

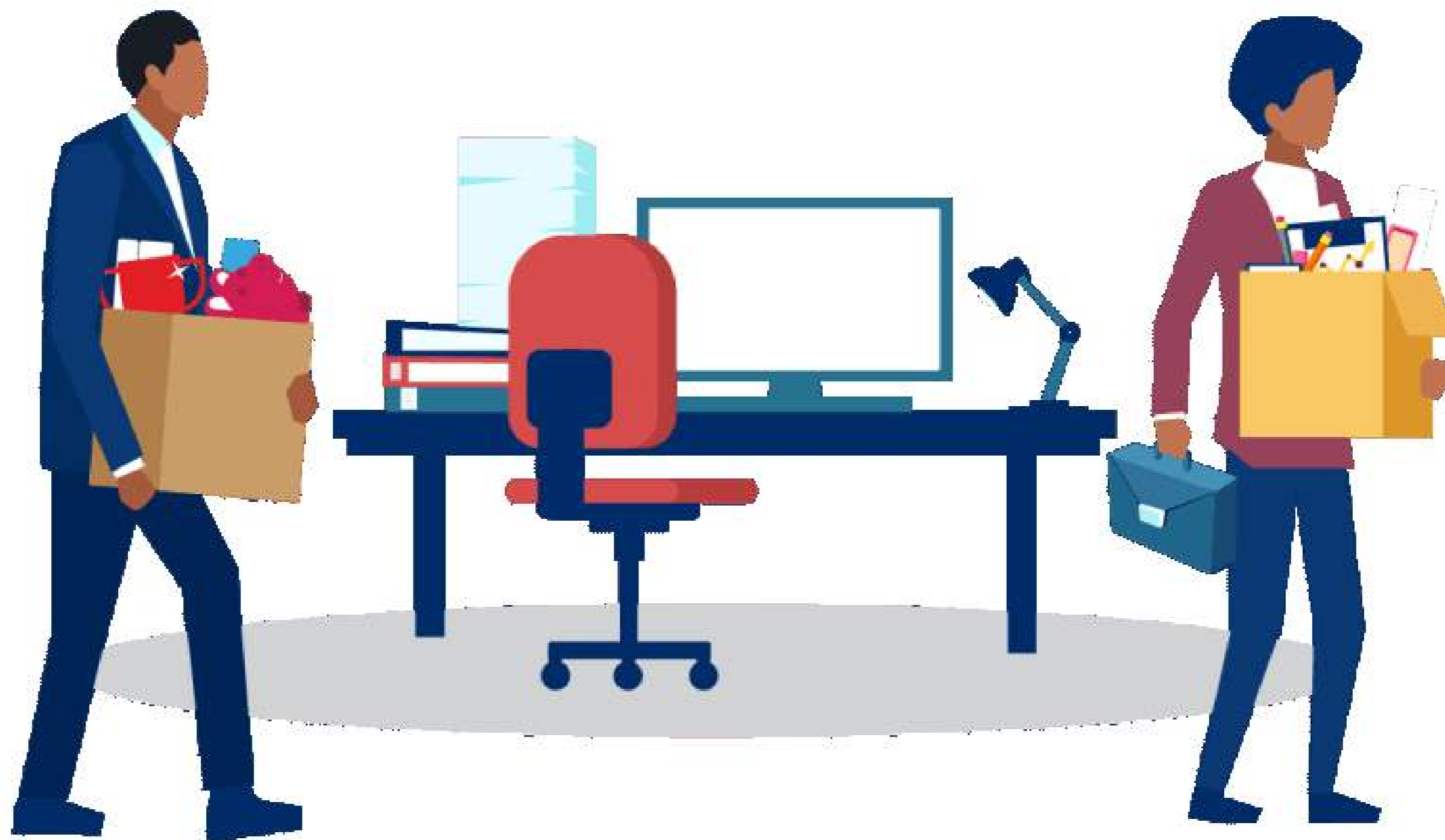


EMPLOYEE AMBASSADORSHIP: SCALE DEVELOPMENT AND VALIDATION

Marthe Rys – 11 November 2022

1. CONTEXTUALIZATION





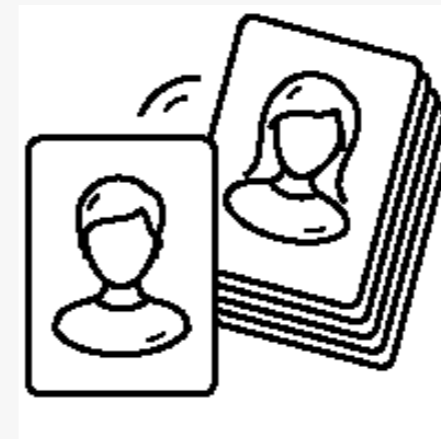
1.1 EMPLOYER BRANDING

= Is the process of creating, managing, and communicating (internally and externally) a unique and attractive employer image
(Backhaus & Tickoo, 2004)

Internal employer branding



External employer branding



1.2 EMPLOYEE AMBASSADORSHIP



- Valuable role of employees in this context
- Interact with internal and external stakeholders
- Heighten the visibility of the employer brand

Although employee ambassadorship has been popularized in the workplace, no common understanding and scale has been established

1.3 SIMILAR CONCEPTS



Employee advocacy

Word-of-mouth

Employee referrals

Brand ambassadorship

Organizational citizenship behavior

- Concepts only capture the behavioral component
- Concepts are too general and not adapted to the specific context of employer branding

2. MODEL CONCEPTUALIZATION

2.1 MODEL CONCEPTUALIZATION

Cognitive

Employer Brand Knowledge

= Refers to employees' awareness and knowledge of the employer brand

Employer Brand Relevance

= Refers to employees' belief about the relevance and outcome of the employer brand for the organization

Affective

Employer Brand Affective Connection

= Refers to employees' emotional attachment to and positive feelings about the employer brand

Behavior

Employer Brand Consistent Behavior

= Refers to employees' behavior or intention to behave consistently with the employer brand

