

Exploring Employee Advocacy in Algerian Organizations: Empirical Insights

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Abstract:

This study examines employee advocacy in Algerian organizations amid rapid technological advances and social change, with special emphasis on social media's amplifying role. Using a descriptive design, we surveyed 111 Algerian employees via an online questionnaire. Findings reveal that, overall, employees report satisfactory levels of job satisfaction, organizational identification, and social-responsibility awareness, despite identifiable gaps in internal communication and clarity of organizational values. Moreover, while many employees demonstrate readiness to defend and promote their organizations—particularly through interpersonal encouragement and reputation management—their willingness to share positive content on personal digital channels and their intention to remain long-term vary notably. These results suggest that, although employee advocacy is gaining traction as a strategic asset in Algerian workplaces, organizations must bolster internal communication, articulate core values more clearly, and address retention drivers to fully harness their workforce as brand advocates.

Keywords: employee advocacy, algerian organizations, internal communication, organizational identification, employee satisfaction

1. INTRODUCTION

Organizations today are experiencing profound shifts driven by technological innovation and the proliferation of digital tools, especially within human resources management and organizational behavior. Consequently, the landscape of Organizational Citizenship Behavior (OCB) has expanded, with employee advocacy—voluntary promotion, recommendation, or defense of one’s employer—emerging as a focal construct in public relations and marketing scholarship (Thelen & Formanchuk, 2022). Although early OCB research recognized advocacy as employees acting as trusted information sources about their organization (Men, 2014), its explicit study within HR and digital contexts remains nascent.

The advent of social media has amplified employees’ capacity to advocate on behalf of their organizations, enabling them to share positive content and counter criticism on personal networks (Lee & Kim, 2021). Because such peer-generated messages often achieve wider reach and greater credibility than official corporate communications, both practitioners and researchers have turned their attention to the drivers of digital employee advocacy (Tranell et al., 2018). Evidence suggests that digitally active advocates confer competitive advantages by enhancing brand reputation, strengthening employer branding, and fostering stakeholder trust.

Despite its relatively recent rise, digital employee advocacy has attracted significant organizational interest due to its demonstrable benefits at individual and institutional levels—including higher engagement, improved retention, greater job satisfaction, stronger employer brand equity, boosted sales, and enhanced financial performance (Akgunduz, 2021; Walden, 2018). There is broad consensus that mobilizing employees as brand ambassadors will be critical to organizational success, highlighting the imperative to cultivate the internal resources and leadership practices that underpin advocacy behaviors.

This study addresses a notable gap by exploring digital employee advocacy within the Algerian context—a setting characterized by rapid

technological uptake and evolving social dynamics. It examines (1) the effectiveness of social media platforms in supporting advocacy, (2) the role of leadership in nurturing advocate behaviors, and (3) the influence of advocacy on workplace climate and external stakeholder relations. Accordingly, our guiding research question is:

To what extent do internal communication quality, social-media engagement, and leadership practices shape employee advocacy in Algerian organizations?

2. Theoretical background

2.1 Employee advocacy

Employee advocacy refers to both verbal (written or spoken) and non-verbal behaviors through which employees voluntarily promote, defend, or recommend their employing organization beyond the scope of formal job requirements. Such behaviors may be directed at external audiences—family, friends, consumers—or shared within the organizational boundary among colleagues. In digital contexts, advocacy encompasses positive commentary or reputation management on employees’ personal social-media accounts, as well as the dissemination of organization-related content through their own online channels (داود ذكي 2023 صفحة 8).

Michel (2016) characterizes employee advocacy as the voluntary promotion of an organization’s image or brand—whether inside or outside the workplace—via formal or informal means, particularly through digital media, thereby enhancing organizational reputation and stakeholder trust. Zieita frames it as employees assuming the role of part-time brand ambassadors, engaging in advocacy out of personal volition (2021، زيائتة). Thelen and Yue (2021) define it simply as an employee’s willingness to promote and recommend their organization, while Tsarenko et al. (2018) describe it as positive word-of-mouth directed at external stakeholders such as friends and family.

