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Exploring The Link Between Employee Advocacy And Organizational Performance

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Abstract: *This study examines the link between employee advocacy and organizational performance. It explores the multifaceted nature of organizational performance, emphasizing its critical role in ensuring competitiveness and long-term success in a dynamic business environment. It discusses key dimensions influencing performance, including employee engagement, knowledge and training, and communication culture. The review highlights the importance of both financial and non-financial metrics such as productivity, market share, and revenue in assessing organizational effectiveness. Additionally, the significance of employee advocacy and active involvement in driving positive outcomes is examined. The findings underscore that a holistic, adaptable approach to managing these factors is essential for organizations to enhance performance, sustain growth, and remain resilient amidst rapid technological and global changes.*

Keywords: Communication Culture, Employee Engagement, Employee Advocacy, Knowledge and Training, Market Share, Organizational Performance, Productivity and Revenue.

INTRODUCTION

Organizational performance cannot be overemphasized, as it plays a crucial role in the competitive business environment (Ebiasuode, Blessing, Happiness & Mgbomo, 2025). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). The organizational performance depends first of all on how it is managed and, secondly, on the active and correct involvement of the employees in fulfilling the strategic objectives of the companies. The fulfillment of strategic goals is achieved both by observing the plans and procedures established and by creating and accumulating new knowledge in all areas of the organization's activity (Doval, 2020). Performance represents a state of competitiveness, attained through a level of effectiveness and productivity that ensures its strong presence on the market, considering the multiform and complex interaction between numerous factors (Dragomir & Pânzaru, 2014). The organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Specialists in many fields are concerned with organizational performance, including strategic planners, operations, finance, legal, and organizational development (Wikipedia, cited in Doval, 2020). Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria (Jenatabadi, 2015). Organizational performance is referred to by Pitt and Tucker (2008), cited in Mercy and Godfrey (2023), as an important symbol of the organization that shows how successfully processes or their outputs accomplish a particular goal. According to Amaratunga and Baldry (2003), cited in Mercy and Godfrey (2023), it is described as the process of assessing progress made in achieving predetermined goals. Meanwhile, Rosenzweig (2007), cited in Mercy and Godfrey (2023), defined organizational performance as its actual outcomes when compared to its benchmark outputs. Accordingly, organizational performance refers to the organization's capacity to execute its stated objectives through strong corporate governance, efficient management, and a consistent commitment to achieving results (Pierre et al., 2009, cited in Mercy & Godfrey, 2023). Organizations are compelled to improve their organizational performance through the implementation of new tools that give them a competitive advantage (Hardyman, Daunt & Kitchener, 2015). Since the greatest opportunity to improve organizational performance comes from the ability to deliver high-quality and differentiating customer experiences, it is necessary to shift from the focus on goods or services and data gathering about customers to the new focus area for possible differentiation, particularly customer experience (Havir, 2019). Customer experience has thus become the most crucial factor in helping businesses succeed across all industries. As a result, customer experience management is now the next area to pay attention to when addressing organizational performance (Havir, 2017). Accordingly, the managerial spheres, especially in strategic management, are paying close attention to customer experience management since the abundance of customer information will help organizations to customize not just their goods and services but also their other methods of service delivery (Rekettye & Rekettye, 2019). The potential success of a business depends on the performance of the organization, which means its ability to effectively implement strategies to achieve organizational goals (Almatrooshi et al., 2016). The performance of any organization depends largely on the level of expertise that its leaders have when it comes to implementing strategies. According to the research of Almatrooshi et al. (2016), the essence of leadership is a conditional relationship between a manager and his follower. Because there are always obstacles to achieving organizational goals, it is important that the techniques used by leaders are flexible enough to adapt to change. The performance of the organization also depends on its employees, who are an integral part of the organization and form a team that works towards achieving the goals of the organization. Organizations perform various activities to achieve their organizational goals. Quantitative repeatable activities help to leverage processes for organizational success to determine performance levels of management to make informed decisions about where in the process, when needed, to improve performance. Goal achievement is one of the basic criteria for determining organizational performance (Tan et al., 2021).

