

# **Drivers of online employee brand advocacy at**

## **CommScope**

An Internship Report for

Course code and Course Title: MBIR002 Final Internship Report

Credits: 8 Credits

Submitted in partial fulfilment of Masters Degree

MBA in Human Resource

by

**CRYSTAL CASSINDRA D'COSTA**

Roll No : 2110

Under the Supervision of / Mentor

**MS. TEJA KHANDOLKAR**

Goa Business School  
Discipline of Management Studies



**GOA UNIVERSITY**

Date: 29<sup>th</sup> April 2023

Examined by:



Seal of the School

### **DECLARATION BY STUDENT**

I hereby declare that the data presented in this Dissertation / Internship report entitled, " Drivers of online employee brand advocacy at CommScope" is based on the results of investigations carried out by me in the (Management Studies) at the Goa Business School, Goa University under the Supervision/Mentorship of Ms. Teja Khandolkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.



Crystal D'costa

Roll Number/Seat no: 2110

Management Discipline

Goa Business School. .

Date: 29<sup>th</sup> April 2023

Place: Goa University

## COMPLETION CERTIFICATE

This is to certify that the dissertation / internship report " **Drivers of Online Employee Brand Advocacy at CommScope**" is a bonafide work carried out by **Ms. Crystal Cassandra D'costa** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.



Ms. Teja Khandolkar  
Discipline of Management Studies

Date: 29<sup>th</sup> April 2023



Prof. Jyoti Pawar

Dean,  
Goa Business School

Date: 29<sup>th</sup> April

Place: Goa University



School Stamp

26<sup>th</sup> April 2023

**To Whomsoever It May Concern**

This is to certify that **Ms. Crystal Cassindra D'costa** has completed an Internship from 01-Mar-23 to the 26-Apr-23, at CommScope India Private Ltd., Goa as part of her **Master of Business Administration** course curriculum.

During her internship, she worked with the HR and L&D department.

During her tenure with us, she was found to be diligent in carrying out the duties assigned to her by her guide.

We wish her success in all her future endeavors.

**For CommScope India Pvt. Ltd**



**Aaron Lobo,  
Manager, HR**



## **ACKNOWLEDGEMENT**

The internship opportunity I had with CommScope India Private Limited was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many experienced people and professionals who led me through this internship period.

I would also like to convey my heartiest thanks to Mr. Ravi Rebello, Sr. Director, HR and Mr. Aaron Lobo, Manager HR, who allowed me to carry out my project at their esteemed organisation during the training.

I would like to use this opportunity to express my deepest gratitude to Ms. Anushree Edbor, HR specialist, L&D, who in spite of being extremely busy with her duties, took time out to hear, guide and keep me on the correct path and encouraged me through my project work.

I would also like to thank my mentor, Ms. Teja Khandolkar for giving necessary advice and precious guidance which were extremely valuable for my project work both theoretically and practically.

## Table of Contents

<b>PROFILE OF THE COMPANY .....</b>	<b>7</b>
<b>INTRODUCTION ON PROJECT TOPIC.....</b>	<b>7</b>
<b>LITERATURE REVIEW .....</b>	<b>8</b>
<b>Employer Branding.....</b>	<b>8</b>
<b>Employer Branding Outcomes .....</b>	<b>8</b>
<b>Employee Brand Advocacy .....</b>	<b>9</b>
<b>Online Employee Brand advocacy.....</b>	<b>9</b>
<b>Factors contributing to online employee brand advocacy.....</b>	<b>10</b>
<b>Employee engagement.....</b>	<b>10</b>
<b>Organisational identification.....</b>	<b>10</b>
<b>Accessibility .....</b>	<b>10</b>
<b>Knowledge .....</b>	<b>11</b>
<b>RESEARCH GAPS.....</b>	<b>11</b>
<b>RESEARCH QUESTIONS .....</b>	<b>11</b>
<b>RESEARCH OBJECTIVES .....</b>	<b>11</b>
<b>PROJECT METHODOLOGY .....</b>	<b>12</b>
<b>DATA ANALYSIS AND DISCUSSION.....</b>	<b>12</b>
<b>FINDINGS .....</b>	<b>20</b>
<b>CONCLUSION .....</b>	<b>23</b>
<b>RECOMMENDATIONS TO THE COMPANY.....</b>	<b>24</b>
<b>WORK DONE AND LEARNINGS DERIVED .....</b>	<b>26</b>
<b>ANNEXURE.....</b>	<b>30</b>

## PROFILE OF THE COMPANY

CommScope is an American network-based company and has its Headquarters located in Hickory, North Carolina. It is also located in the US, Canada, Asia Pacific, Central and Latin America, China, Europe, the Middle East, Africa, and India. They design and manufacture network infrastructure products. It has four business segments which are home network, broadband network, venue and campus network, and outdoor wireless network. CommScope combines technical expertise and proprietary technology with global manufacturing capability to provide customers with a high-performance wired or wireless cabling solution. They operate in 9 locations in India including Goa, Ahmedabad, Bangalore, Chennai, Hyderabad, Kolkata, Mumbai, New Delhi, and Pune.

To meet the growing demand for network infrastructure solutions in the Asia-Pacific region, CommScope unveiled expanded production capabilities at its Goa, India facility.

Opened in 1998, the 25,800-square-meter facility currently manufactures antenna and transmission cable products for CommScope's wireless business under the Andrew brand. It also includes an integrated warehouse, distribution, and customer support center. The facility produces CommScope's SYSTIMAX copper cabling, panels, and patch cords for its enterprise customers in India.

Goa is a prominent location in CommScope's global manufacturing and distribution network, and its strong manufacturing team and operational excellence provide benefits for business enterprise customers in India and throughout the region.

## INTRODUCTION ON PROJECT TOPIC

The modern age of electronic content and social media offers a rising variety of avenues for communication between workers and the general public and for initiating conversation about the brand of their employer. Because workers use their own personal connections and links to promote and defend the organization's brand in public, brand messages delivered by brand advocates or informal spokespersons are thought to be more efficient, credible, and neutral than those delivered by formal public affairs representatives of the organisation.

Employee brand advocacy has become a buzzword in internal marketing literature due to the employee's extraordinary increase in communication power in the social media era. This has increased the challenge for organisations to effectively manage the benefits and risks linked with employees expressing their opinions about their employer with other parties

Employees that promote their company's brand positively are referred to as brand ambassadors or brand advocates . Employee brand advocacy is described by Men (2014) as "the voluntary external promotion of organisation brand by employee." Because of this, the employee's brand-supporting actions have further improved the company's brand image, reputation, and customer happiness.