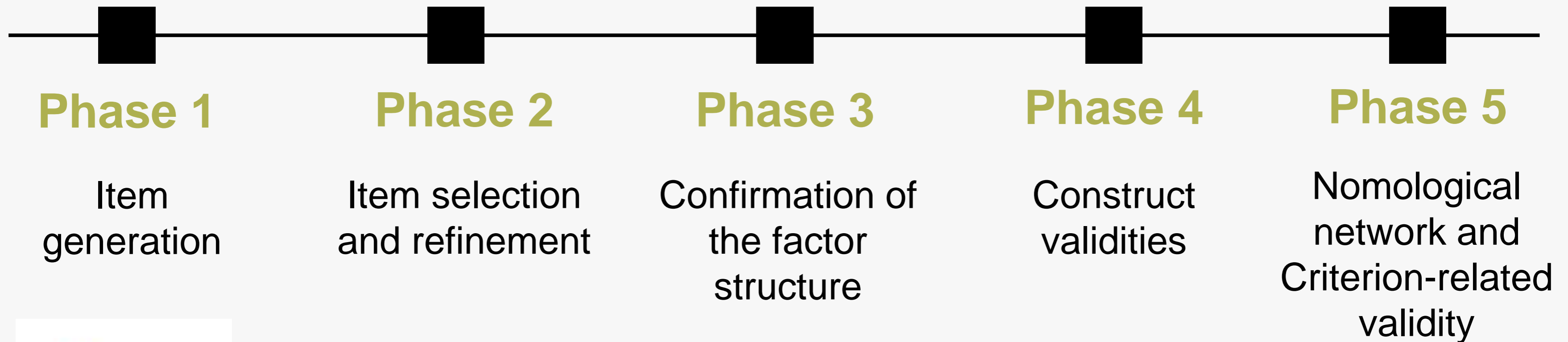
Employer Brand Citizenship Behavior

= Refers to employees' behavior or intention to strengthen the employer brand by partaking in positive and external communication

3. FIVE PHASE METHODOLOGY

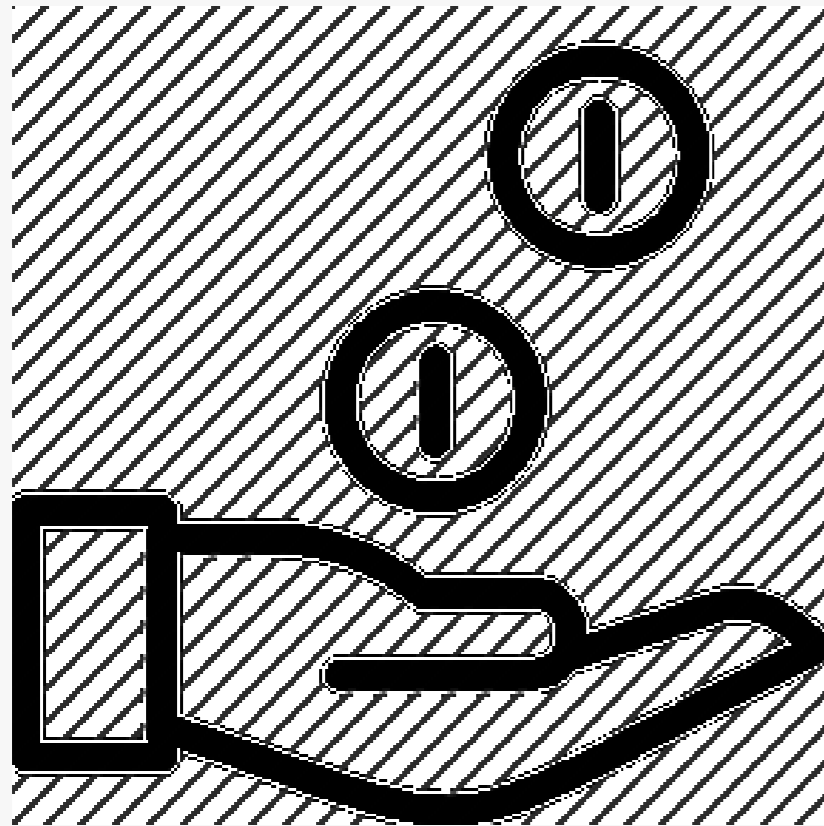
SCALE DEVELOPMENT AND VALIDATION

Methodology (Baumgartner & Weijters, 2019;; Hinkin, 1995, 1998; Podsakoff et al. 2012)