Employee advocacy positively fosters organizational performance. Organizations perform better when employees become brand ambassadors, sharing positive messages about the organization, its products, services, and culture, which in turn improves the organizational performance. Employee advocacy has a significant impact on organizational performance, positively affecting various aspects of the organization. It's a win-win situation for both employees and the organization. Employee advocacy programs have emerged as powerful tools for organizations to amplify their brand messages and enhance reputation through the active participation of employees in communication efforts. These programs encourage employees to advocate for their company's products, services, and values, leveraging their personal networks and social media platforms. Research indicates that well-executed employee advocacy programs can significantly impact brand perception, customer trust, and employee engagement (Kim & Yang, 2018). In Japan, employee advocacy programs have also gained considerable momentum, albeit with unique cultural nuances influencing their implementation and outcomes. Morioka and Sasaki (2017) delved into the increasing utilization of employee advocacy programs by Japanese companies, particularly in the context of strengthening brand loyalty and fostering deeper customer relationships. For example, Toyota, a leading automotive manufacturer renowned for its innovative approaches to business, launched the "Toyota Ambassadors" initiative. This program encouraged employees to actively share their insights and experiences related to the brand, ultimately resulting in a noteworthy 20% increase in brand advocacy among customers (Toyota, 2020). The success of such initiatives underscores their effectiveness even within culturally distinct contexts, highlighting the universal appeal and potential impact of employee advocacy programs.

However, the point of departure is exploring the link between employee advocacy and organizational performance.

LITERATURE REVIEW

Concept of Employee Advocacy

Employee advocacy is the endorsement of a company or organization by its own employees, who share their support for the company's brand, products, or services through their personal social networks. This organic form of marketing comes from the premise that employees, as trusted insiders and relatable figures, can significantly influence public perception about their employer. With social media serving as a ubiquitous communication platform, the power of employee advocacy becomes more potent than ever, creating an opportune moment for businesses to harness the enthusiasm and connectivity of their employees (Vasudha & Sabitha, 2025). The goal of employee advocacy is to better leverage the social networks of employees, both for the benefit of the company and the employees themselves. It should be a two-way street, where everyone involved is rewarded. Employee advocacy opens up opportunities to drive brand recognition, increase organic sharing and engagement, grow referral traffic, generate new leads, and source new potential hires, all through employees' trusted voices. Participating in an employee advocacy program provides opportunities for employees to burnish their professional profile online, grow their networks, better engage with their contacts, develop meaningful relationships, and progress in their professional careers. While it's tempting to think about an employee advocacy program as a corporate initiative, the success of any program is a function of how engaged employees are in it. The best way to engage them at a high and sustained level is to show them what's in it for them (Vasudha & Sabitha, 2025).

Employee advocacy (EA), defined as the promotion of an organization by its employees, represents a burgeoning area of interest in both public relations and communication studies. It is important to note that some scholars assert that employee advocacy is not merely positive word-of-mouth; true advocates can defend their management when the organization is under attack. Walden and Kingsley Westerman (2018) propose that EA is one of the employee behaviors that constitute organizing civic behavior, which is often unrecognized by the organization. Moreover, advocates who speak positively about their management are often viewed as being on the "right side," thereby enhancing the organization's public image. Employees who defend their organization's image and behavior become trustworthy ambassadors, whose words are deemed credible (Lee & Kim, 2021). Moreover, EA proves beneficial for organizations in retaining qualified employees. When employees believe they can advocate for their workplace, they are less inclined to leave, allowing the organization to retain valuable personnel and avoid the costs associated with hiring new staff (Akgunduz & Sanli, 2017). Employee advocacy is essential for the organization to fully leverage its information, participation, and resources (Latvala, 2017). Additionally, the relationship between organizational and employee goals is crucial (Alsharairi, 2024). Employees are more likely to pursue the organization's mission and objectives when they believe in them. Consequently, the initial outcomes in achieving these goals will improve, resulting in increased productivity. Sharing goals encourages employees to stay focused and work collaboratively (Kuutsa, 2016).

EA is also vital for modern organizations due to its relevance to innovation and change initiatives. Employees who feel empowered to propose innovative solutions are more likely to engage in change processes. Organizations that rely on innovative human resources can outperform their competitors (Yeh, 2014). EA positively influences organizational resilience, as advocates are generally more receptive to new information, ideas, and dynamics within the organization. Furthermore, these employees can have a positive impact on their peers and assist in the adaptation process. As a result, organizations with an advocacy community often feel less pressure during abrupt changes (Lu et al., 2023).

