

A STUDY TO ANALYSE THE COSTS AND BENEFITS OF EMPLOYEE ENGAGEMENT WITH THE PUBLIC: ENHANCING UNDERSTANDING OF TYPOLOGY, OUTCOMES, PROCESSES, AND CONTINGENCIES.

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ABSTRACT

Instead of presenting public relations with employees in a bad light, studies on work design highlight their positive aspects. This is in contrast to studies on emotional labor and burnout. Conflicting opinions emerge organically, according to the study's authors, since several literary schools take such strong stances. This dissertation builds and evaluates a paradigm to classify workers' interactions with the public as either cooperative, mistreated, or appreciative using valence (positive or negative) and content (affect-based or task-based) attributes. Workers' emotional weariness, job satisfaction, task completion, customer proactiveness, and rudeness are some of the metrics used to forecast future happiness and productivity in the workplace. The processes and boundary situations that impact these outcomes are also taken into account. Multilevel studies of service employee-supervisor dyads in different Chinese companies found that public interactions, both good and bad, affect employee well-being and performance. Customer encounters that are unpleasant, such as those that are unhelpful or hostile, may not necessarily have a negative impact on staff, according to the research. This research delves into the connections between various forms of public participation and noteworthy results in the workplace, looking at patterns, mediation processes, and boundary constraints. Implications for customer service performance research and practice are substantial in light of these results.

Keywords: Classification, Employee Engagement, Expenses And Advantages, Business Contingencies.

INTRODUCTION

Because their employment and contact with the general public are social in nature, employees in the quickly growing service sector were consumers in both good and bad ways. This was true for clients, patients, contractors, and customers. Organisations and workers alike are greatly affected by the quality of client interactions, which in turn affects workers' emotions, happiness, and performance. Conversely, it is not well understood how workers' interactions with the general population impact their efficiency on the job. When looking at emotional labor and burnout in service

professionals, many studies have mostly concentrated on the negative parts of public contact. According to this school of thinking, client contacts in public relations may be quite taxing on one's emotional reserves and even lead to heated arguments. It may be great to interact with the general public as well. Studies in the area of work design have shown that when employees connect with members of the public, they are more likely to feel valued, have clearer expectations for their positions, have a good impact on others, and gain constructive feedback. The knowledge has to be enhanced by researchers. This research takes a broader view of public participation and analyses it from every angle. For the reasons stated, they maintain this viewpoint. To begin, the authors of this study contend that the narrow perspectives presented in published works on the general public are to blame for the present cloud of uncertainty around the impacts of public participation. Researchers have shown that unpleasant client experiences—such as verbal aggression, abuse, incivility, social pressures related to consumers, and interactional injustice—had a detrimental effect on employees' performance. This focus may lead to erroneous findings as it does not capture the interactions between staff and consumers. Few studies have examined the positive benefits of public-facing interactions on employees, and none have integrated the two perspectives. Furthermore, there is an abundance of study on clients' emotional displays, which may have nothing to do with tasks, but there is a dearth of research on clients' task-related communication. The study shows that customer service interactions include both task-related and affective signals. Theoretical development and integration that may include a range of workers' public experiences is necessary to better aid workers in carrying out their jobs to their satisfaction. Furthermore, this might help clarify the confusing and conflicting results seen in the literature (Kumar et al., 2024).

BACKGROUND OF THE STUDY

The Role of Public Participation in Enhancing Employee Efficiency Adding to the scattered and conflicting literature on public-private partnerships and their effect on employee performance is the main objective of this study. Studies on emotional labor and burnout have mostly focused on the ways in which workers' capacity to control their emotions is impacted by their encounters with the public, and on the ways in which emotional weariness, depersonalization, and personal achievement are symptoms of burnout. Research on work design primarily aimed to improve task performance and morale in the workplace. Considering the importance of these factors in employee-customer interactions, this research examined emotional exhaustion, job satisfaction, task performance, proactive customer service, and rudeness in the workplace. Another benefit of reviewing all of the findings at once is that it may help resolve discrepancies between the various research. Researchers have lately shown a heightened interest in

this area by finding links between public encounters and a variety of important outcomes, including but not limited to: tardiness, sales performance, employee sabotage, bad mood, customer satisfaction, and incivility. Although proactive customer service habits are crucial, no research has examined the effect of public interactions on proactive customer service that is known to exist in the literature. Provided service efficiently. Unsolicited customer service behaviors should be included in literatures expanding the scope of customer contacts to include employee-customer interactions. The idea of conservation of resources is crucial to this. This research aims to examine the relationship between certain kinds of interactions—such as appreciation, difficult demands, collaboration, and abuse—and the health and productivity of workers. Prior to making any conservation of resources predictions, they reviewed what they knew about resource theory (Kumar & Vasuki, 2023).

