

A STUDY TO UNDERSTAND THE COSTS AND BENEFITS OF EMPLOYEE INTERACTION WITH
THE PUBLIC: EXTENDING THE KNOWLEDGE ON THE TYPOLOGY, CONSEQUENCES,
PROCESSES, AND CONTINGENCIES.

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ABSTRACT

Research on emotional labor and burnout paints public contacts with employees in a negative light, whereas work design studies highlight its positive aspects. The researchers contend that these divergent points of view emerge because various branches of literature take on very specific stances. In this dissertation, a paradigm is developed and tested that uses valence (good or negative) and content (affect-based or task-based) characteristics to classify employees' interactions with the public as either maltreatment, gratitude, problematic requests, or collaboration. Afterwards, they use these metrics to forecast employee happiness (emotional tiredness and work satisfaction) and performance (e.g., completing assigned tasks, being proactive with customers, and being rude to customers), as well as the underlying processes and boundary conditions of these outcomes. The researchers discovered that both good and negative contacts with the public contribute to employee well-being and performance based on multilevel analyses of the service employee-supervisor dyads from different organizations in China. On top of that, the researchers discovered that bad public encounters (such rude or unhelpful consumers) may not necessarily have a negative impact on staff. This research takes a methodical look at the connections between various forms of public engagement and important work-related outcomes, including the patterns, mediating mechanisms, and boundary conditions of these relationships. Implications for customer service performance research and practice are substantial in light of these results.

Keywords: Typology, Employee Interaction, Costs And Benefits, Business Contingencies.

INTRODUCTION

Employees in the rapidly expanding service industry face consumers, both positively and negatively, due to the social nature of their work and the nature of their relationships with the general public (including clients, patients, contractors, and customers). Workers' emotions, happiness, and performance are all impacted by the quality of their interactions with customers, making it a significant factor for both organizations and workers. On the other hand, how employees' contacts with the public

affect their productivity on the job is mostly unknown. The researchers are only a few examples of studies that have primarily focused on the negative aspects of public interaction in their examinations of emotional labor and burnout in service workers. Public relations interactions, according to this school of thought, are stressful because they require a lot of emotional energy and can lead to confrontational exchanges with clients. The public may also be wonderful to engage with. Employees are more likely to feel appreciated, have clearer expectations for their roles, have a positive influence on others, and get constructive criticism when they engage with members of the public, according to studies in the field of work design. The researchers need to improve our understanding. This study presents a more comprehensive and perspective that encompasses all aspects of public engagement. They hold this position for a number of reasons for the reasons given. To start, they argue in this research that our current lack of clarity on the effects of engagement with the general population stems from the myopic viewpoints expressed in published works on the general populace. The majority of the research has been on unfavorable client experiences, including verbal hostility, abuse, incivility, social stresses relating to customers, and interactional injustice, and discovered that these events had a negative impact on workers' results. The interactions between employees and customers are not fully captured by this emphasis, which might lead to incorrect conclusions. Research on the beneficial effects of public-facing interactions on workers is limited, and no research have combined the two viewpoints. Additionally, research on task-related communication with clients is few, whereas studies on emotional displays which may be unrelated to tasks abound. Affective and task-related messages are part of customer service interactions, according to the research. To better assist workers in fulfilling their duties to their satisfaction, there has to be theoretical integration and growth that can encompass a variety of workers' public experiences. Additionally, this might be useful in resolving the contradictory and ambiguous findings seen in the literature (Gheidar, 2020).

BACKGROUND OF THE STUDY

Public Engagement and Its Effect on Workers' Productivity contributing to the fragmented and contradictory literature on public-private partnerships and their impact on employee performance is the primary goal of this research. The majority of the studies on emotional labor and burnout focused on how public interactions affect employees' ability to regulate their emotions and how burnout manifests itself in terms of emotional exhaustion, depersonalization, and personal accomplishment. Task performance and employee motivation were the main foci of work design studies. Since these are all relevant to interactions between employees and customers, this study looked at emotional weariness, work satisfaction, performance on prescribed tasks, proactive customer service, and employee incivility. In addition, looking at these results

all at once could assist settle the disagreements between the previous studies. Scholars have recently taken a keener interest in this topic by establishing connections between public interactions and other significant outcomes, such as tardiness, sales performance, employee sabotage, employee incivility, negative mood, customer satisfaction, and employee sabotage. Proactive customer service behaviors are important, however as far as is known from the existing literature, no studies have investigated how public encounters impact proactive customer service. Efficiency of the service. Increasing the scope of customer interactions' results to include employee-customer interaction literatures should include unsolicited customer service behaviors. This mostly relies on the principle of Conservation of Resources. This research intends to look at the connections between various kinds of interactions (e.g., abuse, appreciation, difficult requests, and collaboration) and the health and productivity of workers. To start, they were quickly going over the Conservation of research predictions are based on resources theory (Sharma, 2019).