DIMENSIONS OF EMPLOYEE ADVOCACY

Employee engagement

Research consistently emphasizes the importance of employee engagement in driving advocacy. Employees who are engaged are more likely to be passionate about their organization and willing to share positive experiences (Hsu & Chou, 2018). Factors contributing to engagement, such as organizational culture, leadership style, and perceived value, play a critical role in fostering advocacy. This dimension emphasizes the emotional connection employees feel with their employer. The concept of employee engagement itself is a positive one and always associated with the progress and growth aspect of the business organization. There is always a cost aspect linked to the better employee engagement levels starting from the recruitment of the best talent and also the energy and time invested in nurturing and developing such talents (Johnson, 2004). According to the point of view of several scientists, employee engagement is primarily a person's predisposition to participate in particular labor activity, which consists of three components: knowledge, interest, and performance (Meiyani & Putra, 2019). Employee engagement has emerged as a critical focus within organizational research due to its strong link to organizational performance, employee well-being, and retention. Defined broadly, employee engagement refers to the emotional commitment, involvement, and enthusiasm employees have towards their work and organization (Schaufeli & Bakker, 2004). Research consistently demonstrates that higher levels of employee engagement correlate with positive organizational outcomes. Harter, Schmidt, and Hayes (2002) found that business units with highly engaged employees outperform their less engaged counterparts in productivity, profitability, and customer satisfaction. Similarly, Saks (2006) identified that both job resources and personal resources (like self-efficacy) significantly influence engagement levels, which in turn affect performance.

Communication culture

Communication culture refers to the shared practices, norms, values, and patterns of interaction that shape how individuals and groups communicate within a society or organization. It influences the development of social identities, power dynamics, and societal cohesion (Hall, 1976). Organizational communication is another critical aspect of communication culture. Schein (2010) describes organizational culture as the shared assumptions, values, and artifacts that influence communication within organizations. Effective communication in organizations depends on understanding these cultural underpinnings, which can either facilitate or hinder information flow and collaboration (Deal & Kennedy, 1982). Communication within organizations is a critical factor that influences organizational effectiveness, employee engagement, decision-making, and overall success (Tourish & Robson, 2006). Organizational communication encompasses formal and informal information exchange, interpersonal interactions, and the dissemination of organizational culture and values (Roberts & Morrow, 2005). Understanding how communication functions within organizations provides insights into improving managerial practices, fostering collaboration, and managing change.

Knowledge and training

Informed employees are better advocates. Access to relevant information, training on company initiatives, and clear communication strategies enable employees to effectively convey positive messages (Mishra et al., 2022). Knowledge sharing is crucial for employees to understand the company's mission, values, and recent developments to effectively promote them. Knowledge sharing is a vital component of organizational learning and innovation, enabling organizations to leverage collective expertise and improve performance (Connelly, Zaheer, & Ghosh, 2012). It involves the transfer of knowledge between individuals, teams, and departments, fostering an environment where information flows freely to support decision-making, problem-solving, and continuous improvement (Wang & Noe, 2010). Training in organizations is a systematic process aimed at enhancing employees' skills, knowledge, and competencies to improve individual and organizational performance (Goldstein & Ford, 2002). Effective training programs are essential for adapting to technological advancements, changing market demands, and fostering a culture of continuous improvement (Noe, 2017). Training is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and/or developing knowledge, skills, and abilities (KSA) in order to achieve and/or improve the employees' performance in the current job and prepare them for an intended job. It is concerned with current productivity (Burkley & Caple, 2000).

Concept of Organizational performance

Organizational performance refers to the measure of how effectively and efficiently an organization is achieving its goals and objectives. Performance represents a state of competitiveness, attained through a level of effectiveness and productivity that ensures its strong presence on the market, considering the multiform and complex interaction between numerous factors (Dragomir & Pânzaru, 2014). The organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Specialists in many fields are concerned with organizational performance, including strategic planners, operations, finance, legal, and organizational development (Wikipedia). Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria (Jenatabadi, 2015). According to Cho and Dansereau (2010), organizational performance refers to a company's performance compared to its goals and objectives. Organizational performance includes actual results or organizational outcomes that are measured against planned outcomes (Daniel & Kevin, 2015). Organizational performance is very important in creating an interest in management studies. The organization focuses on continuous implementation because improving performance enables the organization to grow (Gavrea, Corina; Ilies, Liviu; & Stegerean, 2011).

