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**THE ROLE OF EMPLOYEE ADVOCACY TOWARDS BUILDING ORGANISATIONAL REPUTATION IN THE AGE OF SOCIAL MEDIA**Vasantha Kumari.K <sup>\*1</sup>, Lubna Ambreen<sup>2</sup>, Praveen Gujjar<sup>3</sup>, Dhakshitha B K<sup>4</sup>, Divya G<sup>5</sup>, Nikitha.K<sup>6</sup><sup>1</sup>Seshadripuram First Grade College, Post Graduate Department of Commerce and Management, Bengaluru<sup>2,3</sup>Faculty of Management Studies JAIN (Deemed-to-be University) Bengaluru, India<sup>4</sup>Research Scholar, School of Management, CMR University, Bengaluru, India<sup>5</sup>Vyasa PU College, PGT for Economics, Bengaluru<sup>6</sup>Research Scholar, CMS Jain (Deemed to be University), Bengaluru\* Corresponding author email address: [vasantha.ajaykumar@gmail.com](mailto:vasantha.ajaykumar@gmail.com)DOI: <https://doi.org/10.59415/mjacs.v3i4.266> | ARK: <https://n2t.net/ark:/26340/MJACS.v3i4.266>

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**Abstract**

With the rise of social media, employees have turned into brand ambassadors of companies as influential figures, creating and disseminating public opinion and organizational reputation. The present study tries to explore the degree to which certain in-house communication approaches by, transparency, openness, empowerment, and recognition, trigger employee advocacy in Indian organizations. Based on relationship management and communication theory, this study also investigates the mediating role of employee engagement and the moderating influence of social media usage in this relationship. The research approach is quantitative and based on survey data gathered from 420 samples from permanent Indian employees from various industries. This research seeks to identify how emotionally committed employees, helped by effective internal communications, will have a better chance of posting positive tweets regarding their business and hence promote its reputation. The research also examines whether the frequency and intensity of social media use confirm this advocacy-reputation linkage. This study adds to the literature on employee advocacy by synthesizing communication practice, engagement, and social media activity, providing practical recommendations for organizations wanting to develop reputational capital through employees in digitally networked spaces.

**Keywords:** Employee Advocacy, Organizational Reputation, Internal Communication Strategies, Employee Engagement, Social Media Usage, Indian Workplaces, Relationship Management, Digital Behavior.

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**1. Introduction**

Employees have traditionally been seen as powerful brand ambassadors and unappointed representatives of organizations, whose personal messages are more credible than official company statements (Men & Stacks, 2021). With the rapid growth of digital and social media platforms, employees' positioning as organizational champions has gained strength. Their constructive role in sharing positive organizational messages or coming to the defense of their employers on the internet may offer a critical competitive edge (Miles & Mangold, 2022). This has come with increasing demand to study what drives employees to adopt advocacy behaviors online, particularly against the background of the potentially enormous effects such behaviors can have on firm reputation (Kim & Rhee, 2023; van Zoonen et al., 2022). Employee social media support is perceived as more genuine and trustworthy compared to company messages transmitted directly (Smith et al., 2024). Such authenticity perceived on behalf of the organization leads to establishing a stronger reputation and stakeholder relationship with external publics (Walden, 2021). Subsequently, more researchers and professionals now identify the importance of strategically managing employees' supportive behaviors on social media platforms (Johnson & Lee, 2023). Central to facilitating employee advocacy is the organizational internal communication strategy. Symmetrical, open, and empowering communication practices were found to foster high-quality betweenness between employees and the organization, thus enhancing employees' propensity to exchange positive organizational content (Kang & Sung, 2021; Lee, 2023). These types of communication are useful in building trust, commitment, and satisfaction among the employees, being internal drivers to voluntary advocacy behavior (Pérez-Pérez et al., 2022).