PURPOSE OF THE RESEARCH

This is to define and categorize the many contacts between employees and the general public. This helps in identifying various interaction models and understanding their distinctive features. Think about what these ties mean for companies and employees. Productivity, employee happiness, and the company's reputation in the community are some of the metrics that will be evaluated. The dynamics of an organization may be better understood by doing a process study that delves into these relationships. Feedback loops, communication patterns, and the effect of management strategies on these dynamics are all parts of this field of study.

LITERATURE REVIEW

In the sales and service sectors, which now employ 70% of the western workforce, customers often engage in more face-to-face encounters with customer service agents than they do with their employers or colleagues. The significance of public participation, which includes both good and negative effects as well as task-related and emotional components, has been acknowledged in several literary works (Albrecht et al., 2021). The subject of how public involvement might be handled systematically to elicit wider perspectives of its effect on linked outcomes has received less attention from organizational scholars. In order to do this, the researcher need to look at the theoretical and practical sides of public participation and gather data about both. The scholarly literature on public interaction covers a wide range of variables and labels, including customer interactional unfairness, verbal violence, maltreatment, incivility, customer-related social stresses, and frequency of contact. The conceptual definitions, nature, and important features, and the anticipated outcomes. Researchers have taken the first step towards integrating and broadening the conceptualization of public contact by synthesizing the current literature on staff members' interactions with

customers. While there is no shortage of study on customer interaction, both theoretical and empirical, two major distinctions stand out when looking at the current literature. First of all, most people's negative mental images of public encounters include customers who are being unjustly treated, unpleasant, disrespectful, or confrontational (Anderson & White, 2019). Almost nobody thought it was a good idea to engage with regular people. Secondly, most studies focus on emotional displays rather than how to interact with customers in context with the job at hand. Following a summary of the current studies on employee-consumer contact, the literature review presents arguments in favor of a theoretical model for structuring public involvement. Most research on customer-employee dynamics has focused on the former, looking at things like negative emotions and ways to cope with them, and the latter, at customer behaviors that affect the emotional well-being of employees, like being disrespectful or abusive. Findings suggest that during contacts, employees and consumers may communicate on both an emotional and task level. Workers see their contacts with customers as opportunities to obtain insight into how they're doing and make adjustments as needed. According to the authors of the meta-analysis, incumbents may benefit from receiving extra, non-redundant feedback on their performance and from gaining more (external) insight into the activities they do via interactions outside of their organization. And job incumbents can learn how to perform their job more effectively through the transfer of implicit and explicit knowledge (Bersin & Associates, 2020). In contrast to emotional or goal-oriented forms of affective communication, task-based communication is delivered to the public via essential behaviors necessary to complete the current task. Client activities that help workers complete particular tasks are an example of a task-based, helpful interaction with the public; conversely, client actions that negatively impact workers. Customers who stop or impede people from executing chores are an example of an interaction based on duties. Clearly differentiating between task-based and emotional client engagement is essential for two reasons (Mishra et al., 2024).

RESEARCH QUESTION

How can one classify employees interact with public through process and consequences?

METHODOLOGY

The study's execution was the responsibility of China's various government agencies. The researcher opted for a quantitative approach due to the resource constraints and time constraints. All respondents were contacted for the survey using a random sample procedure. Then, a total of 1,134 samples were collected after a sample size was selected using Rao Soft. For those who are unable to read or write, or who are confined to a wheelchair, a researcher would read the survey questions aloud and record their

responses word for word on the survey form. As people waited to fill out their questionnaires, the researcher would brief them about the study and answer any questions they may have. It is sometimes requested that individuals complete and return surveys at the same time.

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

For this research, the primary data source was a questionnaire survey (also known as a Google-form survey or one-to-correspondence survey). The survey included two parts: (A) a section asking participants to identify themselves according to their preferred method of contact (online and offline), and (B) a section asking them to rate various variables using a 5-point Likert scale. The bulk of the secondary material came from internet sources; however, it was culled from a wide range of sources.