4. SCALE DEVELOPMENT

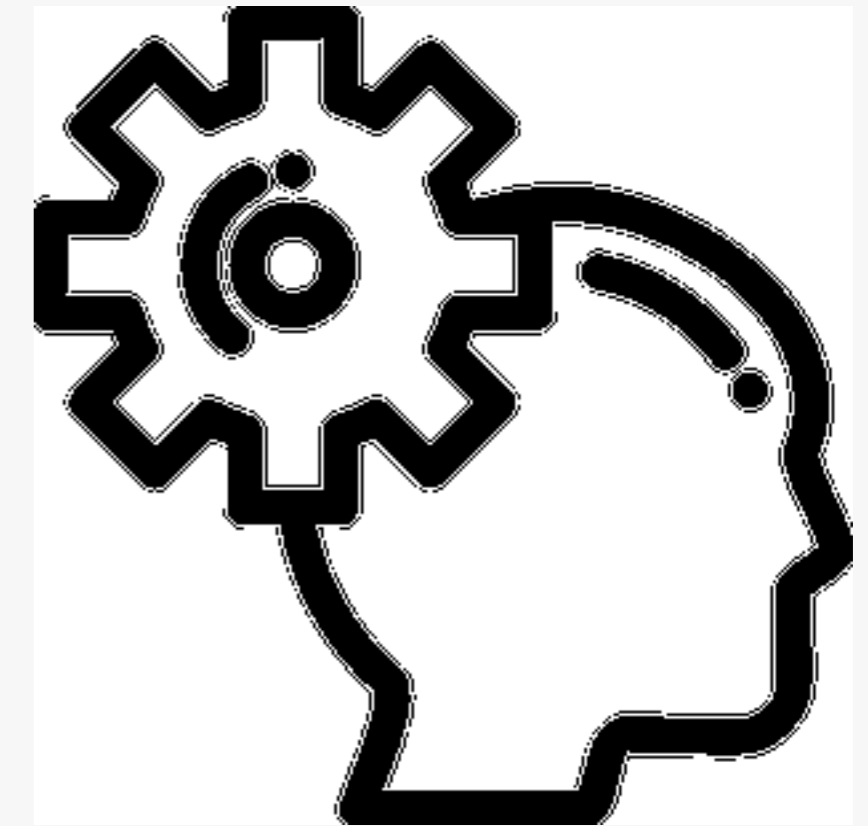
4.1 PHASE 1: ITEM GENERATION



Generating items
from existing
scales



Interviews with HR
managers and
employees

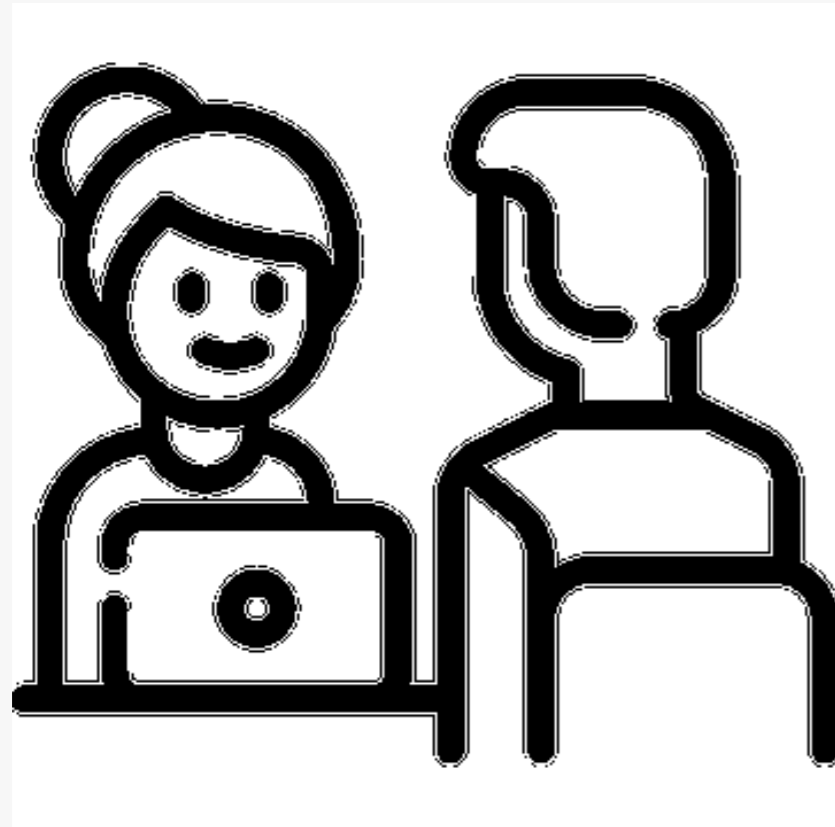


Developing items

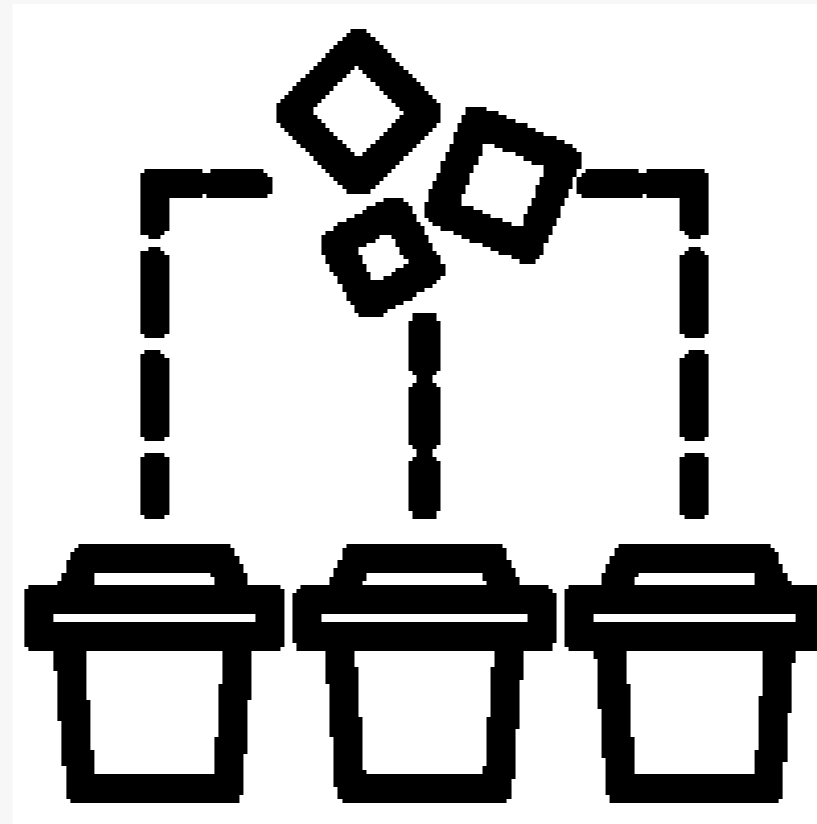
45 items

4.2 PHASE 2: ITEM SELECTION AND REFINEMENT

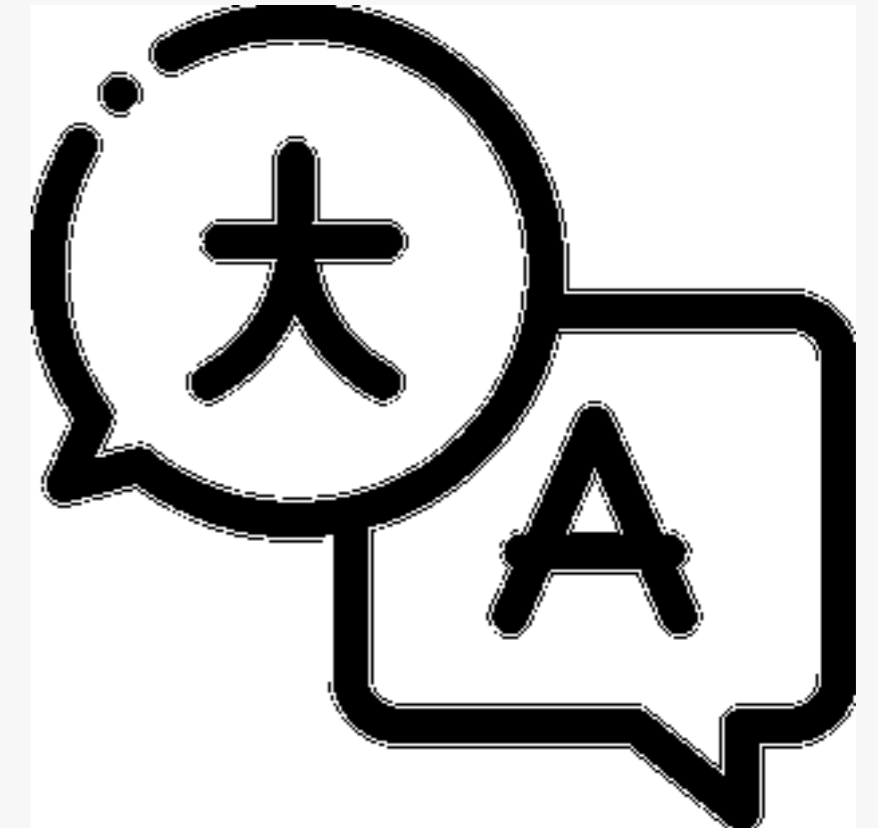
Methodology and Results



Interviews with HR experts



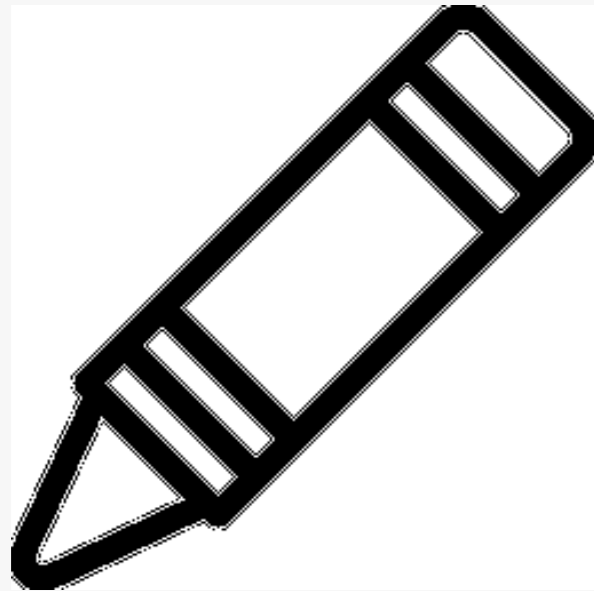
Item sorting exercise
(Sample 1, N = 9)



Language check

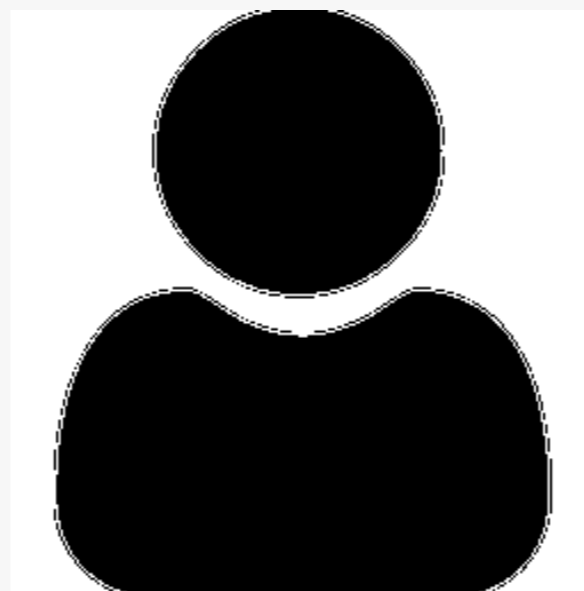
4.2 PHASE 2: ITEM SELECTION AND REFINEMENT

Exploratory Factor Analysis - Methodology



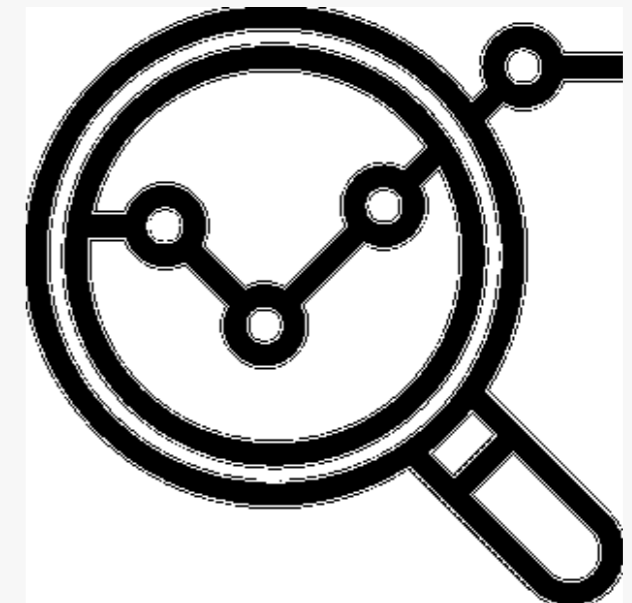
Prolific survey

N = 238



English native speaking

Full-time employees