It is important to note that organizational success or failure, both for-profit and non-profit, is based on organizational performance (Ismael Younis Abu Jarad, Nor'Aini Yuso, Davoud & Nikbin, 2010). Therefore, organizations struggle to increase their performance (Shuck & Wollard, 2010). For organizations, it is important to identify and understand the factors that influence organizational processes and to take reasonable steps to make them available (Ismael Younis Abu Jarad, Nor'Aini Yuso, Davoud Nikbin, 2010). According to Cho et al. (2011), organizational performance is the result of many business factors, such as work processes, team/group relationships, business culture and policy image, leadership, and climate, which drive innovation. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2019). According to Bintoro and Daryanto (2017), performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, which is generated over a period of time. Performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, which is generated over a period of time. Meanwhile, performance is a continuous communication process in partnership between employees and their direct superiors concerning clear expectations and mutual understanding of the work that must be done.

Performance has several interpretations, and no consensus on a comprehensive definition has yet been reached (Albino et al., 2015). Version is a way of measuring the extent of their efficiency and effectiveness regarding the performance of organizations. Achieving organizational performance requires setting corporate objectives and expanding understanding, which are undeniably significant organizational objectives. The efficiency and evaluation of organizations appear to be a concern for academics these days since organizations have various purposes (Lu, 2019). Organizational performance is also used to assess an organization's rank and goals (Balabonienė & Večerskienė, 2015). According to Eneizan (2020), financial and non-financial performance indicators measure organizational performance. Venkatraman and Ramanujam (1986) identified three criteria—economic output, operational performance, and organizational effectiveness—for assessing organizational performance. Overall organizational performance may also be calculated by the productivity and efficacy of an organization, according to Baldwin (1978). Although organizational performance focuses primarily on effectiveness and efficiency, there is a broader perspective that includes efficiency and effectiveness, feedback, interaction with stakeholders, and discipline (Arshad et al., 2019). Organizational performance is measured in this study by indicators of non-financial organizations, such as efficiency and effectiveness.

Stephen and Mary (2002) define performance as the accumulated end results of all the organization's work processes and activities. It is about how effectively an organization transforms inputs into outputs (Thursby, 2000) and comprises the actual output or results as measured against its intended outputs. According to Richard et al. (2009), organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance, and shareholder return, but Lipton (2003) proposes that firm performance is the ability of the firm to prevail. There is hardly a consensus about its definition, dimensionality, and measurement, and this limits advances in research and understanding of the concept (Santos & Brito, 2012).

An organization's performance is a process to enhance both the effectiveness of an organization and the well-being of its members through planned interventions. One of the three key points of the organizational development that will lead to organizational performance is when many of the organization's development efforts at increasing organizational learning, with the intent of then impacting organizational performance (Jon & Randy, 2009). Organizational performance was referring to the actual output or results of an organization as measured against its intended outputs, goals, and objectives (Jon & Randy, 2009). There are four types of organizational performance measures: first, human resource outcomes; second, organizational outcomes; third, financial accounting outcomes; and lastly, capital market outcomes. Human resource outcomes related to change in employee behavior, which included employee satisfaction, turnover, and absenteeism. Organizational outcomes include labor productivity, customer satisfaction, and quality of product services. Financial accounting outcomes included three measures, such as returns on assets, return on equity, and profitability. Capital market outcomes reflect how the market evaluates an organization, which consists of the three indicators of stock price, growth rate of stock price, and market returns (Dyer & Reeves, 1995).

Organizational performance basically can be defined as the outcome that indicates or reflects the organization's efficiencies or inefficiencies in terms of corporate image, competencies, and financial performance (Khandekar & Sharma, 2006). Work performance is the way employees perform their work. An employee's performance is determined during a job performance review, with an employer taking into account factors such as leadership skills and productivity to analyze each employee on an individual basis. Job performance reviews are often done yearly and can determine raise eligibility, whether an employee is right for promotion, or even if an employee should be fired (Rowold, 2011). There were so many ways to evaluate employee work performance. According to Rowold (2011), high-performance work systems and practices have been identified as playing a key role in the achievement of business goals and improved organizational effectiveness. While there is no agreement on an ideal configuration or bundle of such systems and practices. The logic is that high-performance work systems influence and align employees' attitudes and behaviors with the strategic goals of the organization, and they increase employee commitment and subsequently organizational performance.