2.2 Literature Review

Research on employee advocacy has increasingly emphasized the

interplay of organizational communication, relational ties, and motivational factors in driving employees to share and defend their employer through personal channels. Lee and Kim (2021) pioneered an integrative framework grounded in relationship management and online behavior theories, identifying two critical antecedents of digital advocacy: the quality of internal communication and the strength of the employee–organization relationship. Surveying 419 full-time U.S. employees, they demonstrated that employees who perceive clear, timely, and participative communication, coupled with strong relational bonds, exhibit higher levels of self-enhancement, altruism, and enjoyment—intrinsic motivators that significantly increase the propensity to post organization-related content on personal social media platforms.

Complementing these findings, Abdel-Hamid and Saber (2022) examined advocacy within a high-stake healthcare environment, employing a descriptive-correlational design with 300 nurses at Assiut University Hospital. Their results revealed robust, statistically significant positive correlations among employee advocacy, organizational loyalty, and work engagement. Crucially, the study underscored the role of supportive leadership and positive internal relationships as foundational drivers not only of advocacy behaviors but also of broader retention outcomes, suggesting that advocacy and loyalty reinforce one another in fostering sustained employee commitment.

Early scholarship by Mourad (2011), though focused on motivational incentives rather than digital channels, offers a complementary perspective on fostering employee commitment. In his master’s thesis at Badji Mokhtar University, Morad assessed the impact of scientifically designed incentive policies on institutional loyalty among 86 workers in Souk Ahras (مراد) (2011). His findings confirmed that rigorously structured rewards and recognition schemes substantially enhance both loyalty and performance, implying that extrinsic motivators can create a fertile environment for voluntary advocacy when aligned with employees’ values and expectations.

Further elucidating the antecedents of advocacy, Lee et al. (n.d.) conducted a field study of Taiwanese flight attendants, leveraging structural

equation modeling to explore the linkages among employee advocacy, job satisfaction, and organizational commitment. Their work identified organizational innovation, supervisor support, and employee empowerment as salient predictors of advocacy behavior. Moreover, they established that heightened advocacy correlates positively with both job satisfaction and commitment, reinforcing the notion that advocacy is both a by-product and a driver of positive organizational outcomes.

Collectively, these studies highlight a multifaceted set of drivers—ranging from internal communication quality and relational dynamics to intrinsic motivators, leadership support, and structured incentives—that encourage employees to act as brand ambassadors in both physical and digital spheres. However, the preponderance of research has focused on North American, Middle Eastern healthcare, and East Asian aviation contexts. The present study extends this body of work by interrogating digital employee advocacy within Algerian organizations, where distinct cultural, institutional, and technological conditions may shape advocacy behaviors in hitherto unexplored ways.

3. Methodology

3.1 Research Design

This study adopted a descriptive research design to capture employee advocacy behaviors and their antecedents “in situ,” without researcher manipulation of variables (سعد عبد الرحمن، 2010، ص 112). Such a design is particularly well suited for mapping naturally occurring phenomena—here, employees’ voluntary promotion and defense of their organizations—and for generating accurate indicators of loyalty and engagement (عبيدات، 2004، ص 123).

3.2 Population and Sampling

The target population comprised employees working in Algerian organizations across multiple sectors. A mixed convenience and snowball sampling strategy was employed to ensure rapid data collection while expanding sample diversity (Angus, 2006, p. 313). Initially, the electronic questionnaire was distributed to professional contacts via Facebook and

e-mail; those recipients were then invited to forward the link to colleagues who met the inclusion criteria. In total, 111 usable responses were obtained.

3.3. Instrumentation

The survey instrument amalgamated validated scales from prior literature, each measured on a three-point Likert scale (1 = Disagree, 2 = Neutral, 3 = Agree):

- *Internal Communication Quality*: Adapted from Men & Stacks (2014), covering clarity of goals, channel effectiveness, employee participation, responsiveness, and meeting frequency.
- *Organizational Culture*: Five items assessing perceptions of well-being support, idea appreciation, teamwork, transparency, and sense of belonging.
- *Corporate Social Responsibility (CSR) Perceptions*: Based on Glavas & Kelley (2014), measuring employees' views on community programs, transparency in CSR reporting, pride in CSR participation, and resource allocation.
- *Employee Advocacy Behaviors*: Custom items gauging frequency of referrals, positive news sharing, reputation defense, participation in recruitment campaigns, and personal responsibility for organizational image.
- *Organizational Commitment & Intention to Stay*: Derived from Allen & Meyer (1990), evaluating willingness to exert extra effort, emotional attachment to organizational goals, and intention to remain despite external opportunities.