Employee engagement is therefore an intervening variable of key significance in this process. The affectively and cognitively engaged employee will be more likely to demonstrate advocacy behavior such as disseminating messages of positivity and defending the organisation on social media (Verčič & Špoljarić, 2023). There is a strongly supported relationship between internal communication and employee engagement; transparent communication fosters inclusivity, increasing levels of engagement (Men et al., 2022). The level of social media use by employees has a strong moderating influence on organizational reputation influenced by employee advocacy. Employees who use social media will become advocates if they are both enabled and encouraged to do so by their organizations (Forbes Communications Council, 2025). Employee advocacy campaigns and open social media policies have been suggested as crucial organizational practices to ignite the optimal results from employee advocacy campaigns (Brown & Taylor, 2024). In India, with digitalization and social media penetration continuously on the rise, organizations stand with a clear opportunity to leverage employee advocacy for reputation management (Rao & Gupta, 2023). The nation's vast and varied labor force is more technologically knowledgeable and active on a range of social media, and therefore internal communication practices are especially significant to develop worker advocacy. However, there is a lack of empirical research that investigates the function of internal communication and staff commitment in directing advocacy behaviors and organizational image among Indian organizations (Sharma & Mehta, 2024). This research fills this lacuna by examining how certain internal communications initiatives in this case, openness, transparency, empowerment, and recognition influence employee advocacy among Indian companies. This research also examines employee engagement as a mediator of this relationship as well as the moderating role of social media usage on the relationship between advocacy and organisational reputation. By gathering and analyzing employee data from various Indian industries, this study seeks to offer practical insights on how organizations can strategically support their reputation through internal communication and employee engagement, particularly with social media's emergence. It is hoped that the findings will theoretically and practically contribute to organizational communication and reputation management fields, providing practitioners with knowledge of how they can maximize employee advocacy in an age of networks.

## **2.0 Literature Review**

The evolution of social media has had a profound impact on the terrain of organizational reputation management. With information increasingly decentralized and workers acquiring the power to voice themselves in public spaces, the internal and external edge of communication tends to get blurred. Workers, who typically are credible and genuine sources of information, have become powerful brand ambassadors (Kim & Rhee, 2023). This literature review invokes 2021-2025 recent studies to explore the interrelated functions of internal communication, employee engagement, employee advocacy, and organizational reputation, in a mediated-moderated framework.

### **2.1. Internal Communication as a Strategic Enabler**

Internal communication plays a significant role in influencing employees' attitudes and behavior towards the organization. When employees are informed, engaged, and empowered by means of strategic communication practices, they will behave in ways that lead to organizational outcomes (Santos et al., 2023). Internal communication with such characteristics has openness, transparency, legitimacy, empowerment, and dialogue (Thelen & Men, 2020). Arif et al. (2023) study concluded that organizations possessing clearly defined and two-way communication systems are linked with better quality psychological contracts among employees and organizations, leading to greater trust and loyalty. It thus aids a culture of employees being more likely to communicate their organization's message outside, especially on social media. Based on Social Exchange Theory, internal communication is a precursor to employee advocacy in the sense that, if companies invest in open and two-way communication, staff interpret such communication as organizational support, motivating them to reciprocate in positive ways (such as advocacy) (Kang & Sung, 2021). However, it is not always a cause.

### **2.2. Organizational Reputation and Employee Advocacy**

Employee advocacy is employees voluntarily promoting or speaking up on behalf of their organization to external parties. It involves a continuum of activities from posting company content on social media to advocating for the organization in public forums. Advocacy is not just a tool for promotion but a strategic move that affects stakeholders' impressions, public confidence, and reputation over time (Smith et al., 2024). There is a connection between advocacy and reputation. Employees build positive and genuine experience, and the firm is thereafter seen as open, credible, and human by stakeholders (Lee, 2023). This understanding adds a lot to business reputation, especially in the service sectors where human capital is the foundation of brand experience. According to the viewpoint of Signaling Theory, employee advocacy is one such signal to outside parties about the wellness, culture, and leadership practices of an organization (Johnson & Lee, 2023). Employee positive messages are informal but strong advocates for the organization.