R – Lavaan

Principal axis factoring

Oblimin rotation

20 items

4.2 PHASE 2: ITEM SELECTION AND REFINEMENT

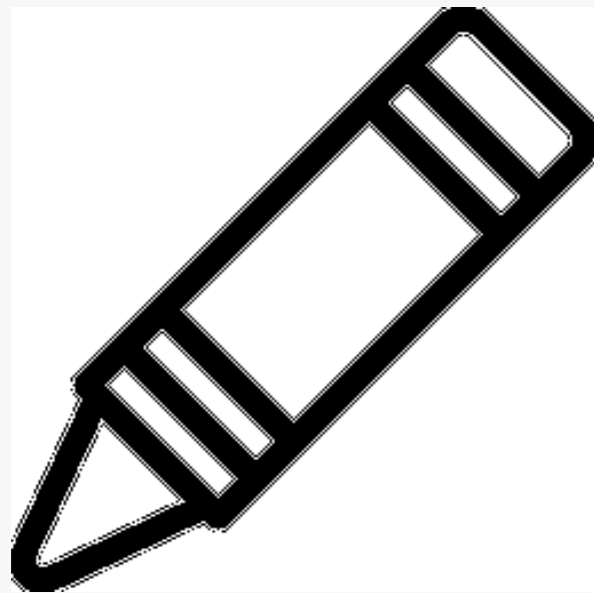
Exploratory Factor Analysis - Results

- Parallel analysis, Scree plot, and Eigenvalues > 1 -> confirmed 5 dimensions
- 65% explained variance
- Kaiser-Meyer Olkin and Bartlett tests are sufficient

Employer Brand Knowledge	I know what our employer brand stands for.
Employer Brand Relevance	I believe that our employer brand helps to retain employees.
Employer Brand Affective Connection	I am proud to be a part of our employer brand.
Employer Brand Consistent Behavior	I fulfill my daily work in line with our employer brand.
Employer Brand Citizenship Behavior	I would help my organization with recruitment activities.