PURPOSE OF THE RESEARCH

To classify and defining various employee-public interactions. This is useful for recognizing different types of interaction models and learning what makes them unique. Examine the results for businesses and workers alike of these relationships. Among these measures is the evaluation of effects on productivity, contentment in the workplace, and the organization's standing in the community. In order to understand how these interactions impact the dynamics of an organization, it is necessary to conduct a process examination. Among these areas of research are feedback loops, communication patterns, and the impact of management techniques on these dynamics (Mikelsone, 2019).

LITERATURE REVIEW

Customers often have more face-to-face interactions with customer service representatives than they do with their bosses or colleagues, and this is especially true in the sales and service industries, which now employ 70% of the western workforce. A wide range of literary works recognize the importance of public engagement and the fact that it encompasses emotive and task-related components in addition to positive and negative outcomes. Organizational researchers, on the other hand, have paid less consideration to the question of how public engagement may be methodically structured to elicit broader views of its influence on associated outcomes. To achieve this goal, it is necessary to examine and collect data on both the theoretical and practical aspects of public engagement. Customer interactional injustice, customer verbal aggression, customer mistreatment, customer incivility, customer-related social

stressors, and customer contact frequency are just a few of the numerous constructs and labels covered in the academic literature on public interaction (Ho, 2021).

The proposed consequences, nature, and essential characteristics, as well as the conceptual definitions. By synthesizing the existing literature on staff members' interactions with consumers, the researchers are taking the first step in integrating and expanding the conceptualization of public interaction. There have been many theoretical and empirical studies on customer contact, but there are two key differences that emerge from reviewing the present research. To start, when people think of public interactions, they usually picture bad ones involving consumers, such when they're rude, disrespectful, verbally aggressive, or otherwise treated unfairly. Very few people considered interacting with the general population to be a positive thing. Secondly, rather than concentrating on how to communicate with clients in a way that is relevant to the tasks at hand, the majority of research concentrate on emotional displays. Justifications for a theoretical model organizing engagement with the public are provided after the literature review synthesizes the existing state of research surrounding employee interaction with consumers. The majority of studies examining the dynamics between customers and employees have concentrated on the former, exploring topics like negative emotions and methods for managing them, and the latter, examining customer behaviors that impact employees' emotional well-being, such as rudeness and abuse. Employees and customers may communicate on an emotional and task level during encounters, according to the findings. Employees see their interactions with the public as a way to get feedback on their performance and learn how to improve. "Interactions outside an organization allow incumbents to gain additional (external) insight into the specific tasks they perform and provide opportunities for additional, non-redundant feedback on their performance," the researchers wrote in their meta-analysis. "And job incumbents can learn how to perform their job more effectively through the transfer of implicit and explicit knowledge." In contrast to affective communication, which is presented to the public via emotional channels or by the pursuit of emotional goals, task-based communication is presented to the public through actions that are fundamental to the accomplishment of the work at hand. Interactions with the public that are task-based and beneficial may include client actions that facilitate workers' completion of certain assignments, while adversely Interactions based on tasks may include customers who block or hinder personnel from doing chores. Unequivocal differentiation between task-based and emotive contact with clients is crucial for not one, but two reasons (Ghosh, 2020).

RESEARCH QUESTION

How can one classify the many types of employee contacts with the public?

METHODOLOGY

China's many different organizations were responsible for carrying out the research. A quantitative technique was chosen by the researcher because of the restricted resources and the short amount of time available. Using a random sampling process, each respondent was contacted for the survey. Following this, a sample size was determined using Rao Soft, and the total number of samples was 1134. Individuals confined to wheelchairs or who are unable to read and write would have the survey questions read aloud by a researcher, who would then record their answers word for word on the survey form. While participants waited to complete their surveys, the researcher would inform them about the project and field any questions they may have. On occasion, it is asked that people finish and send back questionnaires simultaneously.