Today, finding and keeping the greatest personnel is the largest issue for organisations. The greatest talent may be attracted and retained by organisations with the help of brand advocacy (Mosley, 2015; Tanwar & Prasad, 2016). The limitations and restrictions for branding are no longer solely applied to products; organisations are also using branding to recruit and retain the finest talent. People now place greater faith in an organisation based on the recommendations of current employees. Employee brand advocacy has been linked to improved organisational performance and stability, according to literature

Employees that become brand ambassadors enable the organisation secure assets through talent retention as well as their own high levels of commitment, loyalty, and contentment with the company (Schweitzer & Lyons, 2008). Employers today realise that having a powerful, distinct, and clear employer brand is the best approach to stand out in the highly competitive job marketplace .

## **LITERATURE REVIEW**

### **Employer Branding**

Employer branding is thought to be the most effective approach for drawing in and retaining the best talent, and the idea is still developing and evolving. Although the idea has been around for almost 20 years, there is still no sign that it is a passing fad or a thing of the past (Backhaus & Tikoo, 2004; Tanwar & Prasad, 2017). In essence, the marketing of brands forms the theoretical basis of employer branding notion. Similar to how a brand can offer its customers functional, financial, and psychological benefits in the consumer market with the goal of attracting and keeping them, an employer brand can do the same for those who work for it in the employment market with the objective of appealing to and retaining them (Tanwar & Prasad, 2017). Barrow and Ambler first coined the phrase "employer branding" in 1996 by combining the principles of marketing a brand with management of human resources. Employer branding is described as the bundle of functional, economic, and psychological benefits that are offered through job prospects, and identified with the hiring firm. According to the study of Moroko and Uncles (2008), employer brands and consumer brands have a lot of similar features. Backhaus and Tikoo (2004) claim that the businesses set themselves apart from rival businesses by enhancing their employer brands and providing distinctive opportunities for employment. According to Ruch's study from 2002, the "employment experiences," which includes both concrete and intangible perks like pay and company culture, is the employer brand's main issue.

### **Employer Branding Outcomes**

Employers management of brands is utilised during internal hiring and recruiting procedures to create and modify various results and assets (directly and indirectly).2018 (Theurer et al.) An employer familiarity, perceptions of the employer image, employer identity, and consequently organisational attraction , job the pursuit of job intentions, and favourable pool of applicants are some of the proposed external (i.e. recruitment) outcomes (Backhaus and Tikoo 2004; Cable and Turban 2001; Celaniand Singh 2011). Employee loyalty, productivity, engagement, creativity, and reputational capital are some of the consequences of employer



brand management that are internally (i.e., among current employees) discussed (Backhaus and Tikoo 2004, Martin 2009a, Martinet al. 2011).

On an abstracted level current literature presents two types of assets related to capital as the desired results of employer brand signifying employer brand capital which is employee brand advocacy and brand image as an employer of choice along with reputational capital which is degree of corporate differentiation in terms of product or labour and legitimacy with their major stakeholders.

### **Employee Brand Advocacy**

Due to the rise in personal use of social networking sites, any employee using social media has the potential to establish connections with important stakeholders and this social media usage by employees gives a positive chance for firms. It is desired for workers to interact with their employer's brand in beneficial and constructive ways (Cervellon & Lirio, 2017). Employee branding is the process through which staff members absorb their employer's brand and present it to clients, prospective hires, and various other stakeholders (Miles & Mangold, 2004). The message recipients will have a favourable attitude towards the goods or services mentioned in the reviews if the online material is thought to be reliable. Employees can develop more successful promotional strategies by comprehending the potency and significance of persuading eWOM communications (Fulgoni & Lipsman, 2017). Businesses get far better outcomes if employees publish content on social networking sites, in addition to broadening their digital exposure (Holmes, 2015).

Employee advocacy for a brand is "the voluntary propagation of the organisation brand to outside stakeholders by employees," according to Men (2014). Employees that serve as brand ambassadors or unofficial spokespersons for the company have a greater impact on how the public perceives the company (Dozier et al., 1995). Employees who serve as unofficial representatives or brand advocates provide messages about the brand that are more successful, trustworthy, and unbiased when compared to official publicity communications of the organisation (Men & Stacks, 2013). This is because they leverage their personal connections to generate favourable word of mouth to advertise and safeguard the company's image in the public eye. Companies are urged to create carefully thought-out marketing messaging and upload only exceptional material to social media platforms. The individuals and groups that produce, share, and consume tweets, blogs, Facebook posts, movies, and images have moved the power away from those in business. Brands can be discussed with or without the approval of the relevant company. Companies need to decide whether they wish to take the rise of social media use and acceptance seriously and support those who work for them in participating in this interaction, or keep overlooking it (Barreda et al., 2015; Kietzmann et al., 2011).

### **Online Employee Brand advocacy**

Online employee advocates are vital, even while companies themselves may be found on social networking sites thanks to expert management of company profiles (Dreher, 2014; Miles & Mangold, 2014). Data imparted by personnel has a greater effect than data supplied explicitly by firms because people tend to view data supplied by other people as being more credible and reliable (Pornpitakpan, 2004; Schivinski & Dabrowski, 2016). Because their audience does not necessarily possess an association with the business on the internet, employees can also help

companies engage prospective customers and engage prospective employees (Dreher, 2014). Schivinski and Dabrowski (2016) add to the advantages by demonstrating that a person's social networking engagement has a favourable impact on brand equity and brand attitude, but a company's social media engagement solely affects brand perception. In a nutshell employee advocates for firms on the internet are becoming more and more crucial (Dreher, 2014; Kohli et al., 2015; Miles & Mangold, 2014; Schivinski & Dabrowski, 2016).

### **Factors contributing to online employee brand advocacy**

Employees need to be inspired to make use of their personal online platforms in support of the company because online employee advocacy may not come easily to them (Tsarenko et al., 2018).

Some of the factors that contribute to this as identified through research papers are:

#### **Employee engagement**

According to Frank (2015), workers won't act as advocates unless they have attained a particular degree of engagement. The degree of dedication and commitment that a worker has for their firm and its ideals can be characterised as their degree of engagement with the company (Anitha, 2014). Employees who get financial remuneration from their employer feel obligated to give back it, and one approach to do so is via engagement (Saks, 2006). It's critical to comprehend the factors impacting employee engagement in so that one can comprehend how a business might attain it. Anitha (2014) says in her study that group and coworker relationships, as well as the working setting, are the most important elements. This means that for employees to stay engaged, an encouraging work atmosphere and excellent relationships with other stakeholders of the company are essential.