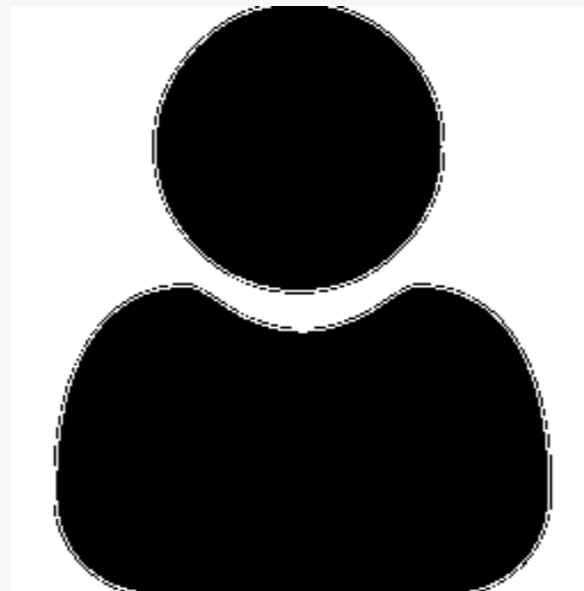
4.3 CONFIRMATION OF THE FACTOR STRUCTURE

Confirmatory Factor Analysis - Methodology



Prolific survey

N = 263



English native speaking

Full-time employees

Excluded participants of
sample 2

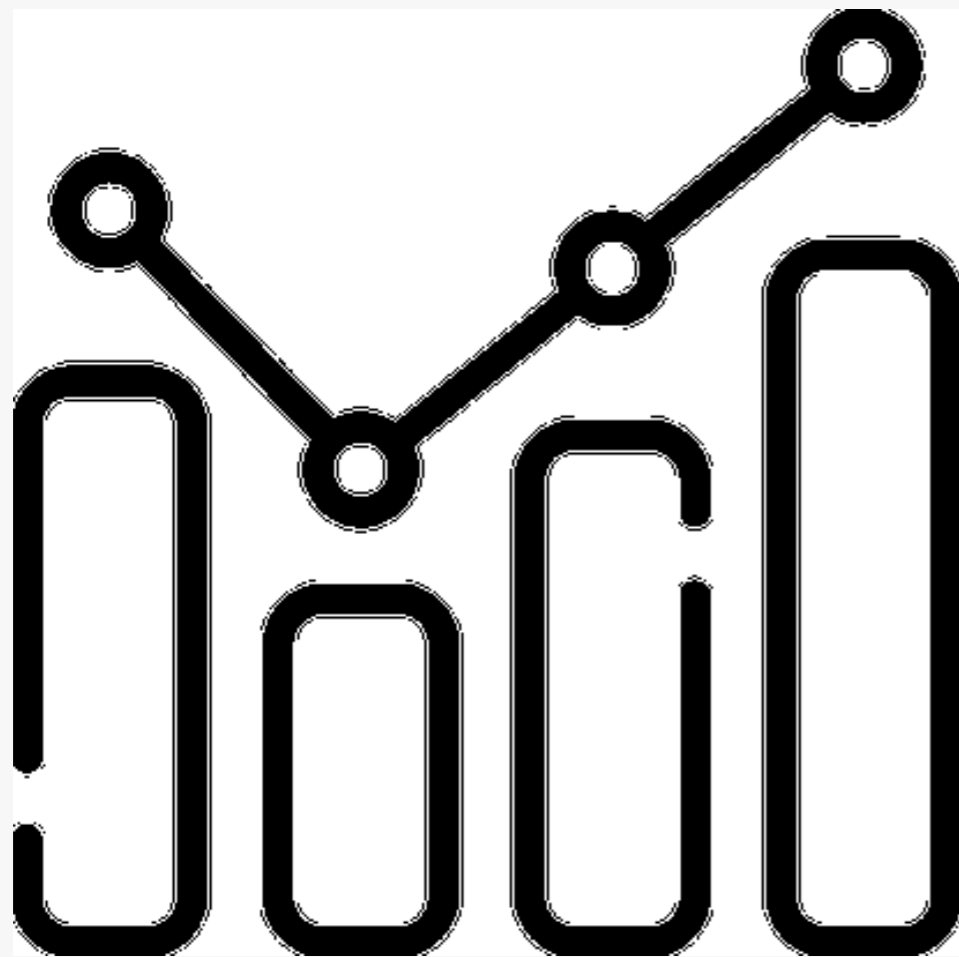


R – Lavaan

Reliability and
consistency tests
Correlations SDR
and ARS

4.3 CONFIRMATION OF THE FACTOR STRUCTURE

Confirmatory Factor Analysis - Results



Fit indices:

Chisquare (X^2) = 347.258, df = 160, CFI = .95, TLI = .95, RMSEA = .07; SRMR = .05

Loadings were $>.68$

4.3 CONFIRMATION OF THE FACTOR STRUCTURE

Confirmatory Factor Analysis – Alternative factor structures

Model description	χ^2	df	CFI	TLI	RMSEA	SRMR	AIC	BIC	Δ AIC	Δ BIC
1. Five-factor model	347.258***	160	.95	.95	.07	.05	10381.502	10629.937		
2. Three-factor model (EBK + EBR, EBAC, EBCoB + EBCiB)	1039.304***	167	.79	.76	.14	.10	11059.548	11283.140	-678.038	-653.203
3. One-factor model	1616.247***	170	.64	.60	.18	.11	11630.491	11843.436	-1248.989	-1213.499
4. Five-factor model with general two second-order construct (EBU (cognitive), EBAC, EBB (behavior))	373.130***	163	.95	.94	.07	.06	10401.373	10639.161	-19.871	-9.224
5. Five-factor model with general one second-order construct (EA)	379.936***	165	.95	.94	.07	.06	10404.180	10634.870	-22.678	-4.993

4.3 CONFIRMATION OF THE FACTOR STRUCTURE

Internal Consistency and Reliability

Reliability

- Cronbach alpha varied between .87 and .95

Internal Consistency

- AVE = between .56 and .86 ($> .50$) (MacKenzie et al. 2011)
- CR = between .83 and .91 ($> .80$) (Bagozzi & Yi, 1988)
- $MSV < AVE$
- $\sqrt{AVE} >$ correlations of the factors