SAMPLING

Research participants filled out questionnaires to provide information for the research. Using the Rao-soft programme, researchers determined that there were 1134 people in the research population, so researchers sent out 1216 questionnaires. The researchers got 1189 back, and they excluded 45 due to incompleteness, so the researchers ended up with a sample size 1144 of.

DATA & MEASUREMENT

A questionnaire survey was used as the main source of information for the study (one-to-correspondence or Google-form survey). Two distinct sections of the questionnaire were administered: Both online and offline channels' (A) demographic information, and (B) replies to the factors on a 5-point Likert scale. Secondary data was gathered from a variety of sites, the majority of which were found online.

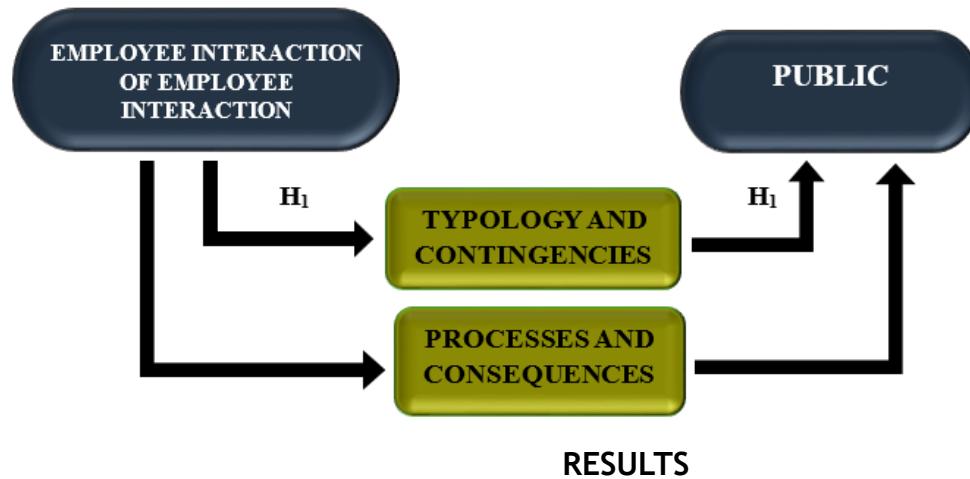
STATISTICAL SOFTWARE

SPSS 25 was used for statistical analysis.

STATISTICAL TOOLS

To get a feel for the data's foundational structure, a descriptive analysis was performed. A descriptive analysis was conducted to comprehend the fundamental characteristics of the data. Validity was tested through factor analysis and ANOVA.

CONCEPTUAL FRAMEWORK



Factor Analysis: The process of verifying the underlying component structure of a set of measurement items is a widely used application of Factor Analysis (FA). The observed variables' scores are believed to be influenced by hidden factors that are not directly visible. The accuracy analysis (FA) technique is a model-based approach. The primary emphasis of this study is on the construction of causal pathways that connect observable occurrences, latent causes, and measurement inaccuracies.

The appropriateness of the data for factor analysis may be assessed by using the Kaiser-Meyer-Olkin (KMO) Method. The adequacy of the sampling for each model variable as well as the overall model is assessed. The statistics quantify the extent of possible common variation across many variables. Typically, data with lower percentages tends to be more suited for factor analysis.

KMO returns integers between zero and one. Sampling is deemed adequate if the KMO value falls within the range of 0.8 to 1.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the sampling is inadequate. Use the best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

- If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.

Kaiser's cutoffs for acceptability are as follows:

A dismal 0.050 to 0.059.

- 0.60 - 0.69 below-average

Typical range for a middle grade: 0.70-0.79.

Having a quality point value between 0.80 and 0.89.

The range from 0.90 to 1.00 is stunning.

Table 1: KMO and Bartlett's.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.978
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.978 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

TEST FOR HYPOTHESIS

DEPENDENT VARIABLE

Public: A company's DNA is like the nature of business. It lays the groundwork for a company's goals and objectives by identifying its core competencies and key operations. Every company is unique, with its own history and mission statement, just as every person is. Entrepreneurial stories revolve around it. Although there is a great deal of variety in the business world, there are always the same basic elements that keep any company running. All these parts work together to form the framework, mission, and operations of a company (Attaran, 2019).

