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Employees Evangelism as a Function of Effective Communication, Ethical Culture, and Leaders Motivating Lang...

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Employees Evangelism as a Function of Effective Communication, Ethical Culture, and Leaders Motivating Language Via Work Meaningfulness as a Mediator

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Abstract

This study examines the role of effective communication, ethical culture, and leaders' motivating language in influencing employees' evangelism through work meaningfulness as a mediator, using the Social Cognitive Theory (SCT). The study employs a survey methodology to acquire data from employees of various organizations in the Indonesian province of South Kalimantan. The sample comprises 547 employees, and statistical tools were used to analyze the data and verify the hypotheses. According to the findings, effective communication, an ethical culture, and leaders' motivating language are positively associated with work meaningfulness, and work meaningfulness is positively associated with employee evangelism. The findings suggest that organizations can increase the evangelism of their employees by nurturing an ethical culture, promoting effective communication, and using the motivating language of their leaders. In addition, the study emphasizes the significance of work significance as a mediator between these three factors and employee evangelism. This study contributes to the literature on employee evangelism by shedding light on how SCT can aid in comprehending the underlying mechanisms underlying the relationship between effective communication, ethical culture, leaders' motivating language, work meaningfulness, and employee evangelism.

Keywords: *employees evangelism, effective communication, ethical culture, leaders motivating language, work meaningfulness*

1.0. Background

There has been a growing interest in comprehending how employees can become advocates for their organizations over the past few years. Organizations have long understood the significance of word-of-mouth marketing and have utilized it for decades (Langga, 2022). However, it is becoming increasingly clear that the most effective brand ambassadors are not paid endorsers or prominent influencers but employees themselves (Ahn & Chen, 2022). When employees believe in their mission and are enthusiastic about their work, they become evangelists who advocate their products and services with genuine zeal. Employee evangelism refers to personnel who serve as brand advocates for their organization (Azar, Rastgar, & Garabollagh, 2019). These employees are dedicated to their work and believe in the mission and values of their organization. As a result, they promote the products and services of their organization with authenticity and enthusiasm. In addition, employee evangelism has emerged as a valuable asset that can aid organizations in building brand awareness, attracting new

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consumers, and fostering positive relationships with stakeholders (Sashittal, Jassawalla, & Sachdeva, 2022).

Social Cognitive Theory (SCT) proposes that people's behavior is influenced by their environment, personal factors, and cognitive processes. According to SCT, individuals learn from observing others and the consequences of their actions (Kursan Milaković, 2021). Simultaneously, effective communication is essential to establishing a positive work environment that encourages employee engagement and dedication (Yuan, Ye, & Zhong, 2021). When employees believe they are being listened to and that their opinions matter, they are more likely to feel invested in their work and the organization. Effective communication can also improve employee satisfaction, decrease turnover, and strengthen consumer relationships (Pongton & Suntrayuth, 2019). Therefore, effective communication is a crucial aspect of employee evangelism cultivation. Simultaneously, ethical organizational culture is crucial in determining employee attitudes and conduct (Metwally et al., 2019). Ethical culture refers to the shared values, beliefs, and practices that define the ethical decision-making approach of an organization (Soomro & Shah, 2019). A strong ethical culture can cultivate a sense of shared purpose and an employee commitment to ethical conduct. Ethical culture can also improve organizational performance and mitigate reputational risk (Mahendra, Sirait, & Sitepu, 2022).

Motivating language leaders use another crucial factor influencing employee conduct (Daniel et al., 2022). The motivating language of leaders refers to the terms and phrases used to inspire and motivate employees. Leaders who use motivating language can foster a sense of common purpose and encourage employees to achieve their objectives (Men, Qin, & Jin, 2022). Additionally, motivating language can increase employee engagement and decrease turnover. In addition, Work significance is a crucial mediator that can influence the relationship between effective communication, ethical culture, leaders' motivational language, and employee evangelism. Work meaningfulness is the extent to which employees view their employment as significant and rewarding (Oubibi et al., 2022). When employees perceive the significance of their work, they are more likely to be committed to their organization and engage in behaviors consistent with its objectives and values (Zhang, Bolino, & Yin, 2022b).