According to Sriwan (2004), company performance should be judged against a specific objective to see whether the objective is achieved. Without an objective, the company has no criterion for choosing among alternative investment strategies and projects. For instance, if the objective of the company is to maximize its return on investment, the company would try to achieve this by adopting investments with return on investment ratios greater than the company's current average return on investment ratio. However, if the objective of the company were to maximize its accounting profits, the company would adopt any investment that would provide a positive accounting profit, even though the company might lower its current average return on investment ratio. Performance measurement is important for keeping a company on track in achieving its objectives. Al Damoe et al. (2012) claim that organizational performance is always indicated by financial scales and non-monetary sales, market share, and profit methods such as commitment and efficiency of employees, organizations' productivity, employees' satisfaction, quality of service, and innovativeness. Olaniyan and Lucas (2008) argued that training and development created capacity building that maximized the performance of the organization.

Organizational performance comprises the real output or results of an organization as measured against predetermined goals and objectives (Virginia, 2009). It can also be understood by how well an organization is doing to achieve its goals. It is very important for the managers of an organization to know the performance rate of their organization to be able to know what changes they can introduce to keep abreast of the evolving evolutions. Without the knowledge of the performance, it will be difficult for the executives of the organization to know when exactly changes are needed in the organization. From past literature, performance seems to be a very complex concept. More attention needs to be given to how performance is assessed. Superior performance means that the work is done effectively and efficiently. Organizational performance refers to a long-range effort to improve an organization's problem-solving capacity and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist practitioners, or change agents, as they are sometimes called. According to Chen (2002), organizational performance is all about goal accomplishments through the transformation of inputs into outputs. From a content perspective, performance is all about economy, efficiency, and effectiveness. It brings out the relationship between effective and minimal cost (economy), the outcome and achieved outcome (effectiveness), and the difference between realized and effective cost (efficiency). An organization may assess its performance based on profit, sales volume, market share, and staying within the time bounds.

Organizational performance, as well as how to maintain and enhance attained performance, has been the most important goal as well as issue facing all organizations, be they profit or nonprofit, small or large, or private or public organizations. This has made organizational performance a recurrent concept in management as well as of immense interest to both academic scholars and practicing managers. Although organizational performance is very essential to all organizations, the factors that actually determine its outcome in the organization have brought a lot of concern to academic researchers (Mills & Smith, 2011). Moreover, all over the globe, business firms are bedeviled with the problem of how to enhance their performance as a result of changes in technology brought about by globalization, which has over the years and currently affects all aspects of the business environment. This particularly means that any business firms that fail to align with this current wave of changes will be left behind.

Hence, William, John, and Peter (2012) express that the rationale behind some organizations' low performance is due to the fact that they do not know what they are supposed to know, which is a result of not effectively applying key knowledge management processes such as knowledge sharing. The ability to manage knowledge is crucial in today's knowledge economy. The creation and diffusion of knowledge have become increasingly important factors in competitiveness and organizational performance. While knowledge is increasingly being viewed as a commodity or intellectual asset, the inability to effectively share this valuable commodity among organizational members has cost lots of organizations some fortunes. Hence, business firms must by all means create new knowledge continuously and encourage its sharing and storage within the organization in order to enhance their performance as well as to gain more advantage competitively. Knowledge sharing plays an essential role in the innovation capability of the organization that leads to enhanced performance of the organization; thus, AlMashari, Zairi, and AlAthari (2002) expressed that knowledge sharing helps to build an organization's culture that encourages innovations for better performance. The advantage of knowledge sharing is not only to facilitate the collaboration in the innovation process but also to include the identification of gaps in the knowledge base of the organization as well as how to fill it (Zwain, Teong & Othman, 2012).

Organizational performance is a description of the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, mission, and vision of the organization (Bastian, 2001). Then another definition of organizational performance proposed by Pasolong (2007) is the work achieved by employees or groups of employees within an organization, in accordance with the authority and responsibility of each, to achieve the objectives of the relevant organization legally, not violating the law, and in accordance with morals and ethics. Thus, it can be said that organizational performance is a picture of the work of the organization in achieving goals that, of course, will be influenced by resources owned by the organization. Organizational performance represents a crucial area of interest for scholars and practitioners, reflecting how effectively an organization achieves its goals and objectives. The concept encompasses a myriad of dimensions, including financial metrics, employee engagement, customer satisfaction, and innovation. Recent developments include the need for a holistic view of performance measurement and implementing integrated frameworks that capture the complexity of contemporary organizations. As workplaces evolve under the influences of global competition, digital technology, and changing workforce demographics, understanding the determinants of organizational performance becomes ever more pertinent (Kaplan & Norton, 1992; O'Reilly & Tushman, 2016).

