the differences in preferences among employees who actively or seldomly take part in Employee Advocacy and those who don't. Previous statements result in the second hypothesis.

> *Hypothesis 2: Employees of Belgian-based B2B/B2C companies who already take part in Employee Advocacy have different preferences according the ideal post compared to employees who don't take part in it.*

The hypothesis is based on the fact that employees who actively or seldomly take part in Employee Advocacy are more exposed to the various aspects of social media (promoting the company, creation of content and engagement with audience). This could result in having a better understanding of which parts of a post perform better and are more effective in the current online environment. Based on this reasoning, the assumption is made that differences in preferences are present.

Again, making a distinction between the different departments where our respondents are employed may result in interesting insights regarding the social media post. This idea results in the construction of the third hypothesis.

> *Hypothesis 3: Belgian-based B2B/B2C companies' employees from different departments have other preferences according to which topics of the content they are most likely to post or share.*

The aim is to explore if employees from different departments have other preferences regarding the topic of the post they are most likely to publish or share. It's assumable that the variety of roles, responsibilities and expertise in each department may impact the employee's preferences, resulting in a different likelihood of posting or sharing specific topics. Thomas (2020) investigated this idea in the Finnish automotive sector and confirmed that preferences regarding the topic of a post depends on the department in which the employee is employed. Managers for example usually promote achievements of the company or industry trends, while sales executives prefer posting or sharing general topics like goods and services. Whether this finding can be extended to the Belgian-based B2B/B2C market should be evident from analyzing hypothesis 3. It's clear

to say that if differences are present, more tailored Employee Advocacy content can be developed focusing on the interests among the diverse departments.

3.2.3 Incentives

That incentives are sometimes used for encouraging employees to execute several actions is widely known. For Employee Advocacy, it is no different. Companies try to enhance the engagement of posting or sharing company (related) content by providing incentives, with the hope of enjoying the benefits Employee Advocacy has to offer. According to Conway (2022), publicly recognizing the employee is perceived to be the most effective and leads to positive outcomes. Latvala (2017, p. 45) supported this statement via examining the management's point of view regarding incentives. One of the managers mentioned the following during an interview: "*When one employee gets excited about Employee Advocacy and that employee's efforts are noticed and rewarded by the organization, all the other employees will notice the benefits of Employee Advocacy and want to take part as well*". Extending this finding to the employee's point of view in a Belgian-based B2B/B2C context results in the fourth hypothesis.

> **Hypothesis 4**: *Employees of Belgian-based B2B/B2C companies who believe receiving incentives for taking part in Employee Advocacy programs increases the commitment to take part in Employee Advocacy find public recognition the most effective incentive.*

The findings of analyzing this hypothesis contribute to companies in terms of refining the incentive structure for enhancing Employee Advocacy and ultimately improve the effectiveness of the advocacy program.

3.2.4 Provision of training and guidelines

Experts on online forums, blogs and advocacy websites emphasize the importance of providing training and guidelines educating employees on how content should be shared or posted. However, limited empirical research concerning this issue provide contradictory results. One author indicates that offering training and guidelines does not impact the effectiveness of online presence of the company (Lerno, 2016), while Latvala (2017) states in her qualitative research that companies need to educate employees about the importance, benefits and goals of the Employee Advocacy Program. From the employee's point of view, no insights are gained yet. There's also never made a distinction between understanding the effectiveness of training and guidelines among employees who have received these tools and those who don't. That's why the exploration of this gap can be translated into hypothesis 5.

> *Hypothesis 5: Providing training and guidelines to employees of Belgian-based B2B/B2C companies on how to use social media for advocacy initiatives are perceived to be more effective for sales and marketing outcomes by employees who already received training and guidelines compared to those who didn't.*

For the construction of this hypothesis, we rely on the fact that employees who already received specific instructions or best practices via training and/or guidelines have a better understanding of the effectiveness and benefits of using social media for advocacy purposes. Therefore, it is reasonable to expect that those employees will perceive training and/or guidelines more effective. Confirmation or rejection of these assumptions will result in new insights into the impact and value of providing training and/or guidelines.

But besides monitoring the distinction in effectiveness between employees who received training and guidelines and those who didn't, it's interesting to investigate the level of adopted advocacy based on company size. Research namely indicates that the Employee Advocacy adoption rate depends on the company size and amount of money that can be invested in training and guidance. We assume that assets normally increase as company size increases, thus that larger companies are more capable of providing advocacy training and guidelines. Furthermore, when looking at statistics of Ku (2019), the Employee Advocacy adoption rate is the highest within large enterprises (61%), followed by Small and Midsize Businesses (SMB) (56%) and mid-market companies (37%). [1] If this finding is extended to Belgian-based B2B/B2C companies, hypothesis 6 can be formed. It is thus assumed that providing training and guidelines positively impacts the level of participation in Employee Advocacy initiatives, especially in large companies.

> *Hypothesis 6: Employees working in large Belgian-based B2B/B2C companies receive more training and guidelines for Employee Advocacy compared to smaller companies and are thus more likely to take part in Employee Advocacy.*

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[1] Classification of these types of companies may vary based on availability of sources, type of industries and regional and market contexts.
Enterprise (largest): > 1000 employees, > 1 billion dollars annual revenue, sales cycles of several months to over a year
SMB (smallest): < 1000 employees, < 1 billion dollars annual revenue, sales cycles from weeks to months
Mid-market (in-between): several hundred to a few thousand employees, annual revenue between enterprise and SMB, sales cycles of several months to around a year

3.2.5 Employee Advocacy platforms

The usage of advocacy platforms gains in importance the latest years because of its facilitating contribution to advocacy initiatives. Companies' marketing teams can provide pre-established content via content libraries on the platform, which employees can easily access. As a result, employees can distribute the provided content on their preferred social media channels with or without adding personal comments to it. Again, online social media experts on blogs and websites highlight the positive impact of platforms on employee engagement for sharing and posting company (related) content. Despite the lack of empirical evidence for these findings, examining the effects of offering platforms in companies that currently don't utilize these platforms or to employees who currently don't advocate the company stay out. Building upon the recommendations of online experts, it is hypothesized that providing content via Employee Advocacy platforms in companies that currently don't use these platforms or to employees who currently don't advocate the company will enhance advocacy efforts

> *Hypothesis 7: Providing content via a standardized Employee Advocacy platform to employees of Belgian-based B2B/B2C companies who currently don't use these platforms or to employees who currently don't advocate the company, enhances the efforts of employees for sharing/posting company (related) content.*

3.2.6 Social media channels

That online presence is highly important in the current environment is an understatement. It's becoming more than just a tool for sharing images and videos to your friends or followers. In fact, these channels are more than ever used for professional purposes and spreading company related information via these channels is a daily activity for many organizations. Several authors state that LinkedIn is considered as the most used and effective channel for communication in the professional environment and offers distinct advantages, such as a focus on work-related content, professional connections and a business-oriented audience (Lerno, 2016; Viinanen, 2020). However, other major channels exist, including Facebook, Twitter, Instagram and other relevant channels which all have their own perks. From the employee's point of view, no distinction has ever been made about the effectiveness of each of these platforms for Employee Advocacy initiatives. Since literature offers consistent results of LinkedIn being the most effective channel, hypothesis 8 assumes that employees also prefer communicating via this channel for company related information.

> *Hypothesis 8: Employees of Belgian-based B2B/B2C companies perceive LinkedIn to be more effective for Employee Advocacy initiatives compared to Facebook, Twitter, Instagram and other channels.*

3.3 Methodology

The study of this master's dissertation aims to understand how the ideal Employee Advocacy Program looks like from the employee's point of view of a Belgian-based B2B/B2C company and which differences between employees in sales and marketing and other general departments can be detected. To carry out this design and achieve the best understanding, a quantitative study was set-up and seemed to be the most appropriate method. This part covers the sample requirements and process of data collection, as well as the procedure of the questionnaire and analyses of the aforementioned hypotheses. In chapter 4, a conclusion will be provided by linking the results to the assumptions in order to provide a clear answer to the research question of this master's dissertation .

3.3.1 Sample and process

Since the concept is still in its infancy, the goal is to gain as many new and relevant insights as possible. In order to make representative conclusions, it was important to reach a sufficient number of employees of Belgian-based B2B/B2C companies. That's why an online questionnaire was developed via the online survey software program Qualtrics and sent to employees meeting the only condition: being employed in a Belgian-based B2B/B2C company. No further restrictions were held, meaning that employees from each of the existing departments and company sizes could participate in the study. This allowed a comparison to be made between employees of different departments and company sizes, which is part of our research question.

The questionnaire was spread via the social media channels Facebook, LinkedIn and WhatsApp. Respondents were captured by writing a post stipulating the need of respondents for a study regarding this master's dissertation or by sending direct messages to people in my network and group chats. The reach of these posts and messages were reinforced by friends and family that shared the posts or forwarded the messages. Besides that, Outlook was used for sending mails to employees of companies. A voucher worth 20 euros was raffled off among the respondents.

3.3.2 Procedure

For obtaining insights into several aspects of an Employee Advocacy Program, a series of questions are asked to each of the respondents. These questions can be divided into four blocks, all having their own purposes. The first block for example is focused on the respondent's working situation. Via multiple choice questions, elements such as the department in which he or she is employed and the size of the company are discovered. Important to mention is that the criteria for the different company sizes are based on the general rules of division, shown in Table 3.

Dividing companies by size – General rules	
Micro	< 10 employees, ≤ 2 million euros annual turnover OR ≤ 2 million euros balance sheet total
Small	< 50 employees, ≤ 10 million euros annual turnover OR ≤ 10 million euros balance sheet total
Medium	< 250 employees, ≤ 50 million euros annual turnover OR ≤ 43 million euros balance sheet total
Large	≥ 250 employees, > 50 million euros annual turnover OR > 43 million euros balance sheet total

Table 3: General rules for company sizes

In block 2, questions are asked regarding the social media usage of the company in which the employees are employed and how important several social media channels are for the company, which must be scored on a five-point scale ranging from "not important" at all to "extremely important".

The third block on the other hand is considered to be one of the most important ones, since it verifies several aspects of Employee Advocacy from the employee's point of view. First of all, the familiarity with the concept of Employee advocacy is questioned via a five-point scale, after which the definition of the concept is displayed and the question is asked whether the respondent currently takes part in in Employee Advocacy and thus promotes the company via social media. If one indicates that they don't take part in it, an explanation is requested using an open-ended question. In the case where people indicate that they actively or seldomly participate in Employee Advocacy, the respondent is asked to rank several motivations for doing so from one (highest motivation) to six (lowest motivation) (Table 4).