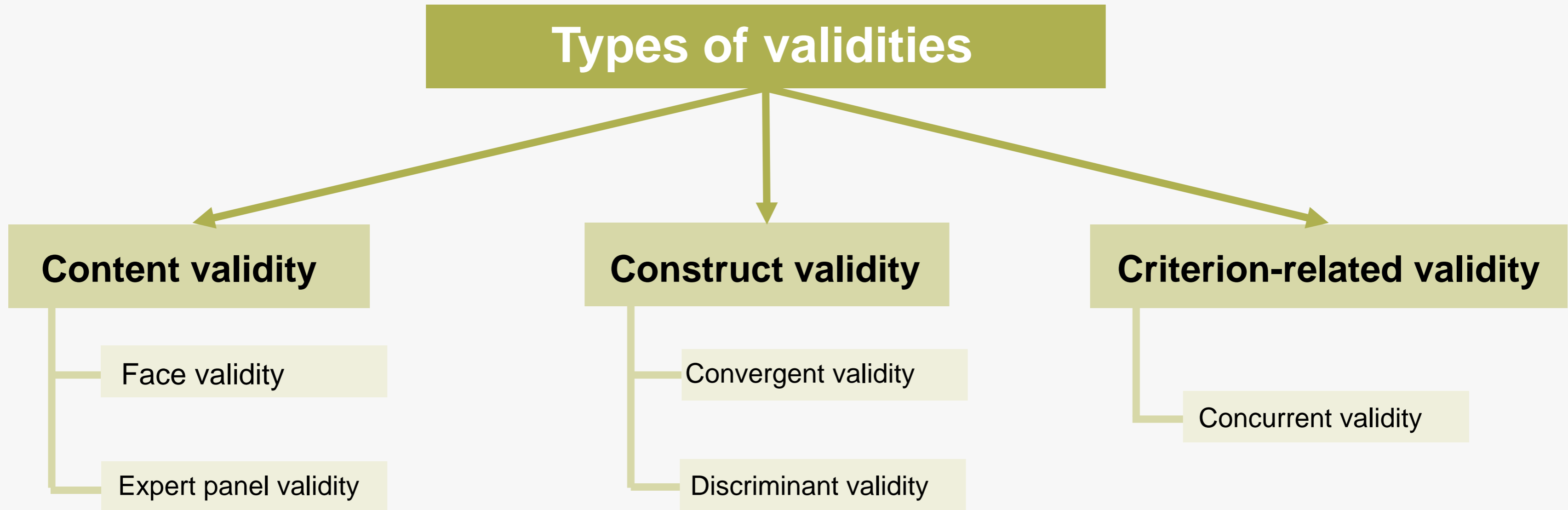
4.3 CONFIRMATION OF THE FACTOR STRUCTURE

Correlations SDR and ARS - Results

	M	SD	1	2	3	4	5	6	7
1. EBK	4.06	0.75	<i>(.914)^a</i>						
2. EBR	3.57	0.89	.58**	<i>(.873)^b</i>					
3. EBAC	3.20	1.07	.55**	.68**	<i>(0.948)^c</i>				
4. <u>EBCiB</u>	3.75	0.93	.37**	.57**	.65**	<i>(0.893)^d</i>			
5. <u>EBCoB</u>	4.10	0.64	.52**	.43**	.55**	.49**	<i>(0.871)^e</i>		
6. ERT	2.63	0.48	.12	.15*	.11	.14*	.18**		
7. MRT	2.90	0.50	.13*	.19**	.15*	.16*	.30**	.39**	
8. ARS	3.46	0.29	.09	.10	.08	.13*	.16**	.24**	0.12*

5. SCALE VALIDATION

OVERVIEW OF THE VALIDITIES



5.1 CONTENT VALIDITY

= Refers to how well a survey or test measures the construct that it sets out to measure (Hinkin, 1998)

Face validity

= The degree to which a procedure appears effective in terms of its stated aims

Expert panel validity

= A group of external experts assesses whether they see the measurement tool as valid

Already performed actions:

- Interviews with the subject matter
- Interviews with experts
- Item sorting exercise
- Check by respondents of the items on criteria, such as short, simple, and non-ambiguity

5.2 CONSTRUCT VALIDITIES (PHASE 4)

= Refers to how well a scale measures the concept it was designed to evaluate

Convergent validity

= The extent to which the measure correlates with other scales aimed to measure similar constructs

Discriminant validity

= The extent to which the measure is unrelated, negatively, or under 0.20 related to the measure

Planned actions:

- Perceptions of the employer brand (Wang et al., 2017)
- Affective commitment (Meyer et al., 1993)
- OCB (Bettencourt, 2007)

Planned actions:

- Socially Desirable Responding (Steenkamp et al., 2010)
- Enps

5.3 CRITERION-RELATED VALIDITY (PHASE 5)

= Refers to the extent to which an operationalization of a construct relates to or predicts a theoretical representation of the construct

Concurrent validity

= To what extent the results are consistent with current available criterion data

Actions:

- Link the objective data to the survey responses
- Experiment
- Self-reported measures

5.4 PHASE 5: NOMOLOGICAL NETWORK

= Is a representation of the concepts (constructs) of interests in a study, their observable manifestations, and the interrelationships among and between these constructs

Personality traits

- Extraversion
- Conscientiousness

Perceived organizational work environment

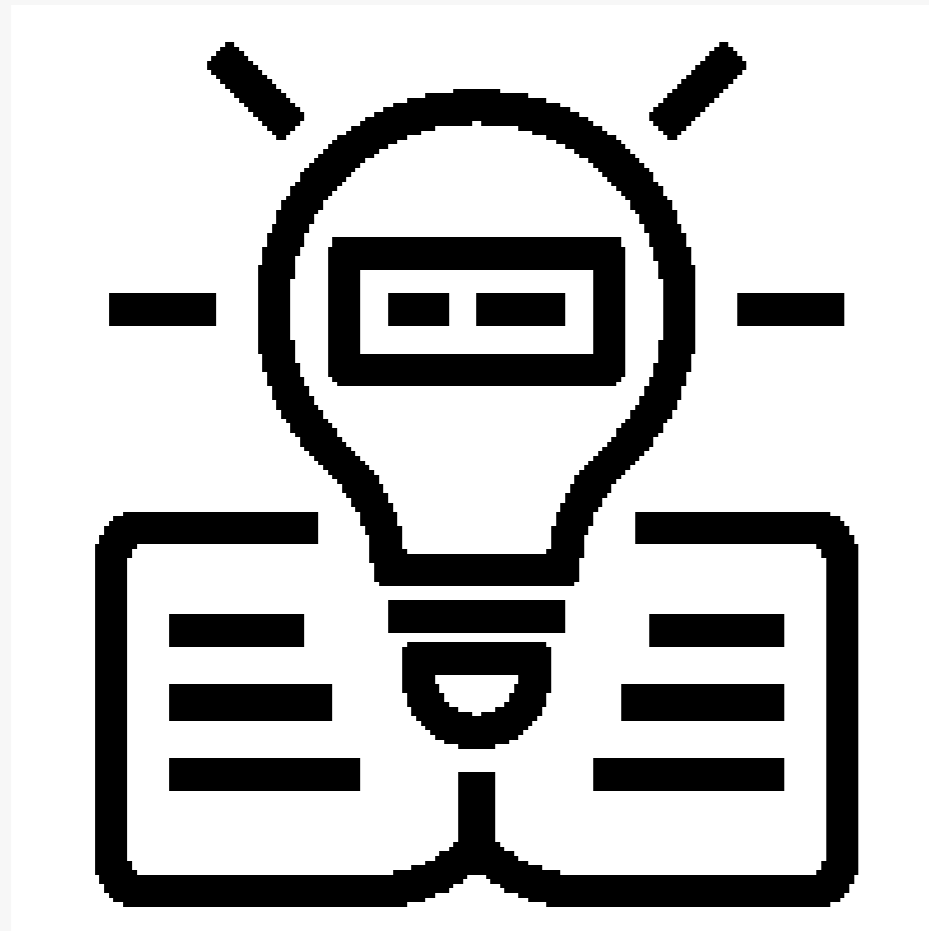
- Job satisfaction
- Turnover intention
- Organizational attractiveness