#### **Organisational identification**

Employees who can identify with their employer will be more encouraged to participate in advocacy actions, according to Löhndorf and Diamantopoulos (2014). Thus, organisational identification can be an effective tool for influencing employees to become supporters. Solid identification fuels involvement since raising the significance of the company also raises the individual's worth and self-esteem. According to Löhndorf and Diamantopoulos, employees who strongly connect with the business and who also feel appreciated and backed by their manager will demonstrate higher levels of voluntary involvement. Employees are considerably more likely to support their companies if there is a good congruence between corporate and individual values, according to Tsarenko et al.'s (2018) research.

#### **Accessibility**

Another requirement for advocacy, according to Frank (2015), is that it be simple to advocate. Individuals must consequently have access to straightforward advocacy methods and avenues (Frank, 2015). Dreher (2014) emphasises this further by stating that all firms nowadays do not provide their staff with unlimited access to social networks. Additionally, channels for sharing content built expressly for software might be considered as crucial parts of employee advocacy

efforts (Frank, 2015). Additionally, according to Kohli et al. (2015), media departments ought to offer content for staff members to use on these platforms. Their investigation indicates that brand advocates are continually looking for occasions to promote the brand, thus it is critical to have the right materials and tools available (Kohli et al., 2015).

### **Knowledge**

One of the fundamental requirements for being an online advocate is having an understanding of online social networking usage (Dreher, 2014; Frank, 2015). Both Dreher (2014) and Huotari et al. (2015) contend that every worker should participate in continuing social media training sessions. Employees must comprehend how various platforms operate, social media hazards, corporate regulations, etc., as well as the advantages and chances associated with their engagement in social media. To increase participation and inspire participants, training sessions ought to be engaging and incorporate offline as well as online techniques (Dreher, 2014).

### **RESEARCH GAPS**

The majority of study on employer branding has generally concentrated on the activity as something relevant to two parties: the company as the provider of data, and potential or present workers as those who receive the data. The reality is that employer branding doesn't actually happen in a shielded sphere is an aspect that is left out of employer branding literature. When people outside the company are of the opinion that the company lacks credibility, they can always challenge the message portrayed and that is why it is necessary to build trust with those who will receive this message. Additionally, recipients interact with one another, which influences how they understand the message. While other research demonstrates that people frequently play both roles whenever it involves WOM interaction, studies on employer branding tend to focus on current employees as receivers rather as the carriers.

The majority of research articles have pointed out the fact that current employees who support the employer brand of the company have a significant impact on their coworkers, with advocates' statements being taken much more seriously than commercial ones. However, not much has been learned about what motivates advocacy in relation to employer brands in addition to what employees favour to tell others about their company.

### **RESEARCH QUESTIONS**

- What themes relating to the employer brand are employees at Commscope willing to advocate for?
- Which factors limit employee brand advocacy online?
- Which motivators support employee brand advocacy at Commscope?

### **RESEARCH OBJECTIVES**

- To explore the themes under the employer brand that employees are willing to advocate for.
- To identify the factors that limit online employee brand advocacy

- To identify the factors that motivate online employee brand advocacy

## **PROJECT METHODOLOGY**

The study's goal is to understand what motivates employee brand advocacy, and interviews were thought to be the most efficient way to collect information while also enabling an in-depth investigation of the occurrence under research. As a qualitative approach, the research will be used in order to comprehend what motivates employee brand advocacy.

Data were acquired using structured interviews, semi-structured theme interviews, and in-depth interviews that addressed each of the research objectives. The study was carried out utilising qualitative methodologies.

A structured interview with the in-charges of Talent Acquisition and Brand Marketing was held to gain a basic grasp of the employer branding techniques currently being used at CommScope which would then aid in giving recommendations to the company.

The primary research objective's study was conducted using theme interviews. Themes were predetermined and were uniform for all respondents. Theme interviews are a type of semi-structured interview to gain knowledge about people's perspectives according to Glatthorn (2000). The fact that theme interviews are a very adaptable mode of data collection while still enabling the acquisition of significant and profound insights constitutes one of their advantages. The themes used here center on Berthon et al.'s five-factor employer brand attractiveness framework. In-depth interviews were used to collect information for the study of the second and third research objectives, which looked at what drives and restricts employee brand advocacy online.

## **DATA ANALYSIS AND DISCUSSION**

The analysis of the questionnaire's open-ended responses and the interview data involved thematic analysis of the responses. Data was first divided into three cases, where the responses for the section of questions covering each of the three research objectives were put together. Data was coded separately and codes were developed and a thematic framework for each data set in the second and third objectives.

The selected approach is appropriate since it emphasizes emergent insights heavily. This is critical in a field like this that has received little study. According to Maxwell (2008), performing qualitative analysis that is completely inductive and has a liberal design might easily produce unappealing outcomes. As a result, having a conceptual framework that limits and directs the research in some way gives the research project structure.

The framework presented here consists of three layers representing each of the research objectives. The first layer represents the thematic topics of the employer brand advocacy content, and helps analyze which themes relating to the employer brand of the employer are employees at CommScope willing to advocate for both through word of mouth and online mediums. Employees are more likely to advocate content that relates to themes that resonate with them. However, even if the theme of the content resonates with the employee, they might still not advocate it. This is in part explained by limiting factors, represented in the second layer of the framework. This layer seeks to help understand which factors act as limiting

aspects for employer brand advocacy online. According to WOM literature certain factors encourage online advocacy and these motivating factors are studied in the third layer. Together, this framework provides a holistic outlook on the various factors that together form the various antecedents for employer brand advocacy online at CommScope.

While the first research objectives that is themes of employee brand advocacy were analysed using the existing framework of the five-factor employer brand attractiveness model developed by Berthon et al. (2005) , the other two objectives were analysed using thematic analysis to find out emergent themes from the in-depth interview's responses.

### **Employer Brand Advocacy Themes**

The framework of employer brand attractiveness model is presented in visual form below:

<b>Employee Brand advocacy themes</b>			
<b>Development</b> <ul style="list-style-type: none"><li>• Recognition</li><li>• Self Esteem</li><li>• Skill Enhancement</li><li>• Career Progression</li></ul>	<b>Interest</b> <ul style="list-style-type: none"><li>• Novel work practices</li><li>• Creativity</li></ul>	<b>Social</b> <ul style="list-style-type: none"><li>• Work environment</li><li>• Relationship with superiors</li><li>• Relationship with colleagues</li></ul>	<b>Application</b> <ul style="list-style-type: none"><li>• Acceptance and belonging</li><li>• Humanitarian organisation</li></ul>

\*Note: The fifth dimension of this model that is economic factors wasn't included in this study upon request of the company cause of confidentiality issues\*

In addition to statements and extracts from those interviewed to support and illustrate the conclusions, the outcomes are similarly presented in accordance with the theoretical framework which was utilised in the analysis of the data.