### **2.3. Social Media**

Social media use constitutes a two-scaled and dual-function role—facilitating advocacy but endangering. The nature and degree of an employee's social media use significantly modulate the effect of advocacy on firm reputation. Lee and Kim (2021) presume that actively and positively engaged employees, who interact with an organization's posting on their personal social media, generate more visibility and credulity for the firm. This is however dependent on organizational support infrastructures, including digital literacy education, training, and social media policies (Brown & Taylor, 2024). Workers who are uncertain about what content to post may be hesitant to speak up or may inadvertently harm the brand. Uses and Gratifications Theory is utilized to explain this process. Employees become social media champions when personal objectives—such as recognition, identity building, or career visibility—are consistent with organizational goals (Forbes Communications Council, 2025). Use of social media thus mediates how strong the relationship between employee advocacy and organizational reputation.

#### **2.4. Talent Management and Advocacy Readiness**

Though not an actual component of the advocacy model, talent management processes (recognition, career development, empowerment) spur overall employee readiness to serve as advocates. Mohammed et al. (2020) contend organizations with good human capital development strategies create engaged and active employees. This is supported by recent employer brand research that sees employee development as the key to retention and advocacy.

#### **Research Gaps and Opportunities**

In spite of increasing academic focus on employee advocacy and organizational reputation implications, there are still some notable research gaps with a focus on the dynamic digital communication environment.

First, while many studies have confirmed that employee advocacy has a positive impact on organizational performance, few empirical studies longitudinally explore the long-term impact of the effect of such advocacy on organizational reputation. Much of the available research uses the cross-sectional approach, which is unable to capture the long-term consequences of advocacy behavior or whether and why reputation changes as a result of them (Kim & Rhee, 2023; Santos et al., 2023).

Second, even though social media overall is well known to be a strong driver of employee advocacy, there is no such qualitative insight into platform-specific relationships. No comparative research exists yet on how various platforms—i.e., LinkedIn (professional), Instagram (image-based), or internal enterprise networks—affect the tone, reach, and credibility of employee advocacy campaigns (Lee & Kim, 2021; Forbes Communications Council, 2025).

Third, employee advocacy ethical concerns are not as yet adequately researched. Since there is no end to organizational prodding of employees to share workplace content, clarity must be given to the distinction between voluntary and coerced advocacy, and how transparency, authenticity, and trust problems affect employee motivations and public sentiment (Verčič & Špoljarić, 2023).

Fourth, few empirical studies have been conducted on the mediating processes and moderation variables driving the advocacy-internal communication relationship. Even though previous studies have indicated that employee behavior is influenced positively by internal communication approaches like openness, transparency, empowerment, and recognition, the mediation role of employee engagement and how employees' usage of social media does or does not enhance or antagonize the linkage between employee advocacy and organizational reputation is a gap area (Men et al., 2020; Arif et al., 2023).

#### **Research Question**

The current research provides an aim to fill these research gaps by investigating the attempt to answer the following research question:

RQ1: "To what degree do certain internal communication behaviors (transparency, openness, empowerment, and recognition) shape employee advocacy, and how does this impact organizational reputation, given the mediating influence of employee engagement and the moderating influence of social media use?"

#### **Conceptual Framework and Development of Hypotheses**

##### **2.4.1 Conceptual Framework**

Informed by Relationship Management Theory and the Symmetrical Communication Model, the conceptual framework here investigates the mechanisms through which internal communication strategies affect organizational reputation through a chain of employee-centered processes.