Despite the expanding interest in employee evangelism, there is a lack of research on the factors that influence it from the Social Cognitive Theory (SCT) perspective. While prior research has examined the impact of communication, culture, and leadership on employee attitudes and behavior, more research is required to investigate the cognitive processes that mediate these relationships (Mvondo et al., 2022; Nkoulou Mvondo et al., 2022; Sashittal et al., 2022). Specifically, research on the role of work meaningfulness as a mediator in the relationship between effective communication, ethical culture, leaders' motivating language, and employee evangelism is lacking. In addition, the existing research on employee evangelism has focused primarily on the outcomes of this phenomenon, such as customer loyalty and organizational performance, rather than the factors that contribute to it (Panda et al., 2020). Consequently, there is a need for research examining the causes and mechanisms of employee evangelism.

This research void indicates the need for studies investigating the cultural factors that influence employee evangelism and how these factors interact with the cognitive processes mediating the relationship between communication, culture, leadership, and employee evangelism.

Consequently, the purpose of this research is to fill these gaps in the literature by examining the following;

- The relationship between effective communication, ethical culture, leaders' motivating language, work meaningfulness, and employee evangelism.
- Investigate the mediating role of work meaningfulness in the relationship between effective communication, ethical culture, leaders' motivating language, and employee evangelism.
- Examine the moderating role of job security between the relationship of work meaningfulness and employee evangelism.
- Compare the results of this study with previous research on employee evangelism in Western cultural contexts.
- Provide recommendations for organizations on fostering employee evangelism through effective communication, ethical culture, leaders' motivating language, and work meaningfulness.
- Contribute to the theoretical understanding of employee evangelism from a Social Cognitive Theory (SCT) perspective.

2.0. Theoretical Framework

Social Cognitive Theory (SCT)

Social Cognitive Theory (SCT) and its application within the context of employee evangelism serve as the theoretical basis for the current study. Social Cognitive Theory (SCT) describes how individuals develop cognitive processes and acquire new behaviors through observation, modeling, and self-efficacy (Nwosu et al., 2022). The SCT asserts that observation, social interaction, and individual experiences lead to specific behaviors (Alvarez-Risco et al., 2022). According to SCT, three significant factors influence behavior: environmental factors, personal factors, and behavioral factors. The environment influences behavior through social, physical, and cultural factors. Personal factors consist of cognitive and affective processes, such as self-efficacy, and behavioral factors comprise an individual's responses and actions (Damayanti et al., 2022). In the context of the topic, the theory suggests that effective communication, an ethical culture, and leaders' motivating language can influence employees' behavior of evangelizing their organization's culture and values. According to SCT, cognitive processes mediate the connection between an individual's environment and behavior (Zhang, Liu, & Xiao, 2022a). In this instance, work meaningfulness mediates the relationship between communication, culture, leadership, and employee evangelism. Employees' perceptions of the value and significance of their work influence their dedication to the organization and its objectives. When employees find meaning and purpose in their work, they are more likely to engage in evangelism.

Effective Communication, Ethical Organizational Culture, Leaders' Motivating Language, and Employees Evangelism

Effective communication is a crucial component of organizational success and has significantly influenced employees' attitudes, behaviors, and overall commitment to their work (Men et al., 2022). This literature review investigates the connection between effective communication and employee behavior, which refers to how employees

advocate for their organization and its products or services. Recent research indicates that effective communication positively influences employee word of mouth. For instance, Zhang et al. (2022b) discovered that effective communication between managers and employees increased employees' propensity to recommend their organization as a workplace. Similarly, Falatah, Al-Harbi, and Alhalal (2022) discovered that effective communication from senior management increased employees' propensity to recommend the products or services of their organization to others. Similarly, Men et al. (2022) reported that effective communication from organizational leaders helped employees develop a sense of organizational identity, which increased their propensity to advocate for the organization.

Moreover, ethical organizational culture is defined as the values, beliefs, and practices that promote ethical behavior among members of an organization (Isac et al., 2021). On the other hand, employee evangelism is employees' propensity to promote their organization and its products or services to others (Azar et al., 2019). In recent years, academics have investigated the connection between ethical organizational culture and employee brand recommendations. For example, Astuti and Efendi (2022) argued that an ethical organizational culture positively affects employee advocacy. The authors argue that when employees perceive their organization to have a strong ethical culture, they are more likely to be pleased with it and willing to promote it.

Mahendra et al. (2022) investigated the influence of ethical leadership on ethical organizational culture and employees' persuasive skills. They contend that ethical leadership sets the tone for ethical behavior within an organization and encourages employees to engage in positive behaviors, such as evangelizing the organization.