#### **DIMENSION 1: DEVELOPMENT**

This component pertains to development in the context of career advancement, which entails developing one's abilities and character. It evaluates if employer acknowledgment and career advancement for professionals serve as a springboard for future employment prospects and whether they have an impact on employer attractiveness.

- Appreciation from management

Giving commendable remarks based on accomplishments or performance is what recognition entails. This may take place in a formal manner, such as through an award, bonus, promotion, or increase, or it may take place more casually, such as through an oral or written thank you. Employees have stated that they feel empowered by the work they do because they believe their bosses have given them the necessary tools and training and have recognised them for it.

- Feeling good about yourself as a result of working for a particular organization/enhanced self esteem

Employees feel that CommScope is a growing company, where employees are valued for their talent and are given a chance to be on the same group ladder. An employee has said that they have always wanted to work in a semi conductor organisation. In Goa the options for these were very few and Commscope was the leader in the market and that is why he has joined and likes working in the company.

- Gaining work/skill-enhancing experience

While working on their tasks employees remain in constant touch with both their superiors and their team betterers who provide their input. Even the new tasks assigned to them outside of their usual work, helps them learn something new. Employees feel they not only get to learn about their own job but are also given insights about other roles when they communicate with each other.

*“Whenever I have completed my assigned task before the deadline given to me , I always show this to my manager to know his view on it before submitting it. From his feedback, I am able to improve myself as well as the final work”.*

- Employee 9

- A launching pad for career advancement

Although many employees appreciated it, having the chance to enhance their careers through learning new skills or advancement within the company wasn't necessarily something they would suggest. The majority of employees want to advance in their careers, and as many of them have noted, CommScope frequently engages in internal recruitment where it offers its employees the chance to advance or enhance their careers while acquiring greater by moving to other divisions, as well as the necessary support for it.

*"For me the one thing that's important wherever I work is to be able to grow and I personally feel a person can advance and grow if they have the drive and motivation for it. My supervisor helps me with this as he is very supportive of my ambition. The fact that it is a large corporation is also beneficial because it creates many opportunities".*

- Employee 4

## DIMENSION 2: INTEREST

This component measures the level of attractiveness that employer has by examining how innovative work practices are, staff creativity, the creation of novel, higher-quality goods, and having an enjoyable place to work . It pertains to a variety of non-monetary inducements, assessing elements relating to how rewarding the place of employment is in terms of the practices used as well as how interesting it is.

- Novel work practices

One recurring feature in nearly every comment made by workers is that the organisation cares about their work-life balance. They believe that the culture aspires to give equal weight to your career and personal well-being. Employees are allowed to keep their personal and professional lives apart at work, and they aren't bothered after work. Due to the company's adequate resource allocation and management philosophies that support a healthy work-life balance, employees won't be even disturbed if they take a period of absence. All interaction is transparent, information is exchanged across departments, and critical details are posted on noticeboards. Regardless of their position, there is respect for all.

*“There was a time when I had to take a sudden leave cause of some personal reasons and had to inform the company at the very last minute. I thought my leave would be denied cause of the delay in informing but my manager was very understanding about it and even asked me to focus on my concern first. This has remained in my head because I wasn't expecting it at all”*

- Employee16

- The organization both values and uses your creativity

They continuously ideate for their roles and are encouraged to give their opinions and ideas pertaining to the tasks they are assigned. They are also given the freedom to decide the process of doing something as long they get it done and provide results. Employees have said this makes them feel valued and even if their ideas weren't used at times, their manager taking into consideration their opinion and way of doing something makes them feel good about working in the company.

### DIMENSION 3: SOCIAL

The social component assesses if a positive work environment that fosters strong interpersonal interactions has an impact on employer attraction. It is centered on the social structure of the workplace, including interactions with supervisors and fellow employees.

- A fun working environment

Employees find the work environment quite interesting, fun and engaging because of the various employee engagement activities being conducted on a regular basis in the company. Along with creating a fun working environment, this also creates an interactive environment between departments and within departments too.



*“On the last Friday of every month, the HR department conducts games and interactive sessions that are held within departments. Along with this whenever there is some event like recently we celebrated women’s day where there were Zumba and yoga sessions that were open to every employee of the company. These are some things that the company does that I look forward to and like about working here”.*

- Employee 2

- Having a good relationship with your superiors

Employees have said that the relationship between employees and their superiors isn’t constricted. Their work culture supports a free flow of communication between both. The employees find their managers to be friendly, and no formal hierarchy is displayed for instance employees are not supposed to address their superiors as ‘sir’ and are asked to call them by their name instead.

*"The relationship at work is excellent and welcoming. You can stroll over to the manager's office and interact with him there. You are able to connect with people, which is excellent. Even people from various states and countries engage with each other within the company as this is an MNC".*

- Employee 12

- Supportive and encouraging colleagues

What most employees have brought about when talking about a positive aspect of the company is the people they work with. They have said that the conversation or relationship isn’t restricted to just work but is very friendly and informal as well. Their colleagues are always willing to help them whenever they needed.

*“Whenever I’ve felt like I am stuck with something, I always go to my teammates before I ask my manager because I feel a level of ease with them and they have always helped me while keeping their work aside. I like that they have more of supportive nature than being just competitive”*

- Employee 14

#### DIMENSION 4 : APPLICATION

This factor contains a few additions like the capacity to impart knowledge acquired at the organisation to others and the extent to which the latter contributes back to society. Since application concentrates more on activities that happen outside the organisation, even though these elements also involve factors that are not financial in nature, it makes sense to distinguish them from the other non-financial components.

- Acceptance and belonging



As this is a Multinational company that has branches in multiple states of India and outside, very often employees are transferred from one state to another. Employees have said that the workforce comprises of a diverse set of people from various backgrounds and cultures but irrespective of this, they have never felt out of place and try to make sure that new joiners don't feel that either.

*"We are always in contact with other divisions. It genuinely feels like a global team that exchanges knowledge and works to find solutions to our shared concerns. I have never had this kind of experience before, for sure. This sure does affect how I view the company. I appreciate the help and companionship I get".*

- Employee 7

*"What makes us unique is the amount of cross country or cross state branch collaboration we engage in. I recently had a meeting with marketing strategists, and I frequently have sales meetings. I find it remarkable that people get unite to work towards a similar goal".*

- Employee 29

- Humanitarian organization –giving back to society

There are numerous CSR activities being undertaken by the company but employees are more aware of the initiatives undertaken by internal teams like SPARK. Some of such initiatives include visits to old age homes and donating to children's shelters among many others. Employees learn about this through emails being sent to them as well as through interaction with colleagues.