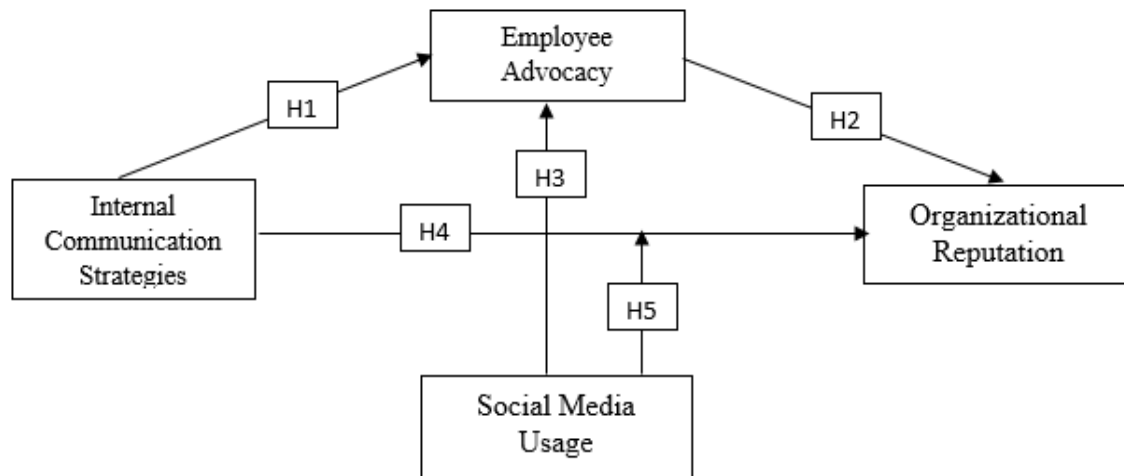


Fig: Conceptual Framework

### Development of Hypotheses

*H1: There is a positive relationship between employee advocacy and internal communication practices.*

Rationale: Effective internal communication practices—i.e., openness, transparency, and gratitude are the drivers of employee and organizational trust, psychological alignment, and therefore advocacy behavior (Santos et al., 2023).

*H2: Organizational reputation is related to employee advocacy.*

Rationale: Workers openly advocating and sharing their organization on social media are trustworthy information providers, and this generates stakeholder trust and organizational reputation (Lee & Kim, 2021; Thelen, 2022).

*H3: Social media use mediates the effect of employee advocacy on organizational reputation, in that the effect is greater when social media use is high.*

Rationale: Intentional employee participation in social media makes their advocacy activity more visible and effective, thus more influential in determining organizational reputation (Men et al., 2023).

*H4: Internal communication tactics are positively correlated with organizational reputation.*

Rationale: Authentic and motivating internal communication has direct influence on stakeholder perception via the creation of internal alignment and coordinated external messaging (Arif et al., 2023).

*H5: Social media use mediates the relationship between employee advocacy and internal communications plans so that the relationship is tighter when social media use is high.*

Rationale: Social media offers spaces where employees can send organizational favor; therefore, even the most effective communications plans reap more advocacy when the employees are on social media (Santos et al., 2023; Dreher, 2022).

### 3.0 Methodology

#### Participants and Data Collection

This current study used a systematic survey conducted online to investigate the dynamics between internal communication strategies, employee advocacy, and organizational reputation in a social media environment. The data were gathered within a one-week period in 2024 through a Qualtrics-panel-administered panel. The population of interest included full-time employees from a range of industry verticals working in the India and regular users of social networking sites like Facebook, Twitter, and Instagram. Inclusion criteria necessitated that participants be working full-time currently and employ personal social media accounts. The informed consent was secured before taking part, and the ethical clearance was acquired from the Institutional Review Board (IRB) of the university. Pretest, with Amazon Mechanical Turk was used to refine item wordings, survey logic, and timing. Participants in pretest were not included in the final analysis. The final sample included: 122 participants (49% male, 51% female). The majority had at least a bachelor's degree (80.5%), and about 45% were managers. About 44% had worked in their organization for more than ten years. Industries included healthcare (14.1%), manufacturing (13.1%), education (10.3%), finance/accounting (10.3%), and professional services (8.4%).

#### Measures

All measures in the study were measured via previously validated measures and rated on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree). Internal Communication Strategies (Independent Variable) were assessed with six items based on Dozier et al. (1995). The items examined the degree to which the company's internal communication is symmetrical, open, and solicitous of feedback. A sample item is, "Communication in our company is two-way and encourages feedback." The scale showed high internal consistency, Cronbach's alpha = 0.91. Employee Advocacy (Mediator) was measured with three items adapted from Kim and Rhee (2011) and Walden and Westerman (2018). The measure captured the intention of employees to post compliments regarding their organization on social networking sites. An example of a sample item is, "How likely are you to post positive comments about your company on SNS?" Scale reliability was established with a Cronbach's alpha of 0.88. Organizational Reputation (Dependent Variable) was assessed using adapted items capturing employees' perceptions of the organization's reputation as constructed via internal and external communication. Sample items were, "People outside the organization perceive it as trustworthy and reputable." Internal reliability of this scale was also achieved with a Cronbach's alpha of more than 0.85. Control Variables were gender, age, job title, and social media usage frequency by participants since these control variables would affect employee online behavior and communication, as Bolton et al. (2013) also concluded.