In addition, leaders' motivating language inspires and motivates employees (Mohd Sharip, Awang, & Ismail, 2022). Motivational language is an essential aspect of leadership that can substantially impact employees' attitudes and behaviors toward their work. This literature review investigates the connection between leaders' motivating language and employees' evangelism, which refers to their advocacy and dedication to their organization. Multiple studies have investigated the effects of motivating language on the attitudes and behaviors of employees. Men et al. (2022) discovered that leaders' transformational language, which emphasizes motivating and empowering employees, positively influenced their work engagement and job satisfaction. Similarly, Daniel et al. (2022) found that leaders' empowering language, which entails providing employees with autonomy and support, was positively associated with their creativity and innovative behavior. While extending these findings from advocacy to evangelism, this study establishes the social cognitive theory perspective and hypothesizes that;

H1: *A positive association exists between a) effective communication, b) ethical organizational culture, and c) leaders' motivating language with employees' evangelism.*

Effective Communication, Ethical Organizational Culture, Leaders' Motivating Language, and Work Meaningfulness

Effective communication is necessary for employees to comprehend their duties and responsibilities and the organization's goals and objectives (Srimulyani & Hermanto, 2022). Transparent and open communication channels allow employees to feel appreciated and connected to the organization, increasing their sense of meaning and purpose in their work.

Communication is crucial for establishing a sense of purpose and direction in the workplace (Thelen & Formanchuk, 2022). Employees are more likely to feel connected to their work and the organization when they believe they are kept informed and their opinions and feedback are valued. This connection can contribute to a greater sense of purpose and meaning in their work Parry et al. (2022); (Soesilo, Gunadi, & Arimbi, 2020). examined the relationship between supervisor-subordinate communication, perceived organizational support, and work significance. The study found that communication between supervisors and subordinates directly affects job satisfaction, which is mediated by perceived organizational support. According to the study's findings, effective communication between supervisors and subordinates can foster a positive work environment and increase an employees' sense of purpose at work.

Creating a meaningful work environment requires the presence of an ethical organizational culture. The perception that they are employed by an organization governed by strong ethical principles and values inspires employees to serve a cause greater than themselves (Teymoori et al., 2022). This sense of purpose can be a powerful motivator and lead to greater satisfaction in their work. Metwally et al. (2019) stated that an ethical organizational culture encourages workplace impartiality, respect, and honesty. In addition, an ethical organizational culture is founded on values such as honesty, integrity, and trust, which contribute to a positive work environment. The language of leaders can also significantly impact the significance of labor (Thelen & Formanchuk, 2022). When leaders use inspiring and motivating language, employees are more likely to view their work as valuable and meaningful.

In contrast, executives who use negative or demotivating language can result in disillusionment and disengagement with work. Leaders' inspiring and energizing language can encourage employees to work toward a shared vision and purpose. Overall, the combination of effective communication, an ethical organizational culture, and the motivating language of leaders can create a work environment that fosters work significance and employee engagement. Therefore, it is hypothesized that;

H2: *There is a positive association between a) effective communication, b) ethical organizational culture, and c) leaders' motivating language with work meaningfulness.*

Work Meaningfulness and Employees Evangelism

Work significance can have a substantial effect on employee evangelism. When employees find their work meaningful, they are more likely to be enthusiastic about it and to share their positive experiences with others, which can contribute to an increase in evangelism. Historically, researchers have reported a positive correlation between work meaningfulness and increased job commitment and loyalty (Zhang et al., 2022b). Therefore, it can be stated that this increased satisfaction can also result in employees speaking positively about their employment and organization, thereby contributing to an increase in evangelism. Sun et al. (2021) found a positive correlation between work meaningfulness, increased productivity, and improved work outcomes such as job engagement. Employers can promote meaningful work by providing employees with opportunities to interact with the organization's mission and values, assigning meaningful work, and recognizing and rewarding employees for their contributions to the organization. Consequently, they promote organization offerings. Consequently, it is postulated that;

H3: *Work meaningfulness has a significant positive relationship with employees' evangelism.*

Mediatory Role of Employees' Work Meaningfulness

The current study proposes that employees' perceptions of the significance of their work mediate the relationship between effective communication and evangelism. Meng et al. (2022) examined the role of work meaningfulness as a mediator between leaders' vision communication and employees' advocacy and discovered positive results. Another study by Sung, Yoon, and Han (2022) concluded that organizations must cultivate an ethical culture to increase work meaningfulness, fostering employee loyalty. According to research, ethical organizational culture can nurture employees' work significance, motivating them to become brand advocates (Sapta, Muafi, & Setini, 2021). In contrast, employees who lack a sense of purpose in their work are more likely to engage in undesirable behaviors, such as absenteeism and attrition (Deri, Zaazie, & Bazaanah, 2021).