The work context

- Perceived organizational support
- Work demands
- Laissez-faire leadership

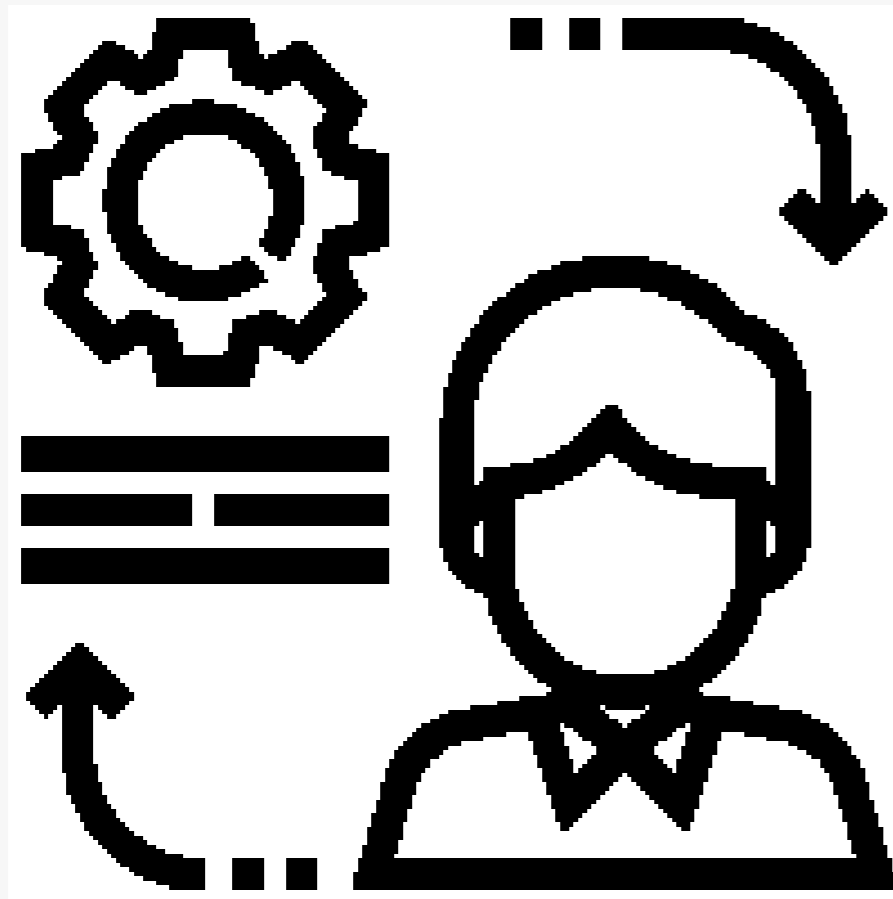
6. DISCUSSION

6.1 MAIN FINDINGS AND THEORETICAL CONTRIBUTIONS



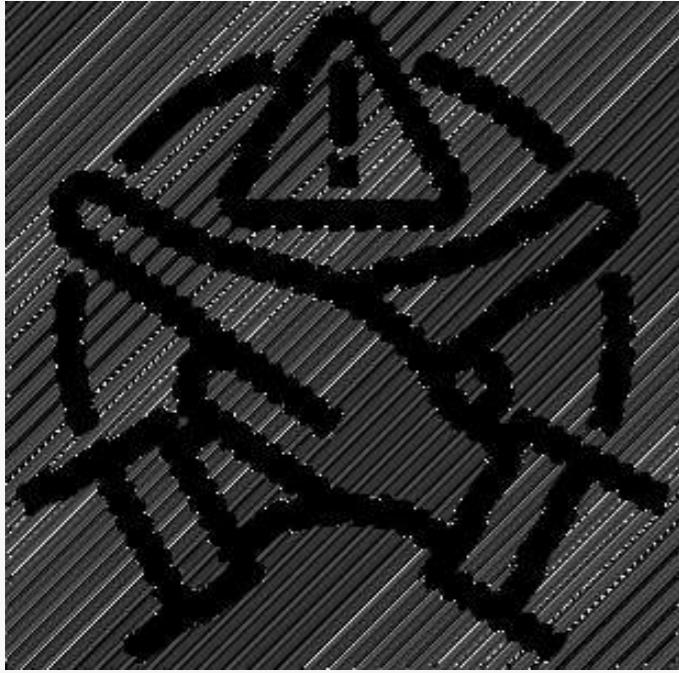
1. Offers a new, robust, and valid tool to measure the construct
2. Shows the multidimensionality and underlying structure of employee ambassadorship
3. Provides insight into the nomological network

6.2 PRACTICAL CONTRIBUTIONS

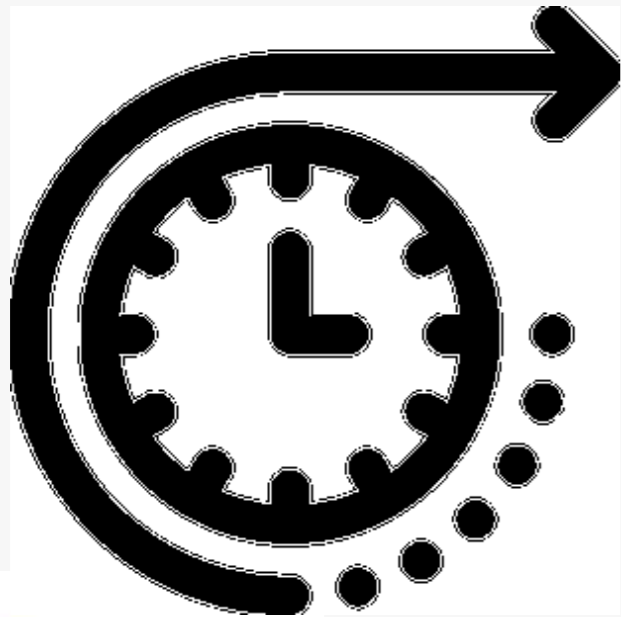


1. Diagnose and evaluate the state of the employee ambassadorship in the organization
2. Assist organizations to develop a plan of action