#### 4.0 Data Analysis

To establish the reliability of the scales, Cronbach's alphas were obtained for all the constructs. All scales were seen to be highly consistent internally with the alpha coefficients being above the recommended 0.80 cut point. This confirms that the items on each scale measure the constructs reliably. Analysis of data continued by employing a two-step Structural Equation Modeling (SEM) approach as proposed by Anderson and Gerbing (1988), as well as Mplus software. Step one was confirmatory factor analysis (CFA) to confirm the measurement model. The model fit the data well, as supported by several fit indices: chi-square statistic  $\chi^2(417) = 1088.431$ , Comparative Fit Index (CFI) = 0.954, Root Mean Square Error of Approximation (RMSEA) = 0.062 (90% CI [0.057, 0.067]), and Standardized Root Mean Square Residual (SRMR) = 0.046. In addition, all factor loadings were greater than 0.50 and significant statistically and confirmed the convergent validity of measures applied in this study. In the second step, the structural model was fitted to evaluate the hypothesized relationships between internal communication strategies, employee advocacy, and organizational reputation. Findings confirmed Hypothesis 1 (H1), demonstrating that internal communication strategies positively and significantly influence employee advocacy behaviors on social media (standardized path coefficient  $\beta = 0.960$ ,  $p < 0.001$ ). This demonstrates that two-way, open, and responsive internal communication is key in stimulating employees to become actively involved in advocating for their organization. Hypothesis 2 (H2) was also confirmed, which established that employee advocacy tends to create positive organizational reputation mainly (standardized path coefficient  $\beta = 0.103$ ,  $p = 0.009$ ). This suggests that positive words by the employees for their company on social media contribute to positive external views of the organization. In addition, mediation analysis revealed that employee advocacy partially mediates the relationship between internal communication strategy and organizational reputation. The indirect effect of internal communication on organizational reputation through employee advocacy was significant statistically (standardized indirect effect = 0.098,  $p = 0.009$ ). This indicates that effective internal communication not only impacts directly but also enables employee-led advocacy, which impacts how the organization is perceived by external publics. Cumulatively, these results underscore the importance of internal communication in fostering employee engagement and advocacy required to create and sustain a robust organizational reputation in this digital and social media era.

#### Measurement Model Validation

The initial step of the analysis was to carry out a Confirmatory Factor Analysis (CFA) through Mplus for validating the measurement model. CFA fit showed a perfect fit for the data where the most important fit indices either satisfied or surpassed the recommended cutoff values. Particularly, the chi-square statistic was  $\chi^2(417) = 1,088.431$ , Comparative Fit Index (CFI) was 0.954, Root Mean Square Error of Approximation (RMSEA) was 0.062 with a 90% confidence interval of between 0.057 and 0.067, and the Standardized Root Mean Square Residual (SRMR) was 0.046. All these indices are excellent overall model fit since they are consistent with accepted standards (CFI > 0.90, RMSEA < 0.08, and SRMR < 0.08). Also, all factor loadings of the factors were statistically significant ( $p < 0.001$ ) and greater than 0.50, thus establishing the convergent validity of the measurement constructs.

#### Structural Model Analysis

After establishing the measurement model, the structural model was also verified to test the proposed relationships between the research variables. The findings supported both primary hypotheses. On the one hand, internal communications strategies were shown to have a significant and positive impact on employee advocacy, with its standardized path coefficient being 0.960 ( $p < 0.001$ ). This emphasizes that open, two-way, and responsive communication within an organization encourages employees to share positive opinions and endorsements of their company on social media voluntarily. Employee advocacy also contributed significantly, though smaller in magnitude,



to organizational reputation with a standardized path coefficient of 0.103 ( $p = 0.009$ ). It implies that the workers who are involved in representing and advocating for their organization on the internet have a significant role to influence positive outside attitudes toward the organization.