*" I am not quite sure what the company does in its CSR activities as I haven't really thought about this before nor heard anyone talk about it. But we have a SPARSH team that I am a member of. Along with hosting events and contests we also have donation drives during festival seasons where we try to think of ways we can give back to society as employees. Last Christmas we had asked employees to donate a few household items that would be given to a women's shelter. Even though this goes under the company's name, it is also something we have worked for and gives us pride".*

- Employee 17

## **Factors that limit employee brand advocacy online**

### CHANNEL

The reasons people utilise social media vary depending on the platform. Despite the fact that staff have accounts on several social media sites. Depending upon where they had been posting, they utilised or put different types of posts on these. Many employees indicated they weren't very active on Facebook or Instagram, which were both seen as platforms for just personal content. The decision to use LinkedIn as the platform an employee feels is ideal for sharing job-related content, such as them or their colleagues receiving STAR awards, photographs with

their department or teammates, was made anonymously. All employees had LinkedIn accounts where they communicated, uploaded or shared material and articles associated to the company. Users on these websites seek to advance their career and their factors of motivations would likely revolve around career growth as well as what their life is at work.

Therefore, it makes sense to assume that the channel may be a limiting factor for material that expressly promotes employer brands. On professionally oriented websites like LinkedIn, employees are more receptive to taking part in advocacy. Employees frequently interact with or repost company-generated content on LinkedIn, for instance, by seeing job advertisements or events that have happened in other Commscope subdivisions. Employees also frequently repost employee-generated content, either on their own accounts or those of their co-workers, on social media platforms like Instagram and Facebook. Such content involves taking part in any intra-company contests and receiving star awards.

*“Instagram is exclusively for private use. I hardly ever utilise it for work. I joined up for Instagram with the intention of staying in touch with relatives and friends, which is pretty evident. I don't want to include my job in it. I occasionally add co-workers to my Instagram friends list, but only when they don't report to me”.*

- Employee 8

*“I mostly use LinkedIn to keep up with my friends' professional lives. I don't do much. I've posted some content, so it's basically my online resume. But recently I had reposted a job advertisement of the company ‘Do you want to be a part of one of the leading businesses in the world, apply now’, I did it after I came across the posting. So I thought since I am happy here, why not let someone else experience this too”.*

- Employee 1

## AUTHOR

As observed in the interviews, employees interact differently based on the perceived closeness between themselves and the person who has posted. Comparatively, employees come across more of EGC because they are connected with their colleagues and their content and posts, more than the content shared by the firm on their channels. Most of the communication regarding the initiatives by the company pertaining to employee engagement activities (employee branding activities) are done through mails when it is done by the company. Similarly, it can be theorized that closeness to the author of a piece of content affects the perceived barrier to interacting with it, i.e. engaging in advocacy. Closeness in this context can range from stranger to acquaintance to close colleague or self-authored, i.e. the advocate themselves produced the content.

*“For us as part of the recruitment department, it is required of us as part of our job to be active on social media platforms. Also the thing is that social media allows us to be fast, that's what makes it a good channel. I feel like I would still be active even if it wasn't part of my job. But*

*when it comes to my personal channels , I decide what should be posted. If you ask me the company can definitely encourage me but can't force me to post as these are my own personal accounts”.*

- Employee 29

### FORMAT

Online material is available in a wide variety of formats, from straightforward blog posts to detailed electronic books and infographics. Although these various forms provide a wide range of potential uses, they also vary with respect to how simple they are to use. Employees have favoured simple-to-view videos or text content because it takes less time to grasp and obtain a quick overview of it.

*"Videos are the ideal format. I wish that there were more material like that since I can tell it's what users desire and engage with. The way they look on mobile makes infographics challenging. Videos are ideal for that because I prefer them to be mobile-friendly. The information must be simple to read. A video with captions could be the best option”.*

- Employee 10

### **Motivators of employee brand advocacy online**

#### ALTRUISM

Employees occasionally shared content because of a sense of kindness, which motivates them to participate. An employee might be loyal to the employer brand in the same way that a customer can be to a consumer brand. Altruism was typically directed at the employee's social circle because they intended to inform their SNS contacts about a particular subject that the particular piece of content focused on, which was typically employment-related job postings. Employees believed that by spreading these job postings, they were contributing in some way to the success of the business.

#### EXPERTISE

A lot of employees specially the ones who have been working in the company or the industry for a long time want to show their expertise. By engaging in advocacy online, this helps them to build their image as knowledgeable professionals within the industry.

*“ I only share blogs and content on LinkedIn that I feel are from genuine sources and I have some background knowledge about. For example since I am from the marketing team, if there are blogs about winning strategy used by any company with respect to their marketing practices , I go ahead and share it with my colleagues as I feel it'll help us”.*

- Employee 19

## ABILITY TO OPINIONATE

The capacity to express an opinion is seen to be an essential driver for interacting with content, particularly in the setting of SNSs. The obstacle of sharing is reduced if the employee may express an opinion while advocating for a particular piece of content. In this instance, only one person deviated because they shared stuff that was relevant to the business but not something they considered to be experts in.

*"When I share content with my co-workers, I am clearly acting as a company representative. I definitely want to increase my market reputation when it relates to public matters. It doesn't imply that I try to be an expert as there are always individuals who know far more than I do. But I want to establish a name for myself in this sector as someone who is well informed".*

- Employee 2

## SELF-ENHANCEMENT

Some respondents stated that they are socially active in order to improve their positive self-worth among those around them and to support any posts or content that help others form a positive opinion of them. For some workers, social media platforms may act as essential online communities where they can tactically handle their favourable perceptions from others when they value their positions within the organisation and work to advance their careers. Employees that have a strong motivation to favourably promote their own characteristics, attitudes, and behaviours are therefore more likely to control how they viewed in social media platforms.

*"It's mostly about personal brand building. But I also have a lot of people who have personally contacted me to ask on ways they could apply for a position at the company I do all of that mostly on my own free time, with the belief that if I intend to be one of the professionals that people seek advise from, this is something that I need to do."*

- Employee 19

## **FINDINGS**

### **Employer Brand Advocacy Themes**

The interview part of the employees' perceptions of CommScope as their employer, and how the various elements of the employer brand influenced their contentment and enjoyment at work took up approximately half of the interview time. Interviewees across the organisation identified distinctive and recurring features of working for the organisation when asked to list the finest aspects. These responses were used to determine which elements of the employer brand described by Berthon et al. (2005) are well-received by the interviewees. The findings indicate that certain components in particular were more important to the employees, and they were also willing to support certain causes.

Many people praised the organisation for being a fun place to be employed, crediting this in large part to the sector and the difficulties they encountered on a regular basis, as well as the culture at the company. While the organisation received positive feedback from its staff, there was also some constructive criticism. Many people expressed appreciation for the company for providing possibilities for growth when talking about personal development, but they additionally pointed out that because the development was so reliant upon the employee's own inspiration and drive, it might not be one of the best things about the company.