Similarly, Karataş, Uzun, and Tagay (2021) suggested that a leader's motivating language can increase the significance of employees' work. This positive relationship between work meaningfulness and job-related behaviors extends to evangelism, as employees who find their work meaningful are more likely to become brand ambassadors for their employer. Therefore, organizations can increase their employees' evangelism by encouraging leaders to use language that promotes the significance of their employees' work. Based on evidence from the literature and theoretical premises, it is hypothesized that;

H4: *Work meaningfulness mediates the association of a) effective communication, b) ethical organizational culture, and c) leaders' motivating language with employees' evangelism.*

Moderating Role of Job Security

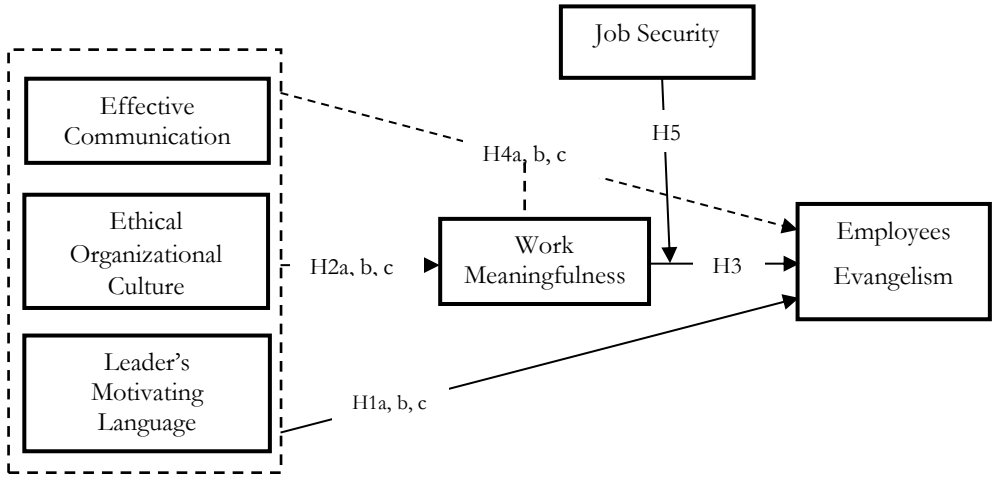
Extensive research has been conducted on organizational behavior on the significance of work and positive employee behaviors. However, less attention has been paid to the moderating function of job security in the relationship between employees' work meaningfulness and their evangelism behavior. Additionally, research has demonstrated that employment security significantly predicts employees' work attitudes and conduct (Nemteanu, Dinu, & Dabija, 2021). Specifically, employees who perceive high levels of employment security are more likely to be committed to their organization, enthusiastic about their work, and willing to engage in positive organizationally-beneficial behaviors, such as evangelism behavior (Falatah et al., 2021). Current research hypothesizes that job security reinforces the positive impact of work significance on employees' evangelism behavior (Hur, 2022). Organizations can encourage employees to find their work more meaningful and become brand ambassadors by providing employment security. Consequently, it is postulated that;

H5: *Job security moderates the relationship between and employees' evangelism such that employees evangelize their organizations' products and services in the case of higher levels of job security.*

Theoretical Framework of The Study

Figure 1 depicts the theoretical framework of the study, which was established based on Social Cognitive Theory (SCT) and a comprehensive review of pertinent literature. The figure depicts the related constructs and variables of the study, providing a clear illustration of how each variable contributes to the overarching framework of the research.

Figure 1: Theoretical Framework of The Study



3.0. Methodology

This research employed a cross-sectional survey design. The survey method is appropriate for this study because it permits rapid data acquisition from a large sample of participants (Kunhoth et al., 2020). The survey was disseminated to employees of North Sumatera Province, Indonesian e-commerce companies. The study used a technique of purposive sampling to select the participants. The target audience consisted of e-commerce workers in South Kalimantan Province. A self-administered survey questionnaire was used to collect data based on the research objectives and literature review. The questionnaire contained two primary sections: demographic data and research variables. The demographic section gathered data on age, gender, education, and employment experience. There were questions regarding effective communication, ethical culture, leaders' motivating language, work meaningfulness, employment security, and employee evangelism in the section on research variables. The sample size for this study was 547 survey responses out of the initial 860 employees contacted. The data collection procedure was concluded at the start of March, 2022.