| Path  | Standardized Coefficient ( $\beta$ ) | p-value | Hypothesis Support |
|---|--------------------------------------|---------|--------------------|
| Internal Communication → Employee Advocacy        | 0.960                                | < 0.001 | Supported          |
| Employee Advocacy → Organizational Reputation     | 0.103                                | 0.009   | Supported          |
| Indirect Effect (Mediation via Employee Advocacy) | 0.098                                | 0.009   | Partial Mediation  |

### Mediation Analysis

Additional mediation analysis tested whether employee advocacy is a process by which organizational reputation is shaped by internal communication strategies. Findings showed that employee advocacy partially mediates the relationship, and its indirect effect was statistically significant (standardized indirect effect = 0.098,  $p = 0.009$ ). This implies that internal communication positively affects organizational reputation directly but partially through employee advocacy activity on social media.

**Table1: Measurement Model Fit Indices**

| Fit Index           | Value               | Recommended Threshold |
|---------------------|---------------------|-----------------------|
| $\chi^2$ (df = 417) | 1,088.431           | Lower is better       |
| CFI                 | 0.954               | > 0.90                |
| RMSEA               | 0.062 [0.057–0.067] | < 0.08                |
| SRMR                | 0.046               | < 0.08                |

### 5.0 Discussion

The research in this paper sought to investigate the interaction between internal communication strategies, employee social media advocacy, and resulting impacts on organizational reputation. With a strong Structural Equation Modeling (SEM) framework, the research offers evidence regarding the key mechanisms through which internal communication affects not only employee behavior but also constructs external perceptions of the organization. This presentation encapsulates the main findings, contributions to theory, practical significance, and potential future research avenues.

*Internal Communication and Employee Advocacy:* The findings strongly support the hypothesis that employee advocacy behavior is significantly influenced by internal communication practices. With the standardized path coefficient of 0.960, it is an extremely strong positive relationship, meaning when the organizations have invested in open, two-way, and transparent communication, employees are inclined to feel engaged and motivated to advocate for their organization, especially on social media platforms. This discovery is consistent with and an extension of the established research of Dozier et al. (1995) and others highlighting the application of symmetrical communication as a pivotal force for internal stakeholder engagement.

Symmetrical communication creates a setting where employees are not just passive receivers of messages but contributing members of a conversation. Symmetrical communication promotes trust, uncertainty reduction, and a feeling of belongingness and ownership. Employees are thus likely to willingly disseminate good news about the organization among their social online networks as genuine brand advocates. Social exchange theory is called upon here in the notion that positive two-way employee-organization relations induce positive action such as advocacy. Since employees are always networked through social media in the modern age, this employee advocacy boosts organizational messaging and authenticity beyond the conventional marketing channels. Employee personal social networks tend to be comprised of family and friends and professional contacts who might more readily accept employee endorsements than official company communications. The strong power of internal communication for fostering employee advocacy thus has vitally significant ramifications for organizational reputation management as well as brand creation.

*Employee Advocacy and Organizational Reputation:* The test also proved a positive and statistically significant impact of employee advocacy on organizational reputation, though with a smaller effect size (standardized path coefficient =

0.103). This is also to be expected, as organizational reputation depends on enormously complex sets of both internal and external variables. However, the fact that the path is significant highlights the important role of employees as informal, though enormously influential, reputation agents in the digital public sphere. Active employee advocacy for organizations on the web is a force that builds public opinion, gains trust, and creates credibility. This supports reputation studies stressing the multi-dimensional character of reputation in sending signals through employees' words and actions. The low coefficient may indicate reputation building is an incremental process based on far-flung sources media, customer feedback, leadership visibility, and industry reputation—aside from employee advocacy. Even so, a small positive impact counts in the context of social media networks' viral and scaling power. Employees' created positive content can drive stakeholder perceptions, dampen disbelief, and offset damaging publicity. This therefore means that companies need to move beyond their employees as passive recipients of reputation management activity and view them as active co-creators of their brand reputation.