Motivations for taking part in Employee Advocacy	
1	Raise the company awareness and reputation
2	Belief in the company's goods and services
3	Expansion of personal network
4	Personal interest in the company
5	Encouragement of employer / colleagues
6	Increased involvement

Table 4: Employee Advocacy motivations

Furthermore, other aspects of Employee Advocacy from the employee's perspective are being questioned, like opinions regarding incentives, training and guidelines. Table 5 provides an overview of this, in the order of questioning in this block.

Variables	Explanation
Social media channels	Identify which social media platform the respondents find most effective for Employee Advocacy initiatives: 1 = Facebook 2 = LinkedIn 3 = Twitter 4 = Instagram 5 = other
Frequence of posting / sharing	Identify how frequently respondents believe employees should post company related content on their social media channels: 1 = never 2 = monthly 3 = weekly 4 = daily 5 = more than one time per day
Incentives	Indicate to which extent respondents agree with incentives increasing their commitment to take part in Employee Advocacy, ranging from "strongly disagree" to "strongly agree". Furthermore, respondents have to indicate which incentive they find most effective for motivating employees to perform Employee Advocacy: 1 = monetary rewards 2 = gift cards / vouchers 3 = public recognition 4 = promotion opportunities 5 = physical rewards 6 = incentives aren't effective
Metrics	Indicate which metric respondents believe is the most suitable for measuring the success of Employee Advocacy initiatives: 1 = number of likes on a post published by employees 2 = reach 3 = website traffic generated 4 = sales generated 5 = other

Training and guidelines	Identify if the respondents' company provides training and/or guidelines on how company content should be posted on social media. Furthermore, respondents have to indicate to which extent they find training and guidelines effective for increasing sales and/or marketing outcomes, ranging from "totally ineffective" to "totally effective".
Employee Advocacy platform	Identify if the respondents' company makes use of Employee Advocacy platforms. If not, respondents indicate if they would be more inclined to take part in Employee Advocacy if such platforms were integrated via a score on ten points (0 = still won't take part in it, 10 = definitely would take part in it).

Table 5: Investigated aspects in block 3

The last block is focused on the social media post itself. Here, different facets of a post are examined in order to gain insights into the differences in preferences among employees. To make this design as realistic as possible, visual fictitious posts are developed for each facet (with exception of the topic, which is asked via a multiple choice question). The respondent must then indicate which alternative he or she prefers by clicking on the desired post. Prior to these questions asked, the following situation is communicated to the respondent: "*Charles, an employee of the Belgian company AquaFinity (filters for water taps), wants to post something on his social media account about the company he works for. Your task is to help Charles with this post by answering some questions below concerning each facet of the post according to your own opinion*". The ultimate purpose of this message is to encourage the respondent to think about how the ideal post looks like from his or her point of view and encourage him or her to make a thoughtful choice based on the visualizations provided. Based on this idea, the following designs are developed regarding the type of post, call-to-actions, integrated visuals and amount of hashtags.

Charles Jansens
@Charles_Jnsns

Exciting news everyone! As the Sales Advisor of AquaFinity, I am thrilled to announce our latest product, the AquaFlow water filtration system. This innovative technology utilizes state-of-the-art filtration methods to remove impurities from your tap water, providing you with clean and refreshing drinking water. Our team has been working hard to bring this product to market, and we can't wait for you to try it out!

PERSONALIZED

Charles Jansens
@Charles_Jnsns

Introducing the AquaFlow water filtration system from AquaFinity! This revolutionary product uses advanced filtration techniques to remove contaminants from your tap water, delivering pure and refreshing drinking water. At AquaFinity, we are committed to providing our customers with high-quality products that make a difference in their daily lives!

PRE-ESTABLISHED

Image 4: Type of post: personalized versus pre-established
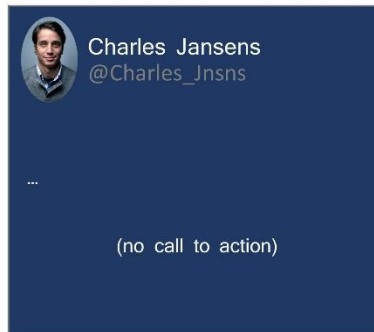
Image 5: Call-to-action alternatives
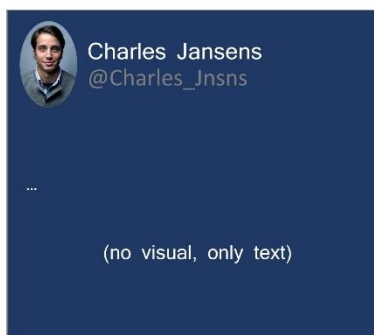
Image 6: Integrated visual alternatives

Image 7: Amount of hashtags alternatives

Finally, a few more demographic questions are asked. For the complete questionnaire please refer to Attachment 1.

3.3.3 Experiment

Before going further into analyzing the defined hypotheses, it's important to mention that the assumption of equal appearing intervals is being used for questions ascertaining respondents' personal opinions measured via five-point Likert scales. This allows the intervals between consecutive points to be perceived equal in size and validates the used SPSS-tests for the research of this master's dissertation.

3.3.3.1 Sample

Over a ten day period, a total of 287 respondents participated in the experiment and thus completed the online questionnaire. Among these respondents, 221 complied the pre-defined condition of working in a Belgian-based B2B/B2C company and were approved for further participation. Most of the respondents are male (64.3%) and female (34.8%). Two people (0.9%) prefer not answer the gender question. The average year of birth of the 221 respondents is 1988 (Min = 1954, Max = 2003, SD = 13.03). Respondents are employed across several departments: 28.5% hold a function in sales and marketing, 22.2% in management, 13.1% in human resources, 12.2% in finance or administration, 10.4% in operations, 6.8% in production and the remaining respondents classify themselves under the option "other". Furthermore, 33.5% is employed in a

large company, 32.1% in a small company and 17.2% in a micro company as well as a medium-sized company (17.2%).

3.3.3.2 Results of constructed hypotheses

HYPOTHESIS 1: FAMILIARITY WITH EMPLOYEE ADVOCACY AMONG DEPARTMENTS

The first hypothesis investigates if there is a difference in familiarity with the concept of Employee Advocacy between the employees of different departments of Belgian-based B2B/B2C companies, whereby the level of familiarity with the concept was measured via a scale ranging from 1 "strongly disagree" to 5 "strongly agree". Given the fact that this set-up compares seven independent groups (company departments), a parametric ANOVA test or its non-parametric equivalent was considered to be most suitable.

The normality of the dependent variable, familiarity with Employee Advocacy, was tested via grouping variables using the Shapiro-Wilk test. It indicated a violation of the assumption of normality for all departments ($p < .05$), except production ($p = .080$). As a result, it's assumable that the scores employees allocated for their familiarity in line with their department are not normally distributed. Therefore, the normality assumption for conducting an ANOVA was violated and the non-parametric Kruskal-Wallis H test was performed.

Department	Shapiro-Wilk		
	Statistic	df	*p*
Management	0.900	49	< .001
Sales / Marketing	0.903	63	< .001
Human resources	0.899	29	.009
Finance / Administration	0.853	27	.001
Operations	0.896	23	.021
Production	0.895	15	.080
Other	0.827	15	.008

Table 6: Shapiro-Wilk test hypothesis 1

The results of the test indicated that there was no statistically significant difference in familiarity with Employee Advocacy between employees of different departments of Belgian-based B2B/B2C companies (K-W H(6) = 3.13, $p = .793$). Table 7 ut infra confirms this finding and indicates that there are indeed no strong differences. Although sample sizes are not perfectly equal, the mean scores are not extremely unbalanced and are still within the acceptable ranges for performing a Kruskal-Wallis H test.

Department	N	Mean
Management	49	3.04
Sales / Marketing	63	3.22
Human resources	29	2.86
Finance / Administration	27	2.89
Operations	23	2.96
Production	15	2.93
Other	15	2.80

Table 7: Familiarity with Employee Advocacy per department

HYPOTHESIS 2: IDEAL SOCIAL MEDIA POST CHARACTERISTICS

The second hypothesis examines if employees of Belgian-based B2B/B2C companies have significant different preferences according to their ideal social media post based on whether they actively, seldomly or simply don't take part in Employee Advocacy. To investigate this, a series of Chi-square tests and Fisher's Exact tests (when the expected count was less than five for 20% of the cells) were performed with the participation level in Employee Advocacy as independent variable and each of the social media post characteristics (type, topic, call-to-action, visual and hashtag usage), all nominally measured, as dependent variables.

The Chi-square tests revealed non-significant associations between the current level of participation in Employee Advocacy and preferred type of post ($\chi^2(2, N = 221) = 2.01, p = .366$) and call-to-action alternatives ($\chi^2(6, N = 221) = 6.73, p = .346$). On the other hand, a weak significant association was found between employee's participation level and the preferred amount of hashtags ($\chi^2(8, N = 221) = 21.06, p < .05, V = .22$). Fisher's Exact tests indicated that there is no significant association between participation and visual alternatives ($p = .522$), but that a marginally weak significant association was present with the preferred topic of the post ($p = .053, V = .19$).

Further exploration of these significant findings showed via Adjusted Residuals that employees who seldomly take part in Employee Advocacy have lower preferences for publishing or sharing posts about the company's goods and services and higher preferences for industry news or trends compared to employees who actively or don't participate. Besides that, employees who currently don't advocate the company have higher preferences for posting or sharing company goods and services and lower preferences for communicating a self-obtained achievement related to the company compared to employees who actively or seldomly participate. Figure 4 graphically represents these statements.
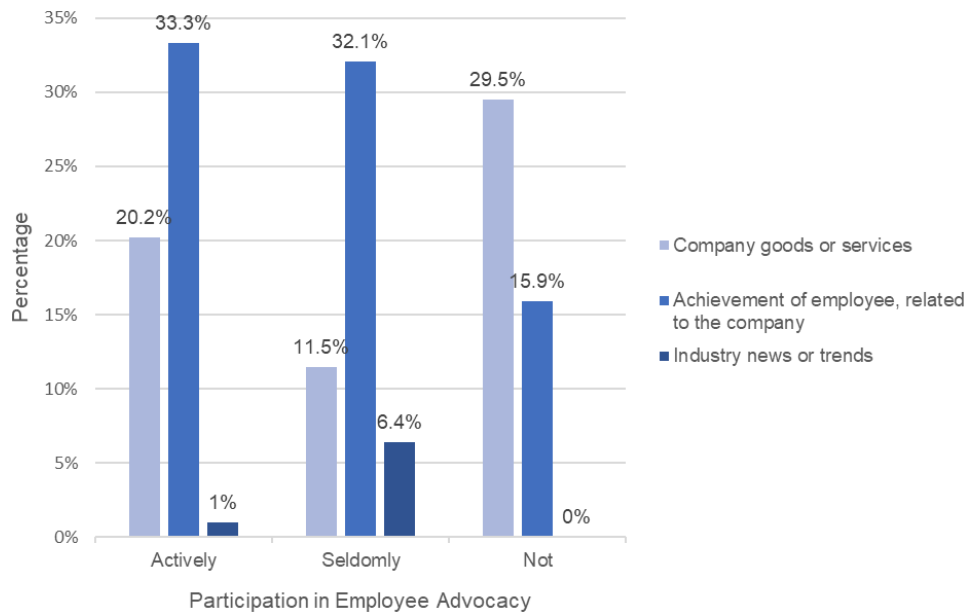
Figure 4: Significancy among topic preferences