All noted that the organisation did provide prospects for development. One employee named growth as a key factor in why they would suggest the organisation to others, adding that they were only going to recommend it to the proper kind of individual. According to their assessment, if the applicant possessed the correct mix of ambition, capacity for taking on responsibility, inventiveness, and problem-solving abilities, they may advance rapidly within the organisation. The results indicate that only some respondents found developmental factors to be an interesting topic. Consequently, the results demonstrate that only if employees had particularly positive experiences working for the company where their own growth had been actively encouraged, were they inclined to bring up and promote developmental components of the employer brand.

When asked how they would present the organisation to outsiders as a place to work, all of the interviewees expressed interest as main topic. The creativity and enthusiasm of the field of employment were recurring themes among interest subjects raised. Because their coworkers were excellent people, many people believed that the company was a wonderful place to work. Everyone felt that their labour was significant and that their contributions were valued, which increased the work's inspiration and interest. These were all things they would also point out when describing the business to anyone interested in a job there.

Although respondents believed they had the opportunity to express their creativity and that the organisation respected it, this interest element was not frequently brought up by employees, and as a result, it should not be considered a significant factor in determining possible thematic issues for advocacy. All of the interviewees mentioned the company's culture, the atmosphere, and work conditions in addition to the numerous interest elements as qualities they would praise the organisation for. This was clear from the employees' descriptions of the corporate culture and international collaboration.

The company's culture and its employees were viewed as a significant competitive advantage for the business rather than just an appealing bonus to their own jobs. Respondents noted that, in addition to enhancing job satisfaction and company success, the company's transparency and top management's response to issues like work-life balance were crucial in improving the company's reputation as a desirable place to have a job.

While the results indicate that the interest and social elements of the employer brand, as well as to a lesser extent the developmental aspects, connected with the respondents and provide an opportunity for advocacy, the findings regarding the application aspects were ambiguous. The corporation and its employees, as several interviewees said, are more concerned with the business side of things and have shown little involvement in CSR or community initiatives.

In conclusion, the findings show that, when taking into account the content's thematic focus, employer brand advocacy was most logically supported by its interest and social elements. Development and application additionally hold potential because they are some of the qualities that the respondents shared, but not all of them were. This depends on the experiences of the person in question.

### **Factors that limit employee brand advocacy online**

Overall, the employees who were interviewed were willing to promote their employer online. Most frequently, interactions with employer brand content were in relation to job opportunity postings. It's interesting to note that neither of the respondents said they had explicitly shared anything to advertise the company as a place to be employed. However, they admitted that they had promoted the business online as an employer, usually as a by-product of the material they had posted.

The respondents had the chance to discuss which social media platforms they're using and how their usage varies for them as part of the interviews. These results helped identify the factors that most restrict advocacy. The most significant information in this case relates to the platforms where employees felt most at ease and spontaneous discussing work-related matters, as these provide the ideal setting for online employer brand advocacy. Instagram and Facebook were the social media platforms that every interview participant used. However, a lot of people made the observation that they prefer to use these platforms mainly for keeping in contact with family and friends, preferring to keep the platform free of work-related chatter.

However, the findings showed that using these channels as a platform for employee advocacy wasn't an effective strategy since they didn't have a keen interest in sharing or creating material about the business. The primary platform where the interviewees would upload and share data about the business was LinkedIn. Many people saw LinkedIn as a place to network and make relationships, but few were engaged in posting and sharing content there. Instead, they saw the platform as an online directory of contacts.

Two distinct strategies were found for interacting with and disseminating company-authored material. Some people were more willing to sharing most company content, even to the point of seeing it as a component of their duty as a member of the organisation. Some chose to be extremely selective about what they posted, consistently concentrating on whether the material is suited to their viewers or network and was from authentic sources of information.

The findings make it abundantly evident that employees' choices of channels have an impact on the type of material they share and interact with. According to respondents, LinkedIn as a platform was regarded as being more willing to engage and provide advocacy content than on Facebook and Instagram, which made them less suitable for online advocacy. As a result, the findings demonstrate that the choice of channel is a constraint on advocacy because employees lacked interest in participating in advocacy on platforms like Facebook and Instagram.

When addressing the types of online information that the employees consume, many people pointed out that, in particular, mobile-friendly forms like short texts and videos are a welcome improvement. However, the employees' enthusiasm for forms like video decreased as they



became more involved in producing their own material, stressing how time-consuming it was to do so. As a result, format richness is a factor primarily for material produced by businesses that employees can promote by sharing.

The interviewees' feedback were looked at for authorship in along with the channel and format choices. Authorship was determined to not be a significant limiting factor that would prevent advocacy, despite employees being more open to sharing content written colleagues. When selecting whether or not to engage with content, all of the respondents believed that content that is appropriate for their audience should take priority.

### **Motivators of employee brand advocacy online**

Finally, questions regarding the motivations behind the online advocacy of company employees were posed to them. The findings in this study demonstrate that while advocating online, two main motivators are more prevalent among the employees. Altruism, or the desire to assist the employer, was the first sort of motivation to emerge from the interviews. Employees made note of the fact that they believe they have a part to play in luring talent into the organisation, and many of them expressed a desire to assist people who have concerns about pursuing a career there. However, employees who were less engaged on social media but occasionally desired to help out were frequently linked to altruistic advocacy.

The second form of incentive that persisted throughout the interviews was the desire of the workers to create their own brand online. They believed that by uploading and sharing content about their employer, they were advancing that objective. The employees' self-enhancement motivation, however, had little impact on their social media promotion for the organisation. It becomes clear that the desire for self-improvement does not always motivate staff to post their own remarks alongside "positive" corporate content. Their internal self-improvement may take place secretly rather than in public.

Growing one's own professional brand online through self-improvement for some respondents and aiding the firm by sharing job posts for others were the key drivers for online advocacy for the employer brand. The decision regarding the type of channel, where only LinkedIn was viewed as suitable, and Facebook and Instagram were determined to be a poor fit for advocacy content, was found to be the most significant limiting factor that limits advocacy online. Even though respondents viewed more variety in forms to be welcome, particularly recognising the possibility for content in the form of articles and videos, the results suggest that author and format eventually have little role in restricting advocacy.