Study Measures

Three items from Yang, Kang, and Cha (2015) were adapted to measure effective communication, and eight from (Kuenzi, Mayer, & Greenbaum, 2020). In addition, three items were adapted from Ma, Mayfield, and Mayfield (2018) to measure the leader's motivating language, and six items were adapted from May, Gilson, and Harter (2004) to measure the meaningfulness of labor (2004). Job security was measured with seven items adapted from (Badran & Khaled, 2021), and employee evangelism was measured with five items from Thelen (2019). All variables were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly concur).

Demographic Characteristics

The gender breakdown of the sample revealed that 65 percent were male and 35 percent were female. 20% of the participants were between 18 and 25 years old, 40% were between 26 and 35 years old, 25% were between 36 and 45 years old, 10% were between 46 and 55 years old, and only 5% were older than 56 years old. 15% of the participants had not completed high school, 10% had vocational training, 50% had a bachelor's degree, and 25% or more had a

master's degree or higher. In addition, the job tenure distribution of the sample revealed that 20% of the participants had been employed for less than one year, 40% for one to three years, 20% for four to six years, 10% for seven to ten years, and 10% for more than ten years. 30% of the participants held entry-level positions, 50% held mid-level positions, and 20% held senior-level positions, according to the distribution of job positions.

4.0. Results

Measurement Model

We used SmartPLS v.4 software to conduct a partially square structural equation modeling analysis to determine the causal relationships between independent and dependent variables regarding the evangelism of employees. We began by analyzing the descriptive statistics of the study's variables. The skewness and kurtosis values were within the acceptable +1 to -1 and +2 to -2, respectively. Then, we conducted a simulation analysis to determine how demographic characteristics affected the evangelism of employees in the workplace. We discovered that employees' experiences significantly impacted engagement, prompting us to control these variables in subsequent analyses (Hair et al., 2019). We evaluated the variables' validity and normality in the third stage by evaluating their psychometric properties. We employed four criteria: factor loadings, Cronbach alpha composite reliability, and extracted average variance. Our analysis revealed that all factor loadings for study items associated with the main study variables exceeded the acceptable threshold of 0.70. Cronbach alpha and composite reliability values were also greater than 0.70, indicating excellent reliability and mentality of the measures. Moreover, average variance extracted (AVE) values were more significant than 0.70 (Sarstedt, Ringle, & Hair, 2017). Please consult Table 1 for additional information.

In addition, to ensure the absence of multicollinearity issues among the study constructs, the Heterotrait-Monotrait (HTMT) ratio was used to assess their discriminant validity. It is shown in Table 2 that it was less than the recommended cutoff of 0.85 (Henseler, Ringle, & Sarstedt, 2015), consequently confirming the distinctness of all variables from one another.

Table 1: Factor Loadings, Reliability, and Validity

Constructs/Items	FL	AVE	CR	CA
Effective Communication		**0.618**	**0.828**	**0.**
EC1: My company asks for feedback from people like me about the quality of its information	0.729			
EC2: My company provides information in a timely fashion to people like me	0.758			
EC3: My company presents more than one side of controversial issues").	0.865			
Ethical Organizational Culture		**0.586**	**0.918**	**0.754**
EOC1: My organization makes it sufficiently clear to me how I should conduct myself appropriately toward others within the organization	0.548			
EOC2: My supervisor sets an excellent example in terms of ethical behavior	0.793			
EOC3: The Board and (senior) management sets an excellent example in terms of ethical behavior)	0.802			
EOC4: I am not asked to do things that conflict with my conscience in my immediate working environment	0.806			
EOC5: In my immediate working environment, everyone has the best interests of the organization at heart	0.778			
EOC6: If a colleague does something which is not permitted, my manager will find out about it	0.807			
EOC7: In my immediate working environment, there is adequate opportunity to discuss unethical conduct	0.790			
EOC8: In my immediate working environment, ethical conduct is valued highly).	0.767			