MEASURES OF ORGANIZATIONAL PERFORMANCE

The measures of organizational performance are as follows:

Productivity

Productivity has been described as the level of an individual's work achievement after having exerted effort. They believe that productivity is an individual phenomenon. However, certain environmental factors will have a significant bearing on performance (Herti et al., 2011; cited in Faith, 2017). Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e., output per unit of input. When all outputs and inputs are included in the productivity measure, it is called total productivity. Outputs and inputs are defined in the total productivity measure as their economic values. The value of outputs minus the value of inputs is a measure of the income generated in a production process. It is a measure of the total efficiency of a production process, and as such, the objective is to be maximized in the production process (Pooja & Sachin, 2015). According to Pooja and Sachin (2015), productivity is a crucial factor in the production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education, and contribute to social and environmental programs. Productivity growth also helps businesses to be more profitable.

Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). As such, it can be expressed as Hence, there are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input). Of course, a similar effect would be seen if both input and output increased, but output increased faster than input, or if input and output decreased, but input decreased faster than output. Organizations have many options for the use of this formula: labor productivity, machine productivity, capital productivity, energy productivity, and so on. A productivity ratio may be computed for a single operation, a department, a facility, an organization, or even an entire country (Pooja & Sachin, 2015).

Market Share

Farris and colleagues (2010) have defined market share as “the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity” (Farris et al. 2010, p. 8). Vargo and Lusch (2004), cited in Denis (2017), have urged the scholars and practitioners to interpret market share as a measure of how well a company has been able to predict market dynamics and the needs of the targeted customers. It is important to point out that market share should be closely monitored for signs of change in the competitive landscape; this proxy frequently drives strategic or tactical actions, since it is measured relative to the competitors’ “share of customer’s wallet.” Market share reflects how marketing expenditures contribute to stakeholders’ value. As a measure of marketing productivity, market share is also linked with the overall firm’s profitability. As it was noted earlier, it is crucial to establish a positive link between profitability and non-financial marketing measures in order to maintain marketers’ credibility and reinforce the importance of the marketing function within a firm. Among different measures of performance, market share is a key indicator of market competitiveness, i.e., how well a firm is doing against its competitors (Buzzell et al., 1975; Farris et al., 2010; cited in Denis, 2017).

Revenue

Revenue is a crucial aspect of business operations, as it directly affects a company's ability to sustain itself, grow, and remain competitive. The concept of revenue has evolved significantly, driven by technological advancements, changes in consumer behavior, and shifting market trends. A study by Fama and French (2020) found that companies with high revenue growth tend to outperform their peers in the long run. Similarly, a study by Lefebvre et al. (2019) found that revenue growth is a significant predictor of firm survival. Effective revenue management is critical for businesses to optimize their revenue streams. A study by Bitar et al. (2019) found that companies that adopt dynamic pricing strategies tend to outperform those that use static pricing. Similarly, a study by Lee et al. (2020) found that companies that use data analytics to optimize their pricing tend to experience significant revenue gains. The rise of digital technologies has given birth to new revenue streams, such as online sales and subscription-based models. A study by Kim et al. (2020) found that companies that offer subscription-based services tend to experience higher revenue growth rates than those that do not. Similarly, a study by Zhang et al. (2019) found that e-commerce platforms can significantly increase revenue for small and medium-sized enterprises (SMEs). Revenue is a critical aspect of business operations, and recent research has highlighted the importance of effective revenue management strategies, digital revenue streams, and data-driven decision-making. Companies that adopt these strategies tend to outperform their peers and experience significant revenue gains.

CONCLUSION

Organizational performance is a multifaceted and vital concept that reflects an organization's effectiveness in achieving its goals amidst a complex and competitive environment. It encompasses various dimensions, including employee engagement, leadership, knowledge sharing, customer experience, and strategic management, all of which are crucial in driving success. The literature underscores that enhancing performance requires a holistic approach focusing not only on financial metrics like revenue and market share but also on non-financial indicators such as productivity, innovation, and employee advocacy. Notably, the active involvement of employees, through initiatives like advocacy and engagement, plays a significant role in shaping positive organizational outcomes. As organizations navigate rapid technological advancements and globalization, continuous improvement and adaptive strategies are essential for maintaining competitiveness and sustainable growth. Ultimately, understanding and effectively managing the diverse factors influencing organizational performance will enable organizations to thrive in today's dynamic business landscape.

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