## **CONCLUSION**

The organization's realities are the source of the employer brand. It is impractical to expect employees to be gushing online about CSR efforts if the company does not participate in community initiatives. Similar to this, it's possible that staff members will recognise when the organisation excels in something. Employer brand supporters are most efficient when given the

chance to provide their opinions on ambiguous subjects, such as how the culture is actually applied or how they view the workplace. On these subjects, the employer's message is typically given less weight than that of an employee. The results of this study demonstrate that, when it comes to organisations treat their employees, deeds speak as loud as words. When there is good management and a good workplace, the organisation is automatically rewarded with employees pointing that out to the public. The natural initial action for any firm hoping to turn its employees into employee brand advocates is to comprehend what employees cherish and want from the employer and then to live up to those expectations.

## **RECOMMENDATIONS TO THE COMPANY**

### **Encourage employees to blog**

Individuals can start inside on their already existing intranet like Yammer, where the objective of the blog is to offer a glimpse of what it's like to be working at CommScope through the eyes of its workers, before extending towards the general public. It can consist of employee blog articles, live tweets, images, videos, and employee interviews with one another. The business can choose one blog post that captures the best aspects of working there at the end of each month and further refine it. It can then be shared on the business's webpage after that. Since this has already been altered in accordance with corporate standards, it can be amended as the organisation pays strict attention to the type of content that is permitted to be posted.

### **Encourage and honour social sharing**

The organisation already engages in numerous staff engagement events, but only their intranet is used for social sharing. By hosting contests that provide staff members a fun way to interact with the brand, like a t-shirt design competition where staff members were asked to create designs that embodied what "life at CommScope" meant to them. High levels of social engagement are generated as a result. Place "tell the world what you like about CommScope #CommScopeLife" decals in high traffic locations like the canteen to constantly remind staff to share out. Additionally, this might be included into the various staff gatherings they hold. Once they begin sharing, they want what they're doing to be recognised. Therefore, a dedicated crew may browse this Intranet on a weekly basis for images and messages that employees are posting online with the hashtag #CommScopeLife and display some of the best ones on their TV screen at the reception. This procedure motivates staff to continue sharing and gives them confidence that their work is valued and having an impact.

### **Establishing a unique programme for brand ambassadors**

Some employees, as seen on LinkedIn, have already been doing a wonderful job of sharing on social media, and their help can be requested to assist in telling the CommScope narrative.



Before they are made public, these group of brand ambassadors may be pre-briefed via emails and given the opportunity to be the first to share. They might join and offer essential insights and updates at creativity workshops or conferences. These employees have established a sizable following, and the data shows that people interact more with employee-generated material than with that produced by businesses, which will speed up the generation of engagements.

### **Social-enablement emails for employees**

Some workers find it time-consuming to see or republish content created by the company . Through employee social enablement emails, that are periodic messages delivered within a department or function that provide a summary of the week's events as well as suggested social media content for employees within the organisation to share publicly in their respective social networks. This can be sent weekly or monthly, along with a brief synopsis of what is contained inside, a social media shareable social text, and a link that enables quick sharing.

### **Identifying the Most Enthusiastic Brand Ambassadors**

If employees are appreciated and recognised, they will be more likely to act as brand ambassadors. The employee who produces the most content every week or every month may be rewarded in contests.

Some employees, as previously noted, are highly active in commenting about corporate happenings as well as their thoughts on the things they appreciated. These personnel have a natural propensity for interaction, and they also have a sizable network of people that connect with their content. These workers can be formally designated as online brand ambassadors, and when their coworkers perceive that their employer is paying attention and appreciating them, they will be inspired to join them.

A business's most valuable resource is its workforce. They gain even more value when they begin acting as brand ambassadors. While some workers will do this of their own volition, this process can be aided by direct support. Creating devoted brand advocates may be accomplished by being transparent with employees, offering helpful advice, and paying them for spreading the word.

At the organisational level, formal and informal channels for employees to speak up, offer opinions, and share expertise about personal social media usage can also be made available (e.g., seminars, workshops, events, casual meetings). These symmetrical communication techniques help employees establish lasting, high-quality relationships with their companies, which in turn motivates them to take an active advocacy role.

Furthermore, employees are inspired to use social media as a tool to show their appreciation for their company or express their favourable workplace experiences with people in their own online community when they have the chance to do so, don't hesitate to speak up, and feel like their organisation is receptive to their problems or issues.

## **WORK DONE AND LEARNINGS DERIVED**

### **Interpersonal and professional communication skills**

Coordinated the events organized by the HR department in the company, for example, women's day or Eid celebrations where I had to interact with other departments and organize various resources to make sure all the activities are going according to plan. I also learned this when I had to receive and escort important company guests and ensure they have a pleasant visit and their needs are taken care of.

### **Research and development**

Planned a training program course content in the area of soft skills for newly promoted managers or managers that are expecting a promotion. Through this I learned to first analyse the recipients of the training, comparing what the company offers and how this can be made better and then developing a new integrated curriculum using models and theories.

I have prepared templates and videos for the learning and development team for the courses offered by them in order to get the employees to register for these courses and training programs. This has taught me that even though training programs are held for the betterment of employees, at times they need to be shown the benefits of it for example through a video in this case, in order to get them onboard.

I have also planned a half day learning program for managers with 7-12 years of experience who were hired during covid and do work from home mostly and have limited interaction. This program was to help them get to know their colleagues, build rapport, networking and reduce the amount of friction. Along with this I have also planned the training content for peer to peer coaching programme with reference to the company employees by referring to online training programme content.

### **Time management**

I had to plan the time slots for different departments for collection of lunch coupons for women's day celebratory lunch depending on the work the department does. For instance administrative departments like security, housekeeping, and cafeteria as these departments are needed throughout the time, and therefore all employees in that department can't take a break at the same time and would be needed to be divided into batches for the smooth functioning of the company.

### **Transparency**

Proof on paper like the event day attendance and their signature on agreeing to come had to be collected and cross-checked multiple times as this involved a sensitive matter like their salary being cut and had to be handled with utmost care. I had to show and explain this to employees who didn't understand the sudden deduction and wanted to be enlightened on the same. From this I have learnt being transparent in the working of an organisation is essential in creating trust with employees.

### **Recruitment process**

I learnt a lot of aspects with respect to the hiring process from searching for a candidate to their onboarding. I have reviewed, segregated, and filed the resumes received according to the qualification level of the applicant in the files of ITI/ Diploma, Others (BCom, BSc, 12<sup>th</sup> pass, etc.), and Bachelors in mechanical engineering. Towards the end, I also assisted in joining formalities of the employee's first day at work with respect to filling out official forms like PPF, medical, uniform details, and personal details.

### **Presentation**

I have had to design and create posters, and lunch coupons for the different celebrations. Whenever there were any HR organised activities or events, had to take pictures and videos of the happenings and storing them in an organised and presentable manner by filtering them and selecting the pictures that capture the essence of the event best for records purposes. From this I have learnt that the information needs to be kept brief, easy to understand in one read the planning of the time and location needs to be in sync as well as the other factors so that they all match with each other.