*Mediation Role of Employee Advocacy:* The mediation test also concluded that employee advocacy partially mediates the internal communication strategy-organizational reputation relationship. This result is informative in the sense that it shows us the mechanism by which internal communication is translated into bolstered external reputation. Whereas direct positive impacts on organizational reputation are made by effective internal communication, indirect impacts are made by virtue of employee advocacy behavior. This would suggest that internal communication pre-empts through creating employee engagement, confidence, and satisfaction that results in employees speaking positively and advocating about their organization. This advocacy supports the organization's reputation among other stakeholder groups outside. This partial mediation highlights the mutual dependence between organizational internal and external communication activities, pointing out that reputation management is not solely an external function but naturally occurring in the way organizations manage and communicate with their internal stakeholders. It resonates that employees act as boundary spanners to connect the internal culture with external perceptions.

#### **Theoretical Implications**

Theoretically, it adds to organizational behavior and communication scholarship. Empirically as well, the research validates the symmetrical model of communication, which suggests two-way, dialogue-oriented communication between the employer and employee. It also obscures the line between theory of internal communication and current knowledge of employee advocacy and reputation management during the social media age. The research also contributes to employee voice theory by directing focus towards social media advocacy as an important source of employee voice that has real organizational consequences. The research also contributes to reputation theory by adding internal antecedents and emphasizing employees' mediating role as dynamic reputation agents instead of passive corporate message deliverers.

#### **Practical Implications**

For communications professionals, the report provides worthwhile insights into how organizational internal communication can be tactically utilized to develop a robust digital presence via employee advocacy. When organizations have accessible lines of communication where feedback, transparency, and responsiveness are possible, these should be their topmost priorities. These practices can lead to an emotionally engaged workforce that is willing to share good experiences and champion the organization on social media. Internal communication managers are able to craft campaigns that mobilize employees as brand advocates through the dissemination of timely, genuine content and participation in organizational conversation. Employee advocacy can be enhanced by training and policy regarding use of the social media and storytelling. Furthermore, leadership has to recognize the twofold role of employees-as a contributor to an internal culture and as an external public representative. Through encouragement of this twofold role, organizations can establish increased trust and reputation in increasingly competitive and open markets.

#### **Limitations and Future Research**

In spite of the quality of research results, the study also has some limitations that identify areas for future research. First, the cross-sectional character constrains inferences of causality. Longitudinal studies would be in a better position to track dynamics and temporal ordering of internal communication, advocacy, and reputation building. Second, employee social media advocacy was mostly the concern of this study. Future research can potentially be extended to cover other employee voice channels and their effects on other organizational performance metrics, such as turnover, customer satisfaction, or revenues. Third, national culture and industry conditions could possibly mediate these effects. Future research can possibly explore to what extent these results can be applied across various geographic markets or industries. Lastly, qualitative research may give more insight into the particular communication processes and worker experiences that most influence advocacy behaviors.

## 6.0 Conclusion

This study highlights the central role of internal communication programs in influencing employee advocacy and hence organizational reputation. The research findings from this study indicate that open, two-way, and responsible communication within organizations significantly encourages employees to become great advocates for their workplace on social media. This intimate connection of employee advocacy with internal communication guarantees that the creation of open discussion and trust among employees not only enhances internal engagement but also engages employees as authentic brand ambassadors on the external online platform. Also, employee advocacy was found to have a huge and positive influence on how external stakeholders perceive the organization's reputation. While this impact was limited, it supports the vast importance of the employee role in co-creating and maintaining organizational image, particularly in an era where social media presence influences public perception. Mediation analysis further explains that internal communication both directly and indirectly affects organizational reputation through advocacy at the employee level, illustrating internal stakeholder management's interdependent complexity with resulting external reputation. These results reinforce that reputation management involves not only external communication but also should include robust internal communication practices activating the employees. Organizations aiming to build a solid and authentic reputation must therefore invest in communication approaches that promote employee voice, participation, and favorable digital word-of-mouth. Future studies can build on these results to examine various industries, cultures, and longitudinal effects in order to learn more from such correlations. This study, however, offers theoretical and practical results in that in the era of the internet, internal communication provides the foundation for building sustainable reputations through active worker participation.

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