Leader's Motivating Language		**0.515**	**0.761**	**0.759**
LML1: Tells me stories about people who are admired in my organization.	0.714			
LML2: Offers me helpful directions on how to do my job.	0.721			
LML3: Shows me encouragement for my work efforts.	0.718			
Work Meaningfulness		**0.580**	**0.892**	**0.743**
WM1: My work on this job is significant to me.	0.738			
WM2: My job activities are personally meaningful to me.	0.797			
WM3: The work I do on this job is worthwhile.	0.766			
WM4: My job activities are significant to me.	0.757			
WM5: The work I do on this job is meaningful to me.	0.791			
WM6: I feel that my work on my job is valuable.	0.719			
Employees Evangelism		**0.617**	**0.890**	**0.749**
EE1: I recommend my organization's brands, products, or services to others	0.827			
EE2: I persuade people to buy/use my organization's brands, products, or services	0.736			
EE3: I persuade my family/friends/peers to buy/use my organization's brands, products, or services	0.815			
EE4: I refute biased opinions about my organization	0.764			
EE5: I spread positivity about my organization	0.783			
Job Security		**0.569**	**0.902**	**0.798**
When I might be terminated, I don't feel worried about my job	0.719			
I have a reasonable and stable income	0.742			
My job provides me with all the required benefits	0.785			
My job at the firm gives me a decent social Status	0.790			
My job at the firm gives me material and moral incentives	0.754			
I have a good relationship with my boss at my job	0.755			
Work conditions at my organization are convenient	0.732			

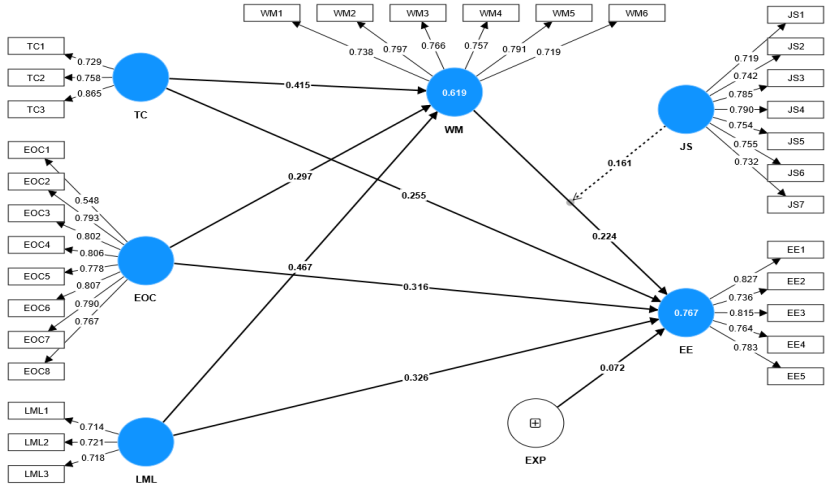
*"**Note:** FL= Factor Loadings AVE=Average Variance Extracted; CR=Composite Reliability; CA= Cronbach's Alpha."*

Table 2: Heterotrait-Monotrait Ratio

Constructs	Mean	Std	1	2	3	4	5	6
Effective Communication	3.99	1.05	**0.786**					
Ethical Organizational Culture	4.18	0.95	0.506	**0.765**				
Leaders' motivating language	3.80	1.00	0.591	0.473	**0.717**			
Work Meaningfulness	4.11	0.99	0.448	0.558	0.636	**0.761**		
Employees Evangelism	3.92	1.10	0.608	0.660	0.500	0.447	**0.785**	
Job Security	3.90	1.13	0.499	0.419	0.429	0.519	0.675	**0.754**

*"**Note:** The square roots of AVEs of the constructs are shown in bold in diagonal."*

Figure 2: Full Measurement Model



Structural Model

The study utilized SmartPLS v.4 to investigate the hypothesized causal relationships. The model's accuracy was determined by calculating the coefficient of determination (R2). The R2 values for employees' evangelism and work meaningfulness were 0.767% and 0.619%, respectively, indicating that the prognostic variables accounted for 76.7% and 61.9% of the variance in these outcomes. These results are significant because they demonstrate the overall validity of the model.

Direct Hypotheses

The study's findings indicated a significant positive impact of *effective communication (ß = .255**, t = 3.789)*, ethical organization culture *(ß = 0.316***, t = 5.260), and leaders' motivating language (ß = 0.326***, t = 5.911)*, on the *employees' evangelism. Likewise, the findings suggested* the significant positive impact of *effective communication (ß = .415**, t = 6.720), ethical organization culture (ß = 0.297***, t = 4.433), and leaders' motivating language (ß = 0.467***, t = 7.782),* on the *work meaningfulness*. Also, *work meaningfulness* was positively associated with *employees' evangelism (ß = 0.224**, t = 3.510)*. These findings support hypotheses H1 a, b, c; H2 a, b, c; and H3.