### **Administrative responsibilities**

Had to prepare certificates for employee service period recognition and well as for the star employee awards by going through the company's global data base and searching for employee details after filtering the country, region, department that would need to be added on the certificate and then cross check if all information was printed correctly on the certificate.

Added employee pictures and details for SPARSH which is their regional magazine for new joiners, star awards, and employee experience awards from the employee database and edited the same and had to contact employees whose information wasn't available and get it from them. From this, I learned that appreciating employees for their service plays a huge role in their motivation and loyalty.

Prepared content for their online general knowledge quiz on various topics for the Asia Pacific region which is a part of their employee engagement activities.

### **Being detail-oriented**

I have had to plan games and activities for the Women's day celebration and Eid celebration while taking into consideration a large number of participants, preference for team activities, and the location where the games would be held. If the games were held for the fun Friday then would need to have outcomes to them like team building or time management. This has shown me that every activity or happening has certain factors underlying it as well as certain repercussions and all these need to be studied thoroughly before.

## REFERENCES

- Lee, Y., & Kim, K. H. (2021). Enhancing employee advocacy on social media: the value of internal relationship management approach. *Corporate Communications: An International Journal*, 26(2), 311-327.
- Backhaus, K. (2018). People make the brand: a commentary. *Management research: journal of the Iberoamerican academy of management*, 16(4), 380-387.
- Bali, M., & Dixit, S. (2016). Employer brand building for effective talent management. *International journal of applied sciences and management*, 2(1), 183-191.
- Gaylard, A. K., & Torres, A. M. Employee Brand Advocacy in Social Media: Employers' Absent Role.
- Stenman, E. (2019). Strong Employer Brands and Employee Advocacy in Social Media: exploring the Employee Perspective.
- Thomas, T. (2020). Employee advocacy as a marketing strategy to power brand promotion: an employee perspective.
- Ivančević, S., & Vlastelica, T. (2022). Effective Content For Digital Employer Branding. *CroDiM: International Journal of Marketing Science*, 5(1), 77-88.
- van Zoonen, W., Verhoeven, J., & Elving, W. (2014). Understanding work-related social media use.
- Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: employer attractiveness and the use of social media. *Journal of Product & Brand Management*.
- Roy, S. K. (2008). Identifying the dimensions of attractiveness of an employer brand in the Indian context. *South Asian Journal of Management*, 15(4).
- Srivastava, P., & Bhatnagar, J. (2010). Employer brand for talent acquisition: An exploration towards its measurement. *Vision*, 14(1-2), 25-34.
- Figurska, I., & Matuska, E. (2013). Employer branding as a human resources management strategy. *Human resources management & Ergonomics*, 7(2).
- Keenan Gaylard, A., & Torres, A. M. (2018). Encouraging adoption and usage of eWOM: the factors contributing to employee brand advocacy. In *IAM 2018 Cork Irish Academy of Management 21st Conference*. IAM.
- Staniec, I., & Kalińska-Kula, M. (2021). Internal employer branding as a way to improve employee engagement. *Problems and Perspectives in Management*, 19(3), 33.
- Ilic, J., & Tranell, M. (2018). What Influences Employees to Become Digital Advocates?: A Quantitative Study of the Relationship between Employer Branding and Digital Employee Advocacy in Industrial Organisations.
- Uronen, K. (2020). Situational brand ambassadorship-a study of how part-time employees make sense of themselves as brand ambassadors.

Ilyas, M. A., Shaari, H., & Alshuaibi, A. S. I. (2018). Transformation of the employees into brand advocates through employer branding. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 361-370.

Cascio, W. F. (2014). Leveraging employer branding, performance management and human resource development to enhance employee retention. *Human Resource Development International*, 17(2), 121-128.

Nanjundeswaraswamy, T. S., Bharath, S., & Nagesh, P. (2022). Employer branding: design and development of a scale. *Journal of Economic and Administrative Sciences*, (ahead-of-print).

Sokro, E. (2012). Impact of employer branding on employee attraction and retention. *European Journal of Business and Management*, 4(18), 164-173.

Ahmad, A., Khan, M. N., & Haque, M. A. (2020). Employer branding aids in enhancing employee attraction and retention. *Journal of Asia-Pacific Business*, 21(1), 27-38.

Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*, 24(2), 151-172.

Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer branding: a brand equity-based literature review and research agenda. *International Journal of Management Reviews*, 20(1), 155-179.

Lievens, F., & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 407-440.

## ANNEXURE

List of questions used in structured interview with recruitment in charge and marketing in charge:

1	Which social handles does the company make use of to post its content?
2	What is the type of content posted?
3	What are the restrictions on employee-generated content (EGC)?
4	What themes relating to the employer brand do you think employees most likely advocate for?
5	What themes relating to the employer brand do you'll focus on in internal and external branding?
6	Are awards/ events/ programs/ celebrations posted on your social media handles?
7	Do you'll respond to comments, reviews, or posts by employees?
8	What are the internal and external branding-related activities being conducted/ implemented at the company?
9	Is there any training and support given to help employees understand how to use social media and other online platforms to promote the company's brand and message?
10	Is there any newsletter that employees can refer to at the Global / Regional level?
11	Does the brand have any message that needs to remain constant?
12	Do you provide employees with content they can share with their followers like company news, blog posts, videos, or infographics?

List of questions used in semi structured theme interviews for research objective 1:

RESEARCH QUESTION	THEORETICAL NOTIONS	INTERVIEW QUESTIONS
<b>What themes relating to the employer brand are employees at CommScope willing to advocate for?</b>	Dimensions of the Employer Brand:  Development	Please elaborate on an aspect of CommScope that you will likely share with someone who is not an employee.

	Interest  Social  Application	<p>What excites you at work?</p> <p>Please elaborate on what you think separates your company from others when it comes to the way you do work at the company?</p> <p>How does the company support you in skills and career progression?</p> <p>Please describe the atmosphere at work?</p> <p>How do you get involved with or stay updated on CSR initiatives at the company?</p>
--	---	--

List of questions used in the in-depth interviews for research objective 1 and 2:

RESEARCH QUESTION	INTERVIEW QUESTION
<b>Which factors limit employee brand advocacy online?</b>	<p>Which are the top 3 social media platforms that you use the most?</p> <p>What are your views on using these platforms to share work-related content?</p> <p>Please explain a recent professional piece of content you interacted with?</p>
<b>Which motivators support employee brand advocacy at CommScope?</b>	<p>In your opinion is sharing content relating to your work tied to your own expertise in the field?</p> <p>How do you show your opinion when sharing content?</p> <p>Do you feel there are any benefits from sharing content relating to the company? Please explain your reason behind this.</p>