Also for the amount of hashtags preferred, Adjusted Residuals were used to gain more insights. Examination indicated that employees who actively take part in Employee Advocacy choose significantly more for implementing more than three hashtags compared to employees who seldomly or don't participate. Furthermore, employees who seldomly advocate the company are more likely to skip the usage of hashtags compared to employees who actively or don't participate. Significant results can also be found among employees who don't advocate and indicate having higher preferences for implementing one hashtag and lower preferences for using more than three hashtags compared to employees who actively or seldomly participate in Employee Advocacy. Figure 5 graphically represents these statements.
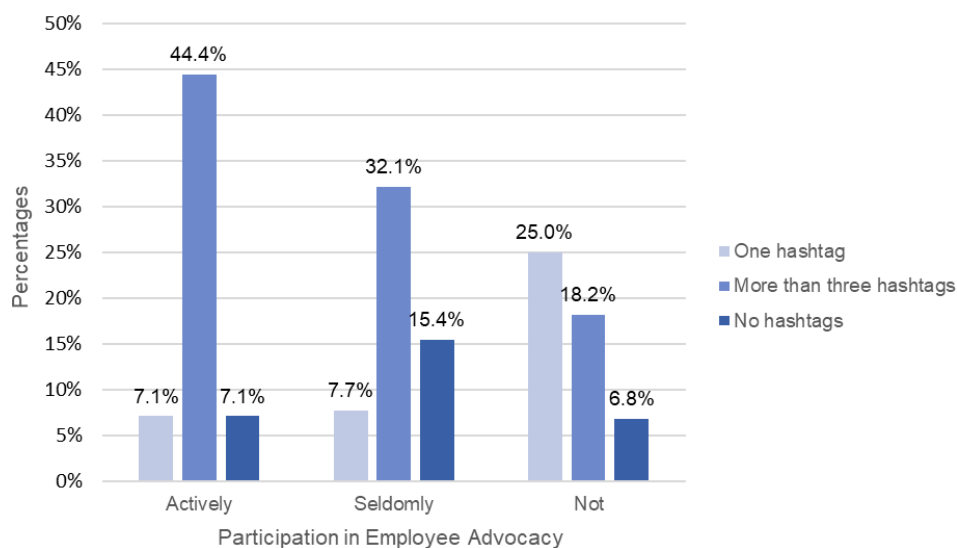
Figure 5: Significancy among hashtag preferences

HYPOTHESIS 3: PREFERRED TOPICS AMONG COMPANY DEPARTMENTS

Instead of analyzing the totality of social media post characteristics as before, hypothesis 3 only focuses on the differences in preferences regarding the topic of the post. The aim is to investigate whether Belgian-based B2B/B2C companies' employees from different departments have other preferences and if so, which topics they are more likely to post or share. This set-up was carried out via the construction of a Correspondence Analysis, of which the two-dimensional plot was used for visually investigating the standardized distance between the two variables. Important to mention is that the departments "production" and "other" were removed from the analysis due to the presence of missing values for certain cells. This to avoid distortions in the results and to avoid making generalizing statements that are not supported by sufficient, representative data.

The Correspondence Analysis derived four dimensions. However, only two dimensions accounted for a meaningful proportion of the total inertia value. Dimension 1 accounted for 5.3% of the total variance of 7.7% our model explained and appeared to be the most influential dimension, accounting for 68.6% of the total inertia (0.077). Dimension 2, on the other hand, accounted for 2% of the total variance explained and for 26.4% of the total inertia.

The two-dimensional plot (Figure 6) depicts that, depending on the department, the preferred topic each department wants to post or share is different as initially assumed. Employees in sales or marketing and human resources for example appear to have higher preferences for posting an achievement or milestone of themselves, related the company. Operational employees are more likely to post something about their contribution to a project or general industry news or trends. Furthermore, Figure 6 indicates that employees in management and finance or administration departments prefer posting or sharing topics regarding the goods and services of the company, as well as achievements or milestones of the company itself.
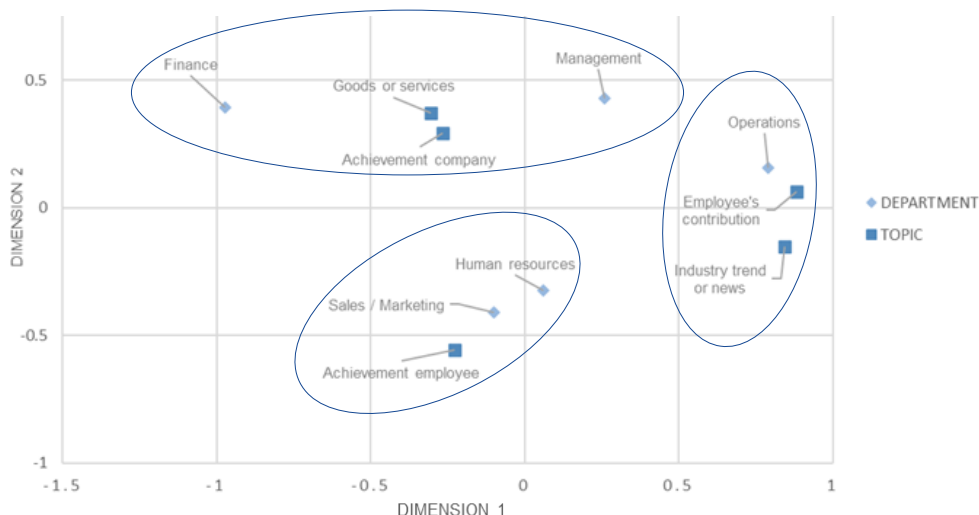
Figure 6: Two-dimensional plot

Note that the total inertia value of 0.077 is not significantly different from zero (p = .54), meaning that conclusions about the general population may be beyond the data's ability.

HYPOTHESIS 4: EFFECTIVENESS OF ADVOCACY INCENTIVES

The fourth hypothesis investigates if employees of Belgian-based B2B/B2C companies who believe receiving incentives for participating in Employee Advocacy increases the commitment to participate find public recognition the most effective incentive. The opinion regarding the impact of incentives on the commitment of employees was measured via a scale ranging from 1 "strongly disagree" to 5 "strongly agree", after which they designated their most effective incentive via a multiple choice question (personal opinion).

An analysis of the frequencies clearly showed that no differences between preferred incentive were found for employees indicating that incentives increases their commitment to participate in Employee Advocacy ("agree" and "strongly agree"). After recoding the independent variable into three categories ("disagree", "undecided", "agree"), further analysis via a Fisher's Exact test indicated that the preferred incentive is not significantly correlated with the impact of incentives on the level of commitment (p = .234). This demonstrates that there's no unambiguous preferred incentive for employees of Belgian-based B2B/B2C companies and that it's independent of whether incentives increases their commitment or not. We do can conclude from Table 8 that employees remarkably indicate that providing incentives would positively impact their commitment to take part in Employee Advocacy (N = 124).

Incentives increases my commitment to perform Employee Advocacy	Incentive				
	Monetary rewards	Gift cards / Vouchers	Public recognition	Promotion opportunities	Physical rewards
Disagree (N = 23)	6	3	9	1	4
	26.1%	13.0%	39.1%	4.3%	17.4%
Undecided (N = 42)	8	8	10	9	7
	19.0%	19.0%	23.8%	21.4%	16.7%
Agree (N = 124)	28	29	20	29	18
	22.6%	23.4%	16.1%	23.4%	14.5%

Table 8: Impact of incentives on incentive preference

HYPOTHESIS 5: EFFECTIVENESS OF ADVOCACY TRAINING AND GUIDELINES

Hypothesis 5 is divided into two sub-hypotheses, of which 5a focuses on the perceived effectiveness of providing Employee Advocacy training and 5b on the effectiveness of providing Employee Advocacy guidelines. The overall goal is to investigate whether the employees of

Belgian-based B2B/B2C companies perceive training and/or guidelines to be more effective for sales or marketing outcomes when they already received training and/or guidelines in the past, compared to employees who didn't. The perceived effectiveness of both independent variables was measured via a scale ranging from 1 "totally ineffective" to 5 "totally effective". Given the fact that this set-up compares two independent groups (employees who received training and/or guidelines versus those who didn't), a parametric Independent Samples t-test or its non-parametric equivalent was considered to be most suitable.

5a: Effectiveness of Employee Advocacy training

The normality of the dependent variable, perceived effectiveness of Employee Advocacy training, was tested via grouping variables using the Shapiro-Wilk test. It indicated a violation of the assumption of normality for both groups ($p < .001$). As a result, we have to assume that the perceived effectiveness of providing training in line with whether they already received training or not is not normally distributed. Therefore, the normality assumption for conducting an Independent Samples t-test is violated and the non-parametric Mann-Whitney U test was performed.

Received training in the past?	Shapiro-Wilk		
	Statistic	df	p
No	0.774	126	< .001
Yes	0.813	76	< .001

Table 9: Shapiro-Wilk test hypothesis 5a

The results of the Mann-Whitney U test indicated that employees who already received Employee Advocacy training in the past perceived a significantly higher effectiveness for these trainings contributing to sales and marketing outcomes compared to employees who didn't, $U = 3822$, $z = -2.71$, $p = .007$. Table 10 ut infra confirms this finding and indicates that employees who already received training indeed assign a higher score to the perceived training effectiveness.

Received training in the past?	N	M	SD
No	126	3.60	0.82
Yes	76	3.91	0.75

Table 10: Perceived effectiveness of Employee Advocacy training

5b: Effectiveness of Employee Advocacy guidelines

The normality of the dependent variable, perceived effectiveness of Employee Advocacy guidelines, was tested via grouping variables using the Shapiro-Wilk test. It indicated a violation

of the assumption of normality for both groups ($p < .001$). As a result, we have to assume that the perceived effectiveness of providing guidelines in line with whether they already received guidelines or not is not normally distributed. Therefore, the normality assumption for conducting an Independent Samples t-test is violated and the non-parametric Mann-Whitney U test was performed.

Received guidelines in the past?	Shapiro-Wilk		
	Statistic	df	p
No	0.790	95	< .001
Yes	0.807	107	< .001

Table 11: Shapiro-Wilk test hypothesis 5b

The results of the Mann-Whitney U test indicated that employees who already received Employee Advocacy guidelines in the past perceived a significantly higher effectiveness for these guidelines contributing to sales and marketing outcomes compared to employees who didn't, $U = 4073$, $z = -2.76$, $p = .006$. Table 12 ut infra confirms this finding and indicates that employees who already received guidelines indeed assign a higher score for the perceived guideline effectiveness.