Mediations Hypotheses

The findings also endorse the indirect influence of *effective communication (ß = .279**, t = 4.021),* ethical organization culture *(ß = 0.322***, t = 5.867), and leaders' motivating language (ß = 0.317***, t = 5.342)*, on the *employees' evangelism* via the mediatory role of their *work meaningfulness* as shown in Table 3. Hence, it supports H4, a, b, and c.

Moderation Hypotheses

To examine whether job security moderates the relationship between work meaningfulness and employees' evangelism, we created an interaction term, JS*WM, using the product indicator method in PLS-SEM v.4 software. The analysis revealed that the interaction term significantly affected employees' evangelism (ß = 0.161**, t = 2.864). The results showed that the influence of work meaningfulness on employees' evangelism was 41%, as measured by R2. However, after incorporating the interaction term, this influence increased to 59.2%, indicating that adding the interaction term improved the explanatory power of employees' evangelism by 18.2% based on the interaction of work meaningfulness and job security among e-commerce employees. The moderation results, as depicted in Figure 3, support the acceptance of hypothesis H5 in the study.

Figure 3: Interaction Plots of Work Meaningfulness and Job Security



In Figure 3, the line representing higher job security values has a steeper slope than the line for lower job security values, depicting the relationship between work meaningfulness and employees' evangelism.

Table 3: Hypothesis Testing Results

	Hypotheses	Std. Beta	t-value	p-values	Supported
H1a	EC→EE	0.255	3.789	0.006	Yes
H1b	EOC→EE	0.316	5.260	0.000	Yes
H1c	LML→EE	0.326	5.911	0.005	Yes
H2a	EC→WM	0.415	6.720	0.001	Yes
H2b	EOC→WM	0.297	4.433	0.000	Yes
H2c	LML→WM	0.467	7.782	0.000	Yes
H3	WM →EE	0.224	3.510	0.007	Yes
H4a	EC→WM→EE	0.279	4.021	0.003	Yes
H4b	EOC→WW→EE	0.322	5.867	0.000	Yes
H4c	LML→WM→EE	0.317	5.342	0.000	Yes
H5	JS*WM→EE	0.161	2.864	0.010	Yes

Where: *EC= Effective Communication; EOC= Ethical Organizational Culture; LML= Leader's Motivating Language; WM= Work Meaningfulness; EE= Employees Evangelism; JS= Job Security*

5.0. Discussion and Conclusion

Effective communication, an ethical culture, and the use of motivating language by executives are crucial to the success of an organization. Two crucial outcomes of these factors that can considerably impact an organization's performance are employee evangelism and work meaning. Effective communication is essential to the success of any organization. It involves exchanging information, ideas, and opinions within an organization between individuals and organizations (Falatah et al., 2022). The findings indicate that effective communication positively correlates with employee evangelism and work significance. It also demonstrates that effective communication can foster a positive workplace culture, fostering trust and collaboration (Men et al., 2022).

According to research, an ethical culture is positively correlated with employee evangelism and work significance. Since an ethical culture prizes honesty, openness, and responsibility (Teymoori et al., 2022), it fosters an environment where employees are encouraged to act ethically, and evil conduct is not tolerated. Therefore, employees are more likely to experience a sense of pride and loyalty when they believe their organization is committed to ethical behavior (Teymoori et al., 2022). Additionally, they are more likely to believe that their work positively impacts society. In addition, research indicates a positive correlation between leaders' motivating language and employee evangelism and work significance. A leader's motivational language includes language that inspires and motivates employees to perform their best work (Mohd Sharip et al., 2022). This can include words of encouragement, acknowledgment, and appreciation. Studies demonstrate a correlation between a leader's motivational language and positive employee behavior (Daniel et al., 2022). It also demonstrates that when employees perceive that their leaders are invested in their success, they tend to be more engaged and committed to their work. Moreover, they are more likely to feel a sense of purpose and satisfaction in their work.

The present study's findings also suggested that leaders' effective communication, an ethical culture, and the use of motivating language are associated with work significance. Employees are more likely to be engaged and committed to their work when they perceive and are convinced that their ideas are heard, that their organization is committed to ethical conduct, and that their leaders care about their success. Additionally, they are more likely to believe that their work significantly impacts society. Organizations prioritizing these factors are more likely to succeed and establish a positive work environment that attracts and retains top talent (Thelen & Formanchuk, 2022). The study indicated that work meaningfulness is significantly associated with positive employee behaviors (May et al., 2004).