6.3 LIMITATIONS AND FUTURE RESEARCH



1. Self-reported measure
2. The length of the scale
3. Not able to claim causality



1. Accomplishing a work environment that encourages employee ambassadorship
2. Explore the potential benefits and cost on performance and well-being

Marthe Rys

Ph.D. Student

Marketing, Innovation, and Organization

E Marthe.Rys@ugent.be

M +32 479 60 64 81

www.ugent.be

 Universiteit Gent

 @ugent

 @ugent

 Ghent University

- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*.
- Baumgartner, H., & Weijters, B. (2019). Measurement in marketing. *Foundations and Trends in Marketing*, 12(4), 278-400.
- Cammann, C., Fichman, M., Jenkins, G. D. Jr., & Klesh, J. R. (1983). Assessing the attitudes and perceptions of organizational members. In Seashore S. E., Lawler E. E. III, Mirvis P. H., Cammann C. (Eds.), *Assessing organizational change: A guide to methods, measures, and practices* (pp. 71-138). New York: Wiley
- Donnellan, M. B., Oswald, F. L., Baird, B. M., & Lucas, R. E. (2006). The mini-IPIP scales: tiny-yet-effective measures of the Big Five factors of personality. *Psychological assessment*, 18(2), 192.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. and Tatham, R.L. (2006), *Multivariate Data Analysis*, Vol. 6, Pearson Prentice Hall, Upper Saddle River, NJ.
- Hilgard, E. R. (1980). The trilogy of mind: Cognition, affection, and conation. *Journal of the History of the Behavioral Sciences*, 16(2), 107-117.
- Hinkin, T. R. (1995). A review of scale development practices in the study of organizations. *Journal of management*, 21(5), 967-988.
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational research methods*, 1(1), 104-121
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of applied psychology*, 87(1), 131.
- Lievens, F., & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual Review of Organization Psychology and Organizational Behavior*, 3(3). 407-440.
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- Nunnally, B., & Bernstein, I. R. (1994). *Psychometric Theory*. New York: Oxford University.
- Steenkamp, J. B. E., De Jong, M. G., & Baumgartner, H. (2010). Socially desirable response tendencies in survey research. *Journal of Marketing Research*, 47(2), 199-214.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63(1), 539-569.
- Wang, S. (2017). *Research on the Influence of Employer Brand on Employees' Work Performance*. Shandong University of Finance and Economics.
- Wille, L., Van Hove, G., Weijters, B., Rangarajan, D., & Carpentier, M. (2018). To Be Yourself or to Be Your Ideal Self?. *Journal of Personnel Psychology*.

TABLES: RESULTS EFA – FACTOR ANALYSIS

Item	Employer Brand Affective Connection	Employer Brand Knowledge
Our employer brand has a great deal of personal meaning for me	.91	
I feel emotionally involved with our employer brand	.90	
I feel connected to our employer brand	.88	
I feel emotionally committed to our employer brand	.81	
I know what our employer brand stands for		.91
I have a clear sense of the meaning of our employer brand		.90
I am well aware of the values represented by our employer brand		.83
I am aware of the content of our employer brand communication		.54

TABLES RESULTS EFA – PART 2

Item	Employer Brand Consistent behavior	Employer Brand Relevance
I pay attention in my daily work that my behavior is in line with our employer brand.	.81	
I live up to our employer brand values when performing my daily work	.78	
I fulfill my daily work in line with our employer brand	.77	
In my daily work, I try to behave consistently with our employer brand	.76	
I believe that our employer brand helps to attract new employees to my organization		.81
I believe that our employer helps my organization to hire the best talent		.73
I believe that our employer brand supports the growth of my organization		.67
I believe that our employer brand helps to retain employees		.60

TABLES RESULTS EFA – PART 3

Item	Employer Brand Citizenship Behavior
I would spread my organization's job vacancies to people I know	.86
I would help my organization with recruitment activities	.82
I would recommend my organization as an employer to others	.50
I would participate in activities or events to promote my organization's employer brand	.37

TABLES RESULTS CFA – PART 1

Item	Employer brand Affective Connection	Employer Brand Knowledge
Our employer brand has a great deal of personal meaning for me	.90	
I feel emotionally involved with our employer brand	.91	
I feel connected to our employer brand	.92	
I feel emotionally committed to our employer brand	.90	
I know what our employer brand stands for		.89
I have a clear sense of the meaning of our employer brand		.86
I am well aware of the values represented by our employer brand		.87
I am aware of the content of our employer brand communication		.80

TABLES RESULTS CFA – PART 2

Item	Employer Brand Consistent Behavior	Employer Brand Relevance
I pay attention in my daily work that my behavior is in line with our employer brand.	.83	
I live up to our employer brand values when performing my daily work	.81	
I fulfill my daily work in line with our employer brand	.82	
In my daily work, I try to behave consistently with our employer brand	.85	
I believe that our employer brand helps to attract new employees to my organization		.81
I believe that our employer helps my organization to hire the best talent		.83
I believe that our employer brand supports the growth of my organization		.80
I believe that our employer brand helps to retain employees		.76

TABLES RESULTS CFA – PART 3

Item	Employer Brand Citizenship Behavior
I would spread my organization's job vacancies to people I know	.84
I would help my organization with recruitment activities	.75
I would recommend my organization as an employer to others	.90
I would participate in activities or events to promote my organization's employer brand	.68

TABLES – AVE/CR

	CR	AVE	$\sqrt{\text{AVE}}$	MSV	ASV
EBK	.91	.72	.85	.33	.26
EBR	.85	.59	.77	.46	.33
EBAC	.95	.86	.91	.46	.37
<u>EBCoB</u>	.91	.72	.85	.30	.25
<u>EBCiB</u>	.83	.56	.75	.42	.28

Note. CR = Composite Reliability; AVE = Average Variance Extracted; $\sqrt{\text{AVE}}$ = Root square average variance extracted; MSV = Maximum Shared Variance; ASV = Average Shared Variance; |