Received guidelines in the past?	N	M	SD
No	95	3.55	0.77
Yes	107	3.85	0.70

Table 12: Perceived effectiveness of Employee Advocacy guidelines

HYPOTHESIS 6: COMPANY SIZE, TRAINING AND GUIDELINES, LEVEL OF ADVOCACY

Hypothesis 6 investigates if employees working in large Belgian-based B2B/B2C companies receive more training and guidelines for Employee Advocacy compared to smaller companies and are thus more likely to take part in Employee Advocacy. In order to provide an answer to this assumption, it's desirable to split the hypothesis and perform two separate analyses.

6a: Impact of company size on receiving training and guidelines

For examining whether company size has an impact on receiving training and guidelines, two Chi-square tests were performed. The output indicated that company size has a moderate significant impact on receiving training ($\chi^2(3, N = 202) = 13.72$, $p < .05$, $V = .26$) and a moderate significant impact on receiving guidelines ($\chi^2(3, N = 202) = 10.15$, $p < .05$, $V = .22$). Further exploration showed via Adjusted Residuals that employees of small companies significantly receive no Employee Advocacy training and that employees of large companies significantly receive guidelines, confirmed by Table 13.

Company size	Training		Guidelines	
	No	Yes	No	Yes
Micro (N = 31)	21	10	19	12
	67.7%	32.3%	61.3%	38.7%
Small (N = 65)	51	14	37	28
	78.5%	**21.5%**	56.9%	43.1%
Medium (N = 33)	18	12	14	19
	54.5%	45.5%	42.4%	57.6%
Large (N = 73)	36	37	25	48
	49.3%	50.7%	**34.2%**	**65.8%**

Table 13: Impact of company size on Employee Advocacy training and guidelines

It can be concluded that company size indeed impacts receiving advocacy training and guidelines, whereby large companies appear to be the superior compared to smaller companies as initially assumed. Whether this can be further translated into the actual participation in Employee Advocacy should be evident from the next analysis.

6b: Impact of company size and receiving training and guidelines on Employee Advocacy

The aim of this next step is to analyze if company size and receiving training and guidelines impacts the current participation level in Employee Advocacy. As mentioned before, employees had to indicate whether they actively, seldomly or don't participate in advocating their company via social media. Given the fact that this dependent variable consists of three categories (actively advocating, seldomly advocating or not advocating), a Multinomial Logistic Regression was conducted.

The model fitness was assessed using the Chi-square statistic. Based on the provided significant value, it's clear to say that the constructed model (with variables) predicts the Employee Advocacy participation level significantly better compared to the null model ($\chi^2(10) = 22.458$, $p < .05$), which is also confirmed by the non-significant Pearson ($\chi^2(20) = 23.637$, $p > .05$) and Deviance ($\chi^2(20) = 25.878$, $p > .05$) values. In other words, they all prove that there is a significant relationship between the dependent and at least one independent variable in the final model and that the data fits the model well.

	Chi-square	df	Significance
Final model	22.458	10	$p = .013$
Pearson - Deviance	23.637 – 25.878	20 - 20	$p = .259 – p = .170$

Table 14: Fitness of Multinomial Logistic Regression model

Furthermore, the Pseudo R-square measures indicate that the model accounts for 5.4% to 12.1% of the variance and represents relatively decent-sized effects.

Cox and Shnell	0.105	Nagelkerke	0.121	McFadden	0.054

Table 15: Explained variance Multinomial Logistic Regression model

Overall, the Multinomial Logistic Regression shows that there's only one variable that significantly contributes to the model, namely receiving guidelines or not, and that this significance is only present for employees currently not advocating the company. Among them, a change in receiving guidelines has a significant impact on the level of participation in advocating the company. In the output (Table 16), it's illustrated that the β-coefficient for receiving guidelines is equal to 1.450. This indicates that a change in receiving guidelines (from not receiving guidelines to receiving guidelines) for employees who currently don't participate in Employee Advocacy, results in a rise of the probability of advocating the company actively with 1.450 points. Given the abstractness of this coefficient, it's desirable to consider the output in terms of probability distributions, provided by the column Exp(β). Here, the value 4.263 can be found. This can be interpreted as follows: the probability that employees who currently don't advocate the company choose to advocate the company actively, is 4.26 times higher when they receive guidelines compared to when they don't.

	β	S.E.	Wald	df	Significantie	Exp(β)
Guidelines	1.450	0.530	7.484	1	0.006*	4.263

Table 16: Multinomial Logistic Regression coefficients

$* = p < .05$

Important to mention is that all variance inflator factors in the model are smaller than 2 and the tolerance of each of the variables greater than 0.5. This suggests that the independent variables of the model do not correlate sufficiently among themselves, resulting in the absence of a multicollinearity problem. In addition, there are no outliers detected in this regression.

Out of the analyses of 6a and 6b, it is concludable that employees working in large Belgian-based B2B/B2C companies indeed receive more training and significantly more guidelines compared to smaller companies, but that this does not necessarily implicates higher advocacy participation (no significant impact of company size on advocacy participation). Furthermore, providing training also has no influence on participating in Employee Advocacy. What we do can conclude, is that it's extremely effective to provide guidelines to employees who currently don't advocate the company in order to achieve higher levels of active participation in Employee Advocacy.

HYPOTHESIS 7: ADVOCACY PLATFORMS FOR ENHANCING EMPLOYEE ADVOCACY

Given the fact that providing pre-established company content via platforms facilitates the process of Employee Advocacy, it's interesting to know how employees of Belgian-based B2B/B2C companies perceive this. That's why hypothesis 7 investigates if employees of companies who currently don't use these platforms or employees who currently don't advocate the company would be more likely to share or post company (related) content when it's provided via platforms instead of having to create it themselves. In order to provide an answer to this, it's desirable to split the hypothesis and perform two separate analyses.

7a: Companies without integrated advocacy platforms

Answers were gathered via asking employees to indicate if their company currently uses these advocacy platforms (yes or no), after which employees of companies who don't use it had to indicate if they would be more inclined to advocate the company if these platforms were integrated via giving a score on ten points (0 = still won't take part in it, 10 = would definitely take part in it). A One-Sample t-test, using test value 5, was performed to evaluate this first part of hypothesis 7. The mean score (M = 6.58, SD = 2.08) employees allocated for their inclination to advocate the company when platforms would be integrated was significantly higher than the general population, $t(101)$ = 7.68, p < .001). This implicates that employees of companies who currently haven't integrated these platforms are indeed more likely to participate in Employee Advocacy when the company would provide pre-established company (related) content via these platforms.

7b: Employees currently not advocating the company

It was already mentioned that employees were asked to indicate whether they currently advocate the company (actively or seldomly) or not. Employees indicating to not advocate the company were also asked to give a score on ten points as in 7a. A One-Sample t-test, using test value 5, was performed to evaluate part two of the forementioned set-up. The mean score (M = 5.71, SD = 2.21) these employees allocated for their inclination to advocate the company when platforms were integrated was significantly higher than the general population, $t(40)$ = 2.05, p < .05). This implicates that employees who currently don't advocate the company would indeed be more likely to participate in Employee Advocacy when the company provides pre-established company (related) content via these platforms.

HYPOTHESIS 8: EMPLOYEE ADVOCACY'S MOST EFFECTIVE SOCIAL MEDIA CHANNEL

The last hypothesis investigates which social media channel is perceived to be most effective for Employee Advocacy initiatives. Via asking employees to choose the between Facebook,

LinkedIn, Twitter, Instagram or other channels, results were gathered and analyzed via frequencies (Figure 7). In line with the assumption, employees massively indicated LinkedIn to be most effective (74.2%), followed by Instagram (15.4%) and Facebook (10.4%). Remarkably, no employee indicated Twitter or other channels.
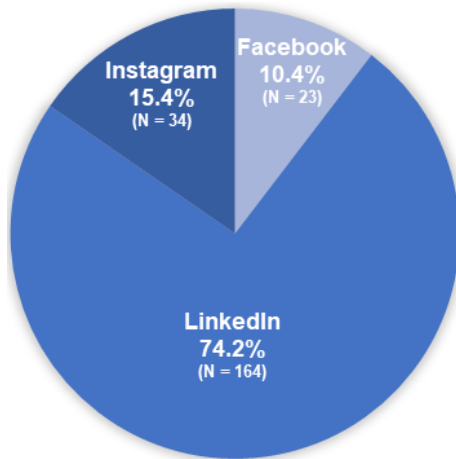
Figure 7: Effectiveness social media channels

3.3.3.3 Overview of the hypotheses

Hypothesis 1: Employees of Belgian-based B2B/B2C companies working in sales or marketing are more familiar with the concept of Employee Advocacy compared to employees working in other departments.
➔ *REJECTED*

Hypothesis 2: Employees of Belgian-based B2B/B2C companies who already take part in Employee Advocacy have different preferences according the ideal post compared to employees who don't take part in it.
➔ *PARTIALLY CONFIRMED: different topic and hashtag preferences.*

Hypothesis 3: Belgian-based B2B/B2C companies' employees from different departments have other preferences according to which topics of the content they are most likely to post or share.
➔ *CONFIRMED*

Hypothesis 4: Employees of Belgian-based B2B/B2C companies who believe receiving incentives for taking part in Employee Advocacy programs increases the commitment to take part in Employee Advocacy find public recognition the most effective incentive.
➔ *REJECTED*

> ***Hypothesis 5***: *Providing training and guidelines to employees of Belgian-based B2B/B2C companies on how to use social media for advocacy initiatives are perceived to be more effective for sales and marketing outcomes by employees who already received training and guidelines compared to those who didn't.*
>
> ➔ *CONFIRMED*

> ***Hypothesis 6***: *Employees working in large Belgian-based B2B/B2C companies receive more training and guidelines for Employee Advocacy compared to smaller companies and are thus more likely to take part in Employee Advocacy.*
>
> ➔ *PARTIALLY CONFIRMED: employees of large companies receive more training and significantly more guidelines. Company size has no impact on participation*

> ***Hypothesis 7***: *Providing content via a standardized Employee Advocacy platform to employees of Belgian-based B2B/B2C companies who currently don't use these platforms or to employees who currently don't advocate the company, enhances the efforts of employees for sharing/posting company (related) content.*
>
> ➔ *CONFIRMED*

> ***Hypothesis 8***: *Employees of Belgian-based B2B/B2C companies perceive LinkedIn to be more effective for Employee Advocacy initiatives compared to Facebook, Twitter, Instagram and other channels.*
>
> ➔ *CONFIRMED*

Table 17: Overview of the hypotheses (confirmation or rejection)

3.3.3.4 Results of other relevant findings

In what follows, the remaining five surveyed variables that were not added to the analyses of the eight hypotheses are briefly discussed. By doing so, further insights can be obtained and a more general picture of the complete population can be created. The variables are divided into a quantitative and qualitative part.