3.4. Data Collection Procedure

Data were collected over a four-week period in early 2025. Respondents accessed the questionnaire via a secure online platform; informed consent was obtained at the outset. To maximize response rates, two reminder messages were sent at one-week intervals.

3.5. Data Analysis

Collected data were exported to SPSS for analysis. Descriptive

statistics (means and standard deviations) were computed for each scale dimension to assess overall levels of communication quality, cultural satisfaction, CSR perceptions, advocacy behaviors, and commitment. The three-point Likert format allowed straightforward interpretation of agreement levels and facilitated comparison with extant studies.

4. Results

A total of 111 Algerian employees completed the questionnaire. Table 1 presents the mean scores (on a 1 = Disagree, 2 = Neutral, 3 = Agree scale) for each construct.

Table 1. Mean Scores and Interpretations

Construct	Mean Range	Interpretation
Internal Communication Quality	2.3–2.7	Moderate–Agree
Organizational Culture Satisfaction	2.2–2.9	Neutral–Agree
CSR Perceptions	2.3–3.0	Neutral–Agree
Employee Advocacy	2.2–2.9	Neutral–Agree
Intention to Stay & Commitment	1.9–2.8	Neutral–Agree

Internal Communication Quality

Mean scores ranged from 2.3 for “prompt responses to inquiries” to 2.7 for “participation in work-related decisions,” indicating generally acceptable communication practices but room for improvement in responsiveness and meeting regularity.

Organizational Culture Satisfaction

Employees rated “positive team spirit” highest (2.9) and “organizational concern for well-being” lowest (2.2), suggesting strong collegial bonds yet some ambiguity regarding support for personal welfare.

CSR Perceptions

The item “belief in the organization’s positive societal role” achieved the highest overall mean (3.0), while transparency in CSR reporting scored

2.3, reflecting generally favorable but uneven perceptions of social-responsibility initiatives.

Employee Advocacy

Readiness to “encourage new colleagues to integrate” (2.9) and to “defend the organization’s reputation” (2.8) were rated favorably, whereas “sharing positive news on personal accounts” (2.2) and “participation in recruitment campaigns” (2.3) were more moderate, indicating that interpersonal advocacy may be stronger than digital-content sharing.

Intention to Stay & Commitment

Commitment to organizational goals and willingness to exert extra effort both scored 2.8, whereas unconditional intention to remain—even if better opportunities arise—was notably lower (1.9), revealing potential vulnerability to turnover when external options present themselves.

Overall, these findings depict a workforce that generally supports and defends its organizations—particularly through interpersonal channels and relational behaviors—yet exhibits moderate engagement with advocacy via personal digital platforms and mixed long-term retention intentions.

5. CONCLUSION

The results demonstrate that employee advocacy in Algerian organizations is present and positively oriented but unevenly distributed across channels and behaviors. Strong internal communication, clear organizational values, and supportive collegial environments correlate with higher advocacy, especially in interpersonal settings. Conversely, lower scores on digital sharing and unconditional retention signal critical areas for managerial attention.

To leverage employee advocacy as a strategic asset, Algerian organizations should:

- ✓ Enhance Responsiveness: Improve feedback mechanisms to address inquiries promptly and schedule regular forums for idea exchange.
- ✓ Clarify Well-Being Support: Reinforce policies and visible actions

that demonstrate genuine concern for employee welfare.

- ✓ **Strengthen Digital Engagement:** Provide training and guidelines that empower employees to share positive organizational content confidently on personal platforms.
- ✓ **Bolster Retention Drivers:** Review career-development pathways and recognition systems to foster deeper emotional commitment and reduce turnover susceptibility.

By addressing these areas, organizations can more effectively cultivate a cadre of engaged brand ambassadors—both online and offline—thereby enhancing reputation, stakeholder trust, and competitive positioning.

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