In addition, the findings revealed that work significance mediated the relationship between effective communication, ethical culture, leaders' motivating language, and employees' evangelism. This suggests that when employees perceive their work to be meaningful, effective communication, an ethical culture, and leaders' motivational language enhance employee evangelism. Consistent with prior research, these results indicate that work meaningfulness is essential in employee attitudes and behaviors (Sung et al., 2022). Meaningful employees are more engaged, committed, and motivated and more likely to exhibit positive behaviors like evangelism.

The results revealed that job security moderates the relationship between work meaningfulness and employee evangelism. In particular, the positive relationship between work meaningfulness and employee evangelism was stronger among workers who perceived greater job security. These findings indicate that when employees perceive their employment as secure, they are more likely to view their work as meaningful and become organization advocates (Jayaweera, 2015; Zhang, Zhang, & Liu, 2022c). This is because employment security provides employees with a sense of stability and confidence, which can improve their perception of the significance of their work and encourage positive behaviors such as evangelism. These findings have significant implications for managers and executives seeking to promote employee attitudes and behaviors and improve the overall performance of their organizations.

Theoretical Implications

This study has significant theoretical implications for elucidating the factors that influence the evangelism of employees. Utilizing a social cognitive theory (SCT) perspective, the study emphasizes the significance of effective communication, ethical culture, leaders' motivating language, work meaningfulness, and employment security in fostering positive attitudes and behaviors among employees. Environment, personal factors, and cognitive processes influence people's beliefs, attitudes, and behaviors, according to the central assumptions of the Social Cognitive Theory (SCT). Therefore, one of the most important theoretical implications of the study is that effective communication, ethical culture, and leaders' motivating language are essential for fostering work meaningfulness and, ultimately, employees' evangelism. This finding supports the SCT's premise that environment and individual factors influence people's beliefs, attitudes, and behaviors. The study extends SCT by demonstrating the role of work meaningfulness as a mediator in the relationship between effective communication, ethical culture, leaders' motivating language, and employee evangelism. This finding suggests that work significance is a crucial factor that amplifies the positive impact of effective communication, ethical culture, and

leaders' motivating language on the attitudes and behaviors of employees. In addition, the study emphasizes the moderating effect of employment security on the relationship between work meaningfulness and employee evangelism. This finding indicates that job security is essential in fostering positive employee attitudes and behaviors.

Practical Implications

The findings of this study have practical implications for administrators and leaders who wish to promote positive attitudes and behaviors among employees and improve the overall performance of their organizations. By promoting effective communication, ethical culture, motivating language, work meaningfulness, and job security, managers and leaders can create a work environment that encourages positive employee attitudes and behaviors, thereby increasing evangelism. Managers and leaders can promote effective communication, for instance, by establishing clear communication channels and protocols, providing regular feedback and updates, and fostering open and transparent communication. Managers and leaders can cultivate an ethical culture by establishing a code of conduct, providing ethics training, and providing incentives and rewards for ethical behavior. Managers and leaders can use motivating language by providing leadership training, promoting positive communication and feedback, and demonstrating practical communication skills. In addition, managers and leaders can increase work significance by providing opportunities for professional development and growth, establishing clear job expectations and roles, and ensuring that employees comprehend how their work contributes to the organization's mission and goals. Finally, managers and leaders can increase job security by providing explicit job expectations, consistent feedback and evaluation, and professional development and advancement opportunities. Similarly, managers should provide job security, equitable pay, benefits, and career advancement opportunities to foster a stable work environment. These factors enhance employee job satisfaction, resulting in a rise in evangelism.

Limitations and Future Research Directions

The first limitation of this study is its cross-sectional design, which precludes the drawing of causal inferences. A longitudinal study design that monitors the variables' evolution over time would provide more substantial evidence for the proposed relationships. Second, the study utilized self-reported measures prone to response bias. Future studies could use objective measures like sales data, consumer feedback, or peer assessments to validate the present study's findings. Thirdly, future research should investigate the influence of other potential moderators or mediators on the relationship between the proposed variables and employee evangelism. Future research could, for instance, investigate the role of employee motivation, employee satisfaction, and organizational commitment in the relationship between the proposed variables and employee evangelism. Future research could also investigate the function of leadership styles in fostering evangelism among employees. Specifically, future research could investigate the mechanisms underlying the relationship between transformational leadership, transactional leadership, and employee evangelism. Finally, future research could investigate cross-cultural differences in the evangelism of employees. In particular, future research could investigate the impact of cultural values, beliefs, and practices on the evangelism of employees and the mechanisms underlying these relationships.

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