QUANTITATIVE PART

First of all, hypothesis 2 investigated if there were different preferences in social media characteristics among employees who already participated in Employee Advocacy and those who didn't. Analyzation only found two significant differences, namely for the topic and amount of hashtags. Although no significant differences were found for the type of post, call-to-actions and visuals, it's still desirable to understand the overall extent to which the various alternatives were chosen as most preferred. For the type of post, 72.2% indicated to prefer adding personalized comments compared to posting a full pre-established one. Next, integrating a link to the company

website as call-to-action was chosen by 45.2% of the employees and was by far the most preferred, followed by redirecting the audience to the company's socials (26.7%) and asking them to like or share the post itself (18.6%). Ultimately, it's clear to say that implementing a short video in the post is highly preferred over the other alternatives (57%) (image: 21.7%, GIF: 13.3%).

What's also interesting to understand, is what exactly motivates employees to take part in Employee Advocacy. That's why employees were asked to rank six motivations from one (highest motivation) to six (lowest motivation). Of the 177 employees who currently advocate the company (actively or seldomly), the mean ranking was calculated via a simple frequencies analysis. Table 18 displays this mean ranking, whereby the belief in the company's goods and services (M = 2.87, SD = 1.50) and raising the company's awareness and reputation (M = 2.88, SD = 1.71) are perceived to be the highest motivations for employees to take part in advocating the company.

Ranking	Motivation	M	SD
1	Belief in the company's goods and services	2.87	1.50
2	Raise the company awareness and reputation	2.88	1.71
3	Personal interest in the company	3.60	1.60
4	Expansion of personal network	3.69	1.91
5	Increased involvement in company activities	3.77	1.44
6	Encouraged to participate by employer or colleagues	4.19	1.67

Table 18: Motivations to take part in Employee Advocacy

Furthermore, it's also valuable for companies to get a better understanding of how many times (time perspective) employees are willing to post or share company (related) content on their social media channels. Analyzation of the frequencies of all 221 employees provided clear and decisive results, indicating that advocating the company should be executed weekly (46.2%) or at least monthly (42.5%). Only 6.8% stated that Employee Advocacy should be a daily activity.

Lastly, monitoring the performance of Employee Advocacy is something extremely important and is a key function of the advocacy process. Although the monitoring itself doesn't contribute to better outcomes, it's still interesting to understand which metrics employees find most suitable for measuring the success of advocacy activities. As a result of a frequencies analysis, the majority of employees indicated that the reach of a message is the best indicator of success (38.8%), followed by website traffic (24.4%) and sales generated (24.4%). 10.9% stated that the number of likes on a post published by the employee is most suitable, and three employees mentioned the virality of a post, interaction (likes and comments) and the number of recruited people as most suitable indicators of Employee Advocacy successes.

QUALITATIVE PART

Besides gathering responses on several aspects of the advocacy process via quantitative approaches, it's interesting to let the employees itself provide answers. By doing so, more specific insights can be obtained, which can be of great importance to better understand the employee's point of view.

A first and most crucial open-ended question was asked to employees who indicated currently not advocating the company, whereby they had to provide their main reason for not doing so. In order to analyze the responses of these 44 employees as efficient as possible, each of the responses was examined individually and grouped by similarity. As a result, five main reasons were provided by the employees. First of all, a large number of employees indicated that they are (1) not familiar with social media or just don't like being on social media. Some stipulated that they (2) don't have time to publish or share company (related) content and others mentioned that advocating the company is (3) beyond their job requirements and thus not important for the job they perform. Furthermore, and of great importance for our research, is that multiple employees indicated that Employee Advocacy is (4) not stimulated by the employer and that the company does not provide content to post on their social media channels. Finally, some stated that they (5) don't believe in the impact of advocating the company and that no positive results can be obtained by doing so.

The second and last (optional) open-ended question was asked to all employees concerning the social media post characteristics. After the employees indicated their preferences for the different parts of the post (type, topic, call-to-action, visual and hashtag usage), 28 employees mentioned a different aspect that was considered to be crucial in order to create an ideal social media past. Individual analyzation of the provided answers resulted in five additional aspects. Remarkable is the fact that a large group of these employees indicated that (1) tagging or mentioning relevant people (colleagues, employer, project manager) is important and contributes to obtain a more qualitative social media post. (2) Also the lay-out of the post was mentioned a couple of times, including the usage of nice visuals (and the effectiveness of reels) and consistency among all published posts. Furthermore, employees find it important that a social media post is (3) short, powerful, easy to understand and is only focused on essential information. By doing so, the attention of the reader should be called more efficiently. Another, important point that was mentioned is that (4) the management team(s) should lead by example and thus also engage in advocating the company, resulting in a higher credibility among the online audience. Ultimately, (5) contradictory statements were given. One mentioned that employee's social media accounts

are personal and should be handled as such, meaning that posts should not be provided by the company since this would result in untrustworthiness. In contrast, someone indicated that providing pre-established, uniform posts should be delivered to the employee since this reflects overall professionality of the company.

4. GENERAL CONCLUSION

The relevance of the design of this master's dissertation is demonstrated by the fact that research on various aspects of an Employee Advocacy Program are scarce and anything but uniform. Although online experts on blogs and websites provide an abundance of best practices for efficiently integrating Employee Advocacy into the company, it appears that empirical evidence on these issues is as good as nonexistent. Especially when the concept is applied to Belgian-based B2B/B2C companies, no findings are available, providing a prime opportunity to further investigate Employee Advocacy in this population. Moreover, in today's society, it's more than important to gain insights into how the employees perceive such an advocacy program, as they are the determining factor of Employee Advocacy success.

With this in mind, the experiment of this master's dissertation was designed, attempting to provide an overall answer to the research question: "How does the ideal Employee Advocacy Program look like from the employee's point of view of a Belgian-based B2B/B2C company and which differences between employees in sales and marketing and other general departments can be detected?". Via creating and distributing an online questionnaire using the software program Qualtrics, 221 employees participated in the experiment. Based on the gathered results, a series of recommendations and guidance for Belgian-based B2B/B2C companies can be provided in order to contribute to a successful and effective Employee Advocacy integration, taking into account the employee's preferences and desires.

First of all, it can be mentioned that it's crucial to educate employees across the entire company about Employee Advocacy, since no differences in familiarity with the concept were found among the investigated departments, including sales and marketing. Given the fact that successful advocacy integration results in major advantages for both the employee and company, making them familiar with it (importance, benefits and goals) and motivating them to take part in it is a first and important step as Latvala (2017) initially suggested. This is even reinforced by current non-advocates, who mention that they simply don't participate because they don't believe in the positive impact or because the company itself doesn't stimulate the advocacy process. On the other hand, employees who actively or seldomly participate in Employee Advocacy don't do it out of self-interest, on the contrary. They are motivated to communicate company's goods and services because they truly belief in it and want to raise the company's reputation and awareness to a wider audience.

One way to stimulate Employee Advocacy and educate employees, is by providing advocacy training and guidelines. That these tools are perceived to be highly effective as Lerno (2016) mentioned is confirmed, since employees who already received training and guidelines allocate significant higher effectiveness scores compared to employees who haven't been trained or haven't received guidelines. Large companies appear to provide more training and significantly more guidelines compared to micro, small and medium-sized ones. Especially for small companies, the provision of advocacy training is significantly low, whereas the provision of guidelines should result in achieving significantly more active advocates. However, the higher levels of training and guidelines provided in large companies doesn't necessarily implicate more Employee Advocacy, since company size has no significant impact on advocacy behavior, which contradicts Ku's findings (2019). Overall, it can be concluded that training and guidelines are perceived to be effective, but companies still need to find a way to increase the participation in Employee Advocacy, by for example using incentives. Although rewarding advocacy behavior isn't exactly what the concept entails (since Employee Advocacy assumes voluntary participation), it's remarkable and interesting to mention that the provision of incentives for advocacy activities highly increases the commitment of employees to participate. However, Conway's observations (2022) aren't in line with the results of this research, since there don't seem to be preferred incentives as initially thought.

Furthermore, it's proven that Employee Advocacy platforms, on which pre-established content can be provided to the employee, play a crucial role in obtaining a successful advocacy program. Employees of companies who currently haven't integrated these platforms and employees who currently don't advocate the company, indicate to participate significantly (more) if these platforms would be available.

For the social media post itself, it's clear to say that the findings are in line with Viinanen's research (2020) and employees prefer adding personalized comments to a post instead of publishing a delivered pre-established one. Regarding the call-to-action, integrating a link redirecting the audience to the company website is most desired and for the visual it's implementing a short video. The preferred topic and amount of used hashtags on the other hand significantly depends on whether the employee actively, seldomly or doesn't participate in Employee Advocacy. Seldom participating advocates have lower preferences for publishing or sharing posts about the company's goods and services and higher preferences for industry news or trends and are more likable to skip the usage of hashtags compared to employees who actively or don't participate. Active advocates, on the other hand, significantly prefer to implement more than three hashtags

compared to employees who seldomly or don't participate. The topic also depends on the department of the employee. Sales, marketing and human resources employees have higher preferences for posting an achievement or milestone of themselves, related the company. Operational employees are more likely to post something about their contribution to a project or general industry news or trends and employees in management and finance or administration prefer posting or sharing topics regarding the goods and services of the company, as well as achievements or milestones of the company itself. Additionally, some employees stipulate the importance of tagging or mentioning relevant people and point out the importance of short, powerful and easy to understand posts. Next, it's essential to understand that advocating the company should not be overkilled and that demanding your employees to post weekly or monthly is considered as acceptable. Furthermore, stimulate your employees to perform Employee Advocacy via LinkedIn, since it's perceived to be the most effective advocacy channel from the employee's point of view as Lerno (2016) and Viinanen (2020) suggested.

Ultimately, this master's dissertation recommends to educate employees across the entire company about the concept via providing training and guidelines and to offer incentives in order to stimulate participation. It is essential to personalize the program as much as possible, considering the employee's current participation level and intensity, the department in which he or she is employed and the size of the company. Also take into account the preferences of an advocacy post and the usage of platforms for delivering pre-established content. Combining the aforementioned practices results in the ideal Employee Advocacy Program from the employee's point of view and is the only way to achieve the ultimate goal of Employee Advocacy, namely gaining trust from the online audience by communicating information via educated and motivated company advocates. Regardless of whether one holds a leadership position within the company or is part of a management team in a specific department, it is crucial to lead by example. By embodying the principles of Employee Advocacy, company leaders can inspire and encourage others to actively participate in promoting the organization's message. This approach fosters a culture of trust and authenticity, further enhancing the effectiveness of the Employee Advocacy Program.

5. LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

Although the research of this master's dissertation is innovative in finding out how an ideal Employee Advocacy Program looks like from the employee's point of view, some shortcomings and recommendations for future research can certainly be mentioned.

Given the fact that this research is conducted for purposes of a master's dissertation and therefore limited in time and resources, the data was collected using an online questionnaire to ensure its feasibility. Whether the same results would be obtained if the set-up was be conducted via an experimental study in reality is uncertain, as other factors would play an important role (e.g. let employees really post something, look at the participation in Employee Advocacy before and after integration of an advocacy platform in a certain company…).

The majority of the respondents in this research are employed in the sales and marketing and management department. This could've had an impact on the gathered results, so it's recommended for future research to obtain a balanced amount of respondents per investigated department, or select employees based on a single department and conduct research within this department.

This master's dissertation investigates the employee's point of view of regarding Employee Advocacy within Belgian-based B2B/B2C companies. Overall, no distinction has been made between the sectors in which the respondents were employed. Future research could build upon the gathered results and investigate several aspects within a particular sector of Belgian-based B2B/B2C companies, like Thomas (2020) did for the Finnish automotive sector.

It has to be mentioned that the study is limited to research employees of Belgian-based business-to-business and business-to-consumer companies in order to get a national view of the preferences and opinions of people with the same cultural background. Given the fact that habits differ across countries, it's important to understand that the gathered results and recommendations for companies(' management people) may not be applicable in countries with strong cultural differences compared to Belgium.

Since LinkedIn is perceived to be the most effective social media channel for executing Employee Advocacy, a possible recommendation is to conduct research focusing only on LinkedIn or on

another social media platform in particular. Especially with regard to the characteristics of a post, differences in preferences per channel could definitely be possibly. Although the gathered results are in line with findings of De Vries et al. (2012), Kim et al. (2015), Kunesh (2020) and Schultz (2017) who mentioned that visuals, hashtags, call-to-actions and shorter texts are preferred, more in-depth investigation per channel would lead to interesting insights and an even more effective Employee Advocacy Program.

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ATTACHMENTS

Attachment 1: Questionnaire empirical research

Thank you for participating in this study. Completing the study will take a maximum of 5-7 minutes of your time.

REQUIREMENTS:

The study targets respondents who are currently **employed** in a **Belgian-based B2B/B2C** company. People who don't meet these requirements can indicate this in the question on the next page. The survey will then automatically end.

INSTRUCTIONS:

In what follows, a series of **questions** will be asked regarding **social media usage** of the **company** in which you are employed, as well as your **own perceptions** about social media. Your task is to read and investigate these questions carefully and answer them according to your **own opinion**. There are no correct or wrong answers in this study.

The study ends with some demographic questions.

If you would like taking a chance of winning a Bol.com voucher worth 20 euros, you can leave your mail address after completing the survey. This mail address will only be used to contact you if you have won. The winners will be randomly chosen.

If you still have questions about the survey after completion, you can always contact me at the following mail address: laurent.uyttenhove@ugent.be

Thank you in advance!

Page break

By taking part in this study, you are participating in a research by the Department of Marketing, Innovation and Organisation of Ghent University.

As a participant in this study:

1. I voluntarily participate in the study.

2. I give permission to the researcher to store, process and report my data in an anonymous way.

3. Am I aware of the possibility of stopping my participation in the study at any time.

- o I have read the information above and agree to it
- o I have read the information above and don't agree to it (*skip to End of Survey*)

Page break

Q1: Which of the following best describes your current situation?

- o Student (*skip to End of Survey*)
- o Working in a Belgian-based B2B/B2C company
- o Working in a Belgian-based non-B2B/B2C company (*skip to End of Survey*)
- o Not working in a Belgian-based company (*skip to End of Survey*)
- o Unemployed (*skip to End of Survey*)
- o Retired (*skip to End of Survey*)
- o Other (*skip to End of Survey*)

Page break

Q2: What function do you perform in the company?

- o Management
- o Sales / Marketing
- o Human Resources
- o Finance / Administration
- o Operations
- o Production
- o Other

Page break

Q3: In which type of B2B/B2C company are you employed?

- o Micro (< 10 employees, ≤ 2 million euros annual turnover OR ≤ 2 million euros balance sheet total)
- o Small (< 50 employees, ≤ 10 million euros annual turnover OR ≤ 10 million euros balance sheet total)
- o Medium-sized (< 250 employees, ≤ 50 million euros annual turnover OR ≤ 43 million euros balance sheet total)
- o Large (≥ 250 employees, > 50 million euros annual turnover OR > 43 million euros balance sheet total)

Page break

Q4: Does the company you work for make use of social media for sales and/or marketing purposes?

- o Yes
- o No

Page break

If "Yes" was selected in Q4:

Q5: Please indicate the importance of the following social media platforms for the company you work for.

	Not important at all	Slightly important	Moderately important	Very important	Extremely important
Facebook	○	○	○	○	○
LinkedIn	○	○	○	○	○
Twitter	○	○	○	○	○
Instagram	○	○	○	○	○
TikTok	○	○	○	○	○

Page break

Q6: To what extent do you agree with the following statement: "I am familiar with the concept of Employee Advocacy and know what it means".

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Agreement with statement	○	○	○	○	○

Page break

Employee Advocacy implies employees actively and voluntarily promoting and representing their company on social media and other public channels. This can be performed by participating in online conversations, posting pre-established company content on personal social media accounts or by posting self-made content about the company.

Q7: Do you currently take part in Employee Advocacy and promote the company you work for via social media?
- o Yes, actively
- o Yes, seldomly / exceptionally
- o No

Page break

If "No" was selected in Q7:
Q8a: Why don't you take part in it?

If "Yes, actively" or "Yes, seldomly / exceptionally" was selected in Q7:
Q8b: What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation).
1. Raise the company awareness and reputation
2. Belief in the company's goods and services
3. Expansion of personal network
4. Personal interest in the company
5. Encouragement of employer / colleagues
6. Increased involvement

Page break

Q9: Which of the following social media platforms do you believe is the most effective for Employee Advocacy?

- o Facebook
- o LinkedIn
- o Twitter
- o Instagram
- o Other (please specify)

       [   ] .

Page break

Q10: How frequently do you believe employees should post company related content on their social media accounts?

- o Never
- o Monthly
- o Weekly
- o Daily
- o More than 1 time per day

Page break

Q11: Please indicate to which extent you agree with the following statement: "Offering incentives in exchange for Employee Advocacy initiatives increases my commitment to take part in Employee Advocacy".

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Agreement with statement	○	○	○	○	○

Page break

Q12: Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy?

- o Monetary rewards
- o Gift cards / vouchers
- o Public recognition
- o Promotion opportunities
- o Physical rewards (f.e. bottle of wine)
- o Incentives aren't effective

Page break

Q13: Which of the following metrics do you believe is the most suitable for measuring the success of Employee Advocacy activities?

- o Number of likes on a post published by employees
- o Reach
- o Website traffic generated
- o Sales generated
- o Other (please specify):

Page break

If "Yes" was selected in Q4:

Q14: Does your company provide guidelines and/or training on how company content should be posted on social media platforms?

	Yes	No
Training	☐	☐
Guidelines	☐	☐

Page break

Q15: Please indicate to which extent you find providing Employee Advocacy training effective for increasing sales and/or marketing outcomes.

	Totally ineffective	Ineffective	Undecided	Effective	Totally effective
Training	○	○	○	○	○

Page break

Q16: Please indicate to which extent you find providing Employee Advocacy guidelines effective for increasing sales and/or marketing outcomes.

	Totally ineffective	Ineffective	Undecided	Effective	Totally effective
Guidelines	○	○	○	○	○

Page break

If "Yes" was selected in Q4:

Q17: Does your company make use of Employee Advocacy platforms which enables employees to simply post pre-established content on their desired personal social media accounts?

  o   Yes
  o   No

Page break

If "No" was selected in Q7 OR "No" was selected in Q17:

Q18: On a scale of 0 to 10, would you be more inclined to take part in Employee Advocacy if such platforms were integrated into the company? (0 = I still won't take part in it, 10 = I would definitely take part in it)

	0	1	2	3	4	5	6	7	8	9	10
Employee Advocacy if integrated platforms were provided											

Page break

Charles, **an employee** of the Belgian company AquaFinity (filters for water taps), wants to **post** something on his social media account about the company he works for. Your task is to **help** Charles with this post by answering some questions below concerning each facet of the post according to **your own opinion**. There are no correct or wrong answers.

(**Mobile users**: hold your mobile phone horizontally for optimal readability)

Page break

Q19: What type of post should he publish? Please click on the post you prefer.

Charles Jansens
@Charles_Jnsns

Exciting news everyone! As the Sales Advisor of AquaFinity, I am thrilled to announce our latest product, the AquaFlow water filtration system. This innovative technology utilizes state-of-the-art filtration methods to remove impurities from your tap water, providing you with clean and refreshing drinking water. Our team has been working hard to bring this product to market, and we can't wait for you to try it out!

PERSONALIZED

Charles Jansens
@Charles_Jnsns

Introducing the AquaFlow water filtration system from AquaFinity! This revolutionary product uses advanced filtration techniques to remove contaminants from your tap water, delivering pure and refreshing drinking water. At AquaFinity, we are committed to providing our customers with high-quality products that make a difference in their daily lives!

PRE-ESTABLISHED

Page break

Q20: What type of topic do you suggest Charles to post?
- o   AquaFinity's goods or services
- o   Achievement / milestone of AquaFinity
- o   Achievement / milestone of Charles, related to the company
- o   Charles' contribution to a project
- o   Industry trends / news

Page break

Q21: Is adding a call-to-action something that Charles should consider and if so, how? Please click on the call-to-action you prefer.

Page break

Q22: Would you let Charles add a visual to his post and if so, which type? Please click on the visual you prefer.
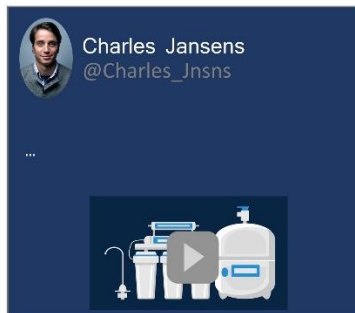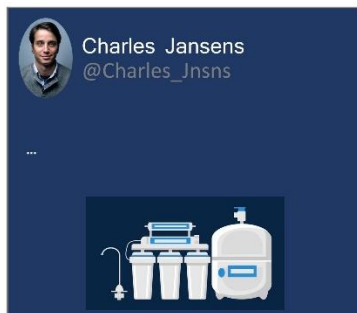
Page break

Q23: Should he add hashtags and if so, how many? Please click on the amount of hashtags you prefer.

Page break

Q24: Are there any other aspects of a social media post that are important for you? (optional)

Page break

Q25: What is your gender?
- o Male
- o Female
- o Non-binary / third gender
- o Prefer not to say

Page break

Q26: What is your year of birth?