INDEPENDENT VARIABLE

Employee interaction of employee interaction: Measuring and managing employee engagement allows them to get insight into how their workers perceive the most important aspects of their work environment. It is possible to tell if their workers are really interested in what they do for a living or whether they are just clocking in and

out. Find out whether their HR policies and team-building exercises are having a good or bad impact on their company's bottom line. Furthermore, it is possible to prevent employee burnout and increase their sense of belonging to the firm and their job by taking the correct approach.

MEDIATING VARIABLE

Typology and contingencies: One possible explanation for the elevated profile of wicked issues is their seeming growth in both frequency and severity. It follows that they should give more thought to potential methods for identifying, comprehending, and dealing with them if this is the case. The term "wicked" may, however, have been overused and used without qualification. Specifically, it's possible that a general idea of wicked issues has taken hold, even though the many real-world examples that have been tagged to it differ in ways that put that idea to the test (Clements-Croome, 2019).

A relationship between Public and Employee interaction of employee interaction through Typology and contingencies: In recent years, the subject of employee engagement has gained a lot of attention. Regardless, there is still a dearth of critical scholarly work on the topic, and much less is understood about the ways in which management might impact employee engagement. Despite the enthusiasm for involvement, many people are unsure of what it entails. There is currently no agreed-upon definition of engagement, and many methods exist for measuring it. Articles in scholarly journals, working papers, textbooks, and other published works on the topic of employee engagement were surveyed in this literature study. According to the evaluation, the number of disengaged or unengaged workers exceeds the number of engaged workers. Regardless, a lot of companies think engagement is the main way to have an edge over the competition. Engagement, employee performance, and company success may be strongly correlated, according to research organizations and corporate results. Employees are more invested in their work when they feel heard, when they have chances to voice their opinions to upper management, and when they believe their supervisors care about the company's success. The fact that 'one size does not fit all' remains despite the identification of critical engagement factors. In addition to highlighting where further research is needed, the analysis also finds areas that have not been thoroughly examined before. Evidently, not enough is known about what factors influence engagement or if interventions, including teaching managers better communication skills, may boost engagement.

Based on the above discussion, the researcher formulated the following hypothesis, which was to analyse the relationship between Public and Employee interaction of employee interaction through Typology and contingencies.

H_{01} : There is no significant relationship between Public and Employee interaction of employee interaction through Typology and contingencies.

H_1 : There is a significant relationship between Public and Employee interaction of employee interaction through Typology and contingencies.

Table 2: H_1 ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38514.620	756	5655.517	984.426	.000
Within Groups	495.370	387	5.356		
Total	39009.99	1143			

In this study, the result is significant. The value of F is 984.426, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means “ H_1 : There is a significant relationship between Public and Employee interaction of employee interaction through Typology and contingencies” is accepted and the null hypothesis is rejected.

DISCUSSION

There is a lack of data about how workers' interactions with clients affect their job results, even though the service sector is seeing substantial development. The majority of studies involving service workers have focused on the negative aspects of dealing with customers. On the other hand, studies have shown that people may have positive encounters with the general population. In addition, there is a lack of data about how various aspects of client encounters affect workers' reactions on the job. The goals of this study were threefold: (a) to broaden the scope of public-facing interactions; (b) to create and verify customer-facing interaction measures based on this framework; and (c) to investigate how employees have responded to these customer-facing experiences, the psychological mechanisms at work, and the boundary conditions. The basic assumption of this study, which used the COR theory, was that workers' well-being and performance are affected by the personal and social resources they receive or lose while dealing with customers. They examined the public scales' structure in relation to the valence and content dimensions in order to experimentally assess the study topics that were suggested. The results are more likely to be accurate and applicable to a wide range of contexts because of the diversified sample. They review the key discoveries and talk about the theoretical and practical contributions in this article.

CONCLUSION

Service professions, which require workers to engage with others outside of their organization, are becoming more common in organizations throughout the globe. Up until now, there has been very little written on customer service. This article aims to fill these gaps by bringing together diverse viewpoints and broadening the scope of employee experiences to include the general public. This study's results back up the idea that several forms of public engagement exist and each one contributes significantly to understanding employee happiness and productivity. Perceived social value is the mechanism that this research uses to explain these correlations. Finally, this dissertation's findings lend credence to the idea that managers should facilitate their workers' psychological safety as a contextual resource for all public-facing interactions.

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