Page break

Q27: Did you encounter any problems while completing the survey or do you have any comments? (optional)

<div style="border:1px solid #ccc; height:40px; width:60%"></div>

Page break

Q28: If you would like taking a chance of winning a Bol.com voucher worth 20 euros, you can leave your mail address here. This mail address will only be used to determine and contact the winners. (optional)

<div style="border:1px solid #ccc; height:40px; width:60%"></div>

Page break

Thank you for participating in this survey.
Your answers were well recorded.

If you wish to participate in online research by the Consumer Behavior research group of Ghent University or participate in studies at the Ghent Consumer Lab in the future, please register for our research panel. You will then be regularly invited to participate in research by the Consumer Behavior research group. Participation in studies of the Consumer Lab will earn you 5 to 8 euros. When participating in online research, you have a chance of winning fun prizes, such as vouchers from FNAC, Bol.com and Kinepolis.

Interested? Then click on the link below to register:
https://bit.ly/PanelUGent

Kind regards,
Laurent Uyttenhove
Student Master of Science in Business Economics, Ghent University

Attachment 2: SPSS-output empirical research

Attachment 2.1: Sample

Gender

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	142	64,3	64,3	64,3
	Female	77	34,8	34,8	99,1
	Prefer not to say	2	,9	,9	100,0
	Total	221	100,0	100,0	

Year of birth

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
What is your year of birth?	221	1954	2003	1987,84	13,027
Valid N (listwise)	221				

Department / function

What function do you perform in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	49	22,2	22,2	22,2
	Sales / Marketing	63	28,5	28,5	50,7
	Human Resources	29	13,1	13,1	63,8
	Finance / Administration	27	12,2	12,2	76,0
	Operations	23	10,4	10,4	86,4
	Other	15	6,8	6,8	93,2
	Production	15	6,8	6,8	100,0
	Total	221	100,0	100,0	

Company size

In which type of B2B/B2C company are you employed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro (< 10 employees, ≤ 2 million euros annual turnover OR ≤ 2 million euros balance sheet total)	38	17,2	17,2	17,2
	Small (< 50 employees, ≤ 10 million euros annual turnover OR ≤ 10 million euros balance sheet total)	71	32,1	32,1	49,3
	Medium-sized (< 250 employees, ≤ 50 million euros annual turnover OR ≤ 43 million euros balance sheet total)	38	17,2	17,2	66,5
	Large (≥ 250 employees, > 50 million euros annual turnover OR > 43 million euros balance sheet total)	74	33,5	33,5	100,0
	Total	221	100,0	100,0	

Attachment 2.2: Hypothesis 1

Tests of Normality

	What function do you perform in the company?	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
To what extent do you agree with the following statement: "I am familiar with the concept of Employee Advocacy and know what it means". - Agreement with statement	Management	,198	49	<,001	,900	49	<,001
	Sales / Marketing	,223	63	<,001	,903	63	<,001
	Human Resources	,199	29	,005	,899	29	,009
	Finance / Administration	,242	27	<,001	,853	27	,001
	Operations	,218	23	,006	,896	23	,021
	Other	,240	15	,020	,827	15	,008
	Production	,244	15	,017	,895	15	,080

a. Lilliefors Significance Correction

Ranks

	What function do you perform in the company?	N	Mean Rank
To what extent do you agree with the following statement: "I am familiar with the concept of Employee Advocacy and know what it means". - Agreement with statement	Management	49	112,37
	Sales / Marketing	63	121,30
	Human Resources	29	102,59
	Finance / Administration	27	105,19
	Operations	23	107,57
	Other	15	101,00
	Production	15	105,27
	Total	221	

Test Statistics[a,b]

	To what extent do you agree with the following statement: "I am familiar with the concept of Employee Advocacy and know what it means". - Agreement with statement
Kruskal-Wallis H	3,127
df	6
Asymp. Sig.	,793

a. Kruskal Wallis Test
b. Grouping Variable: What function do you perform in the company?

Descriptive Statistics

What function do you perform in the company?	N	Mean
Management	49	3,04
Sales / Marketing	63	3,22
Human Resources	29	2,86
Finance / Administration	27	2,89
Operations	23	2,96
Other	15	2,80
Production	15	2,93

Attachment 2.3: Hypothesis 2

Topic of post

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	15,896[a]	8	,044	.[b]		
Likelihood Ratio	16,852	8	,032	.[b]		
Fisher-Freeman-Halton Exact Test	14,689			,053		
Linear-by-Linear Association	,095[c]	1	,758	,783	,394	,030
N of Valid Cases	221					

Symmetric measures

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	,268	,044	.[c]
	Cramer's V	,190	,044	.[c]
N of Valid Cases		221		

Hashtags in post

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	21,062[a]	8	,007	.[b]		
Likelihood Ratio	19,494	8	,012	.[b]		
Fisher-Freeman-Halton Exact Test	.[b]			.[b]		
Linear-by-Linear Association	6,809[c]	1	,009	,009	,005	,001
N of Valid Cases	221					

Symmetric Measures

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	,309	,007	.[c]
	Cramer's V	,218	,007	.[c]
N of Valid Cases		221		

Attachment 2.4: Hypothesis 3

Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard Deviation	Correlation 2
1	,230	,053			,686	,686	,057	,027
2	,143	,020			,264	,950	,072	
3	,059	,003			,044	,995		
4	,020	,000			,005	1,000		
Total		,077	14,795	,540[a]	1,000	1,000		

Row and Column Points

Symmetrical Normalization
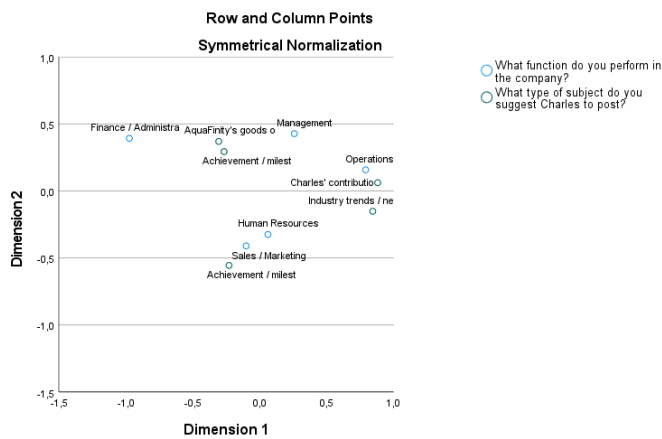
Attachment 2.5: Hypothesis 4

Agree2 * Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy? Crosstabulation

			Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy?					Total
			Monetary rewards	Gift cards/vouchers	Public recognition	Promotion opportunities	Physical rewards (f.e. bottle of wine)	
Agree2	Disagree	Count	6	3	9	1	4	23
		Expected Count	5,1	4,9	4,7	4,7	3,5	23,0
		% within Agree2	26,1%	13,0%	39,1%	4,3%	17,4%	100,0%
		% within Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy?	14,3%	7,5%	23,1%	2,6%	13,8%	12,2%
		Adjusted Residual	,5	-1,0	2,3	-2,1	,3	
	Undecided	Count	8	8	10	9	7	42
		Expected Count	9,3	8,9	8,7	8,7	6,4	42,0
		% within Agree2	19,0%	19,0%	23,8%	21,4%	16,7%	100,0%
		% within Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy?	19,0%	20,0%	25,6%	23,1%	24,1%	22,2%
		Adjusted Residual	-,6	-,4	,6	,1	,3	
	Agree	Count	28	29	20	29	18	124
		Expected Count	27,6	26,2	25,6	25,6	19,0	124,0
		% within Agree2	22,6%	23,4%	16,1%	23,4%	14,5%	100,0%
		% within Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy?	66,7%	72,5%	51,3%	74,4%	62,1%	65,6%
		Adjusted Residual	,2	1,0	-2,1	1,3	-,4	
Total		Count	42	40	39	39	29	189
		Expected Count	42,0	40,0	39,0	39,0	29,0	189,0
		% within Agree2	22,2%	21,2%	20,6%	20,6%	15,3%	100,0%
		% within Which of the following incentives do you believe is the most effective for motivating employees to perform Employee Advocacy?	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	10,276[a]	8	,246	,248		
Likelihood Ratio	11,072	8	,198	,225		
Fisher-Freeman-Halton Exact Test	10,307			,234		
Linear-by-Linear Association	,001[b]	1	,974	1,000	,503	,030
N of Valid Cases	189					

Attachment 2.6: Hypothesis 5

Hypothesis 5a

Tests of Normality

	Does your company provide training?	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Please indicate to which extent you find providing Employee Advocacy training effective for increasing sales and/or marketing outcomes. - Training	No	,332	126	<,001	,774	126	<,001
	Yes	,325	76	<,001	,813	76	<,001

Group Statistics

	Does your company provide training?	N	Mean	Std. Deviation	Std. Error Mean
Please indicate to which extent you find providing Employee Advocacy training effective for increasing sales and/or marketing outcomes. - Training	No	126	3,60	,821	,073
	Yes	76	3,91	,751	,086

Test Statistics[a]

	Please indicate to which extent you find providing Employee Advocacy training effective for increasing sales and/or marketing outcomes. - Training
Mann-Whitney U	3821,500
Wilcoxon W	11822,500
Z	-2,710
Asymp. Sig. (2-tailed)	,007

Hypothesis 5b

Tests of Normality

	Does your company provide guidelines?	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Please indicate to which extent you find providing Employee Advocacy guidelines effective for increasing sales and/or marketing outcomes. - Guidelines	No	,333	95	<,001	,790	95	<,001
	Yes	,333	107	<,001	,807	107	<,001

Group Statistics

	Does your company provide guidelines?	N	Mean	Std. Deviation	Std. Error Mean
Please indicate to which extent you find providing Employee Advocacy guidelines effective for increasing sales and/or marketing outcomes. - Guidelines	No	95	3,55	,769	,079
	Yes	107	3,85	,698	,067

Test Statistics[a]

	Please indicate to which extent you find providing Employee Advocacy guidelines effective for increasing sales and/or marketing outcomes. - Guidelines
Mann-Whitney U	4072,500
Wilcoxon W	8632,500
Z	-2,762
Asymp. Sig. (2-tailed)	,006

Attachment 2.7: Hypothesis 6

Hypothesis 6a

Crosstab

			Does your company provide training?		Total
			No	Yes	
In which type of B2B/B2C company are you employed?	Micro (< 10 employees, ≤ 2 million euros annual turnover OR ≤ 2 million euros balance sheet total)	Count	21	10	31
		Expected Count	19,3	11,7	31,0
		% within In which type of B2B/B2C company are you employed?	67,7%	32,3%	100,0%
		Adjusted Residual	,7	-,7	
	Small (< 50 employees, ≤ 10 million euros annual turnover OR ≤ 10 million euros balance sheet total)	Count	51	14	65
		Expected Count	40,5	24,5	65,0
		% within In which type of B2B/B2C company are you employed?	78,5%	21,5%	100,0%
		Adjusted Residual	3,3	-3,3	
	Medium-sized (< 250 employees, ≤ 50 million euros annual turnover OR ≤ 43 million euros balance sheet total)	Count	18	15	33
		Expected Count	20,6	12,4	33,0
		% within In which type of B2B/B2C company are you employed?	54,5%	45,5%	100,0%
		Adjusted Residual	-1,0	1,0	
	Large (≥ 250 employees, > 50 million euros annual turnover OR > 43 million euros balance sheet total)	Count	36	37	73
		Expected Count	45,5	27,5	73,0
		% within In which type of B2B/B2C company are you employed?	49,3%	50,7%	100,0%
		Adjusted Residual	-2,9	2,9	
Total		Count	126	76	202
		Expected Count	126,0	76,0	202,0
		% within In which type of B2B/B2C company are you employed?	62,4%	37,6%	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13,715[a]	3	,003
Likelihood Ratio	14,149	3	,003
Linear-by-Linear Association	9,311	1	,002
N of Valid Cases	202		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,261	,003
	Cramer's V	,261	,003
N of Valid Cases		202	

Crosstab

			Does your company provide guidelines?		Total
			No	Yes	
In which type of B2B/B2C company are you employed?	Micro (< 10 employees, ≤ 2 million euros annual turnover OR ≤ 2 million euros balance sheet total)	Count	19	12	31
		Expected Count	14,6	16,4	31,0
		% within In which type of B2B/B2C company are you employed?	61,3%	38,7%	100,0%
		Adjusted Residual	1,7	-1,7	
	Small (< 50 employees, ≤ 10 million euros annual turnover OR ≤ 10 million euros balance sheet total)	Count	37	28	65
		Expected Count	30,6	34,4	65,0
		% within In which type of B2B/B2C company are you employed?	56,9%	43,1%	100,0%
		Adjusted Residual	1,9	-1,9	
	Medium-sized (< 250 employees, ≤ 50 million euros annual turnover OR ≤ 43 million euros balance sheet total)	Count	14	19	33
		Expected Count	15,5	17,5	33,0
		% within In which type of B2B/B2C company are you employed?	42,4%	57,6%	100,0%
		Adjusted Residual	-,6	,6	
	Large (≥ 250 employees, > 50 million euros annual turnover OR > 43 million euros balance sheet total)	Count	25	48	73
		Expected Count	34,3	38,7	73,0
		% within In which type of B2B/B2C company are you employed?	34,2%	65,8%	100,0%
		Adjusted Residual	-2,7	2,7	
Total		Count	95	107	202
		Expected Count	95,0	107,0	202,0
		% within In which type of B2B/B2C company are you employed?	47,0%	53,0%	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10,154[a]	3	,017
Likelihood Ratio	10,263	3	,016
Linear-by-Linear Association	9,767	1	,002
N of Valid Cases	202		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,224	,017
	Cramer's V	,224	,017
N of Valid Cases		202	

Hypothesis 6b

Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	109,164			
Final	86,706	22,458	10	,013

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	23,637	20	,259
Deviance	25,878	20	,170

Pseudo R-Square

Cox and Snell	,105
Nagelkerke	,121
McFadden	,054

Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	86,706[a]	,000	0	.
In which type of B2B/B2C company are you employed?	93,225	6,519	6	,368
HercoderingTraining	87,081	,376	2	,829
HercoderingGuidelines	95,217	8,512	2	,014

Parameter Estimates

Do you currently take part in Employee Advocacy and promote the company you work for via social media?[a]		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
Yes, seldomly/exceptionally	Intercept	-,798	,316	6,382	1	,012			
	[In which type of B2B/B2C company are you employed?=1]	-,146	,519	,079	1	,779	,864	,313	2,391
	[In which type of B2B/B2C company are you employed?=2]	,691	,405	2,920	1	,088	1,996	,903	4,411
	[In which type of B2B/B2C company are you employed?=3]	,733	,464	2,500	1	,114	2,081	,839	5,163
	[In which type of B2B/B2C company are you employed?=4]	0[b]	.	.	0	.	.	.	.
	[HercoderingTraining=0]	,078	,390	,040	1	,842	1,081	,503	2,321
	[HercoderingTraining=1]	0[b]	.	.	0	.	.	.	.
	[HercoderingGuidelines=0]	,246	,383	,414	1	,520	1,279	,604	2,710
	[HercoderingGuidelines=1]	0[b]	.	.	0	.	.	.	.
No	Intercept	-1,975	,475	17,275	1	<,001			
	[In which type of B2B/B2C company are you employed?=1]	-,358	,606	,350	1	,554	,699	,213	2,290
	[In which type of B2B/B2C company are you employed?=2]	,084	,498	,028	1	,866	1,088	,410	2,886
	[In which type of B2B/B2C company are you employed?=3]	-,276	,675	,167	1	,683	,759	,202	2,851
	[In which type of B2B/B2C company are you employed?=4]	0[b]	.	.	0	.	.	.	.
	[HercoderingTraining=0]	,349	,573	,372	1	,542	1,418	,461	4,360
	[HercoderingTraining=1]	0[b]	.	.	0	.	.	.	.
	[HercoderingGuidelines=0]	1,450	,530	7,484	1	,006	4,263	1,509	12,044
	[HercoderingGuidelines=1]	0[b]	.	.	0	.	.	.	.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,900	,140		13,559	<,001		
	In which type of B2B/B2C company are you employed?	,006	,048	,009	,121	,904	,939	1,065
	HercoderingTraining	-,099	,128	-,064	-,769	,443	,691	1,448
	HercoderingGuidelines	-,332	,125	-,221	-2,668	,008	,689	1,451

Attachment 2.8: Hypothesis 7

Hypothesis 7a

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
On a scale of 0 to 10, would you be more inclined to take part in Employee Advocacy if such platforms were integrated into the company? (0 = I still won't take part in it, 10 = I would definitely take part in it) - Employee Advocacy if integrated platforms were provided	102	6,58	2,075	,205

One-Sample Test

	Test Value = 5						
			Significance			95% Confidence Interval of the Difference	
	t	df	One-Sided p	Two-Sided p	Mean Difference	Lower	Upper
On a scale of 0 to 10, would you be more inclined to take part in Employee Advocacy if such platforms were integrated into the company? (0 = I still won't take part in it, 10 = I would definitely take part in it) - Employee Advocacy if integrated platforms were provided	7,683	101	<,001	<,001	1,578	1,17	1,99

Hypothesis 7b

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
On a scale of 0 to 10, would you be more inclined to take part in Employee Advocacy if such platforms were integrated into the company? (0 = I still won't take part in it, 10 = I would definitely take part in it) - Employee Advocacy if integrated platforms were provided	41	5,71	2,205	,344

One-Sample Test

	Test Value = 5						
			Significance			95% Confidence Interval of the Difference	
	t	df	One-Sided p	Two-Sided p	Mean Difference	Lower	Upper
On a scale of 0 to 10, would you be more inclined to take part in Employee Advocacy if such platforms were integrated into the company? (0 = I still won't take part in it, 10 = I would definitely take part in it) - Employee Advocacy if integrated platforms were provided	2,054	40	,023	,047	,707	,01	1,40

Attachment 2.9: Hypothesis 8

Which of the following social media platforms do you believe is the most effective for Employee Advocacy? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	23	10,4	10,4	10,4
	LinkedIn	164	74,2	74,2	84,6
	Instagram	34	15,4	15,4	100,0
	Total	221	100,0	100,0	

Attachment 2.10: Other relevant findings

Topic preferences

What type of topic do you suggest Charles to post?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AquaFinity's goods or services	42	19,0	19,0	19,0
	Achievement / milestone of AquaFinity	56	25,3	25,3	44,3
	Achievement / milestone of Charles, related to the company	65	29,4	29,4	73,8
	Charles' contribution to a project	52	23,5	23,5	97,3
	Industry trends / news	6	2,7	2,7	100,0
	Total	221	100,0	100,0	

Hashtag preferences

Should he add hashtags and if so, how many? Please click on the amount of hashtags you prefer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 hashtag	24	10,9	10,9	10,9
	2 hashtags	32	14,5	14,5	25,3
	3 hashtags	66	29,9	29,9	55,2
	> 3 hashtags	77	34,8	34,8	90,0
	No hashtags	22	10,0	10,0	100,0
	Total	221	100,0	100,0	

Type of post preferences

What type of post should he publish? Please click on the post you prefer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personalized	160	72,4	72,4	72,4
	Pre-established	61	27,6	27,6	100,0
	Total	221	100,0	100,0	

Call-to-action preferences

Is adding a call-to-action something that Charles should consider and if so, how? Please click on the call-to-action you prefer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Like / Share / Comment	41	18,6	18,6	18,6
	Website	100	45,2	45,2	63,8
	Socials	59	26,7	26,7	90,5
	Geen CTA	21	9,5	9,5	100,0
	Total	221	100,0	100,0	

Visual preferences

Would you let Charles add a visual to his post and if so, which type? Please click on the visual you prefer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Image	48	21,7	21,7	21,7
	Video	126	57,0	57,0	78,7
	GIF	36	16,3	16,3	95,0
	No image	11	5,0	5,0	100,0
	Total	221	100,0	100,0	

Motivations

Statistics

		What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation). - Raise the company awareness and reputation	What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation). - Expansion of personal network	What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation). - Encouragement of employer/colleagues	What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation). - Increased involvement	What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation). - Belief in the company's goods and services	What motivates you to take part in Employee Advocacy? Please rank from 1 (highest motivation) to 6 (lowest motivation). - Personal interest in the company
N	Valid	177	177	177	177	177	177
	Missing	44	44	44	44	44	44
Mean		2,88	3,69	4,19	3,77	2,87	3,60
Std. Deviation		1,710	1,907	1,674	1,437	1,500	1,593
Minimum		1	1	1	1	1	1
Maximum		6	6	6	6	6	6

Frequency

How frequently do you believe employees should post company related content on their social media accounts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	8	3,6	3,6	3,6
	Monthly	94	42,5	42,5	46,2
	Weekly	102	46,2	46,2	92,3
	Daily	15	6,8	6,8	99,1
	More than 1 time per day	2	,9	,9	100,0
	Total	221	100,0	100,0	

Metrics

Which of the following metrics do you believe is the most suitable for measuring the success of Employee Advocacy activities? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Number of likes on a post published by employees	24	10,9	10,9	10,9
	Reach	86	38,9	38,9	49,8
	Website traffic generated	54	24,4	24,4	74,2
	Sales generated	54	24,4	24,4	98,6
	Other (please specify)	3	1,4	1,4	100,0
	Total	221	100,0	100,0	