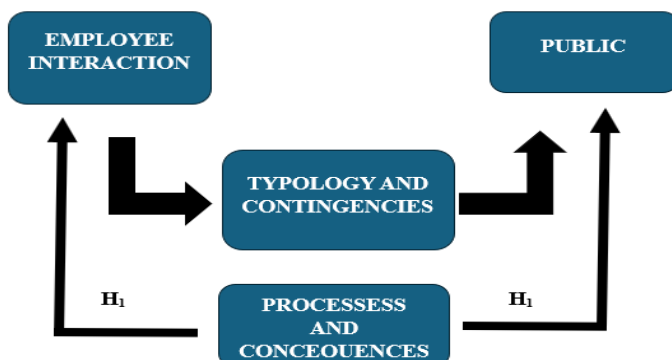
STATISTICAL SOFTWARE

The statistical analysis was conducted using SPSS 25.

STATISTICAL TOOLS

A descriptive analysis was carried out to get an understanding of the underlying structure of the data. The data's essential features were understood by use of a descriptive analysis. Factor analysis and analysis of variance were used to evaluate validity.

CONCEPTUAL FRAMEWORK



RESULTS

Factor Analysis: Verifying the foundational component structure of a collection of measurement items is a common use of Factor Analysis (FA). The scores of the observed variables are thought to be affected by latent factors that are not readily observable. The accuracy analysis (FA) method is a model-driven methodology. This research primarily focusses on constructing causal pathways that link observable events, hidden causes, and measurement errors.

The suitability of the data for factor analysis may be evaluated using the Kaiser-Meyer-Olkin (KMO) Method. The sufficiency of the sample for each model variable and the overall model is evaluated. The statistics measure the degree of potential shared variation among several variables. Generally, data with diminished percentages is better appropriate for factor analysis.

KMO yields integers ranging from zero to one. Sampling is considered sufficient if the KMO value is between 0.8 and 1.

Remedial action is required if the KMO is below 0.6, indicating insufficient sampling. Exercise optimal judgement; some writers utilize 0.5 for this purpose, thereby establishing a range of 0.5 to 0.6.

- A KMO value around 0 indicates that the partial correlations are substantial relative to the overall correlations. Component analysis is significantly impeded by substantial correlations.

Kaiser's thresholds for acceptability are delineated as follows:

A bleak range of 0.050 to 0.059.

- 0.60 - 0.69 subpar

Standard range for middle grade: 0.70 to 0.79.

A quality point value ranging from 0.80 to 0.89.

The interval from 0.90 to 1.00 is remarkable.

Table 1: KMO and Bartlett's.

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .914 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3252.968 |
| | df | 190 |
| | Sig. | .000 |

The overall importance of the correlation matrices was also validated by Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin sampling adequacy is 0.914. Utilizing Bartlett's sphericity test, researchers obtained a p-value of 0.00. A notable result from Bartlett's sphericity test indicated that the correlation matrix is not valid.

TEST FOR HYPOTHESIS

DEPENDENT VARIABLE

Public: Like the nature of business, a company's DNA establishes the foundation for its goals and objectives by outlining its core competencies and key operations. Just like every person, every company has its own history and mission statement; entrepreneurial stories center on this. Despite the vast diversity in the business world, there are constants: the fundamental elements that keep any company running, which collectively constitute its framework, mission, and operations (Bhatnagar, 2019).

INDEPENDENT VARIABLE

Employee Interaction: By tracking and analyzing employee engagement, businesses may learn what their employees value most in their workplace. One can discern if their employees really care about their job or whether they are only marking time. Determine whether the company's HR policies and team-building activities are positively or negatively influencing the bottom line. Employees may avoid burning out and feel more invested in the company and their work if the right steps are taken (Brown & Peters, 2021).

MEDIATING VARIABLE

Processes And Consequences: A process is any set of related activities that, when combined, produce the desired outcome. In some cases, inputs are transformed into

outputs in a predetermined order using systematic or organized operations. A process may be anything from a natural occurrence to an industrial workflow, an innovative manufacturing approach, or even just social contact. What follows from a course of action, a choice, or a procedure are known as its consequences. They may have good, negative, or neutral effects, be deliberate or accidental, and last for a short time or a long time. What has been done throughout a process has implications and repercussions, which are known as consequences (Brown, 2022).

A relationship between Public and Employee interaction of employee interaction through Processes and Consequences: Workers' contacts with the public and the outcomes of those encounters are influenced by the systems that control these relationships. Procedures like these are essential in service-based businesses, and they involve things like operational workflows, customer service training, and communication protocols (Clark, 2021).

Trust can be built, public needs can be properly addressed, and great experiences can be created when personnel follow well-structured procedures. Customer happiness and loyalty are boosted by actions like empathetic listening, fixing problems, and straightforward communication. Poorly planned or inconsistently executed procedures, on the other hand, might cause confusion, unhappiness, or disputes, which in turn can lead to complaints, distrust, or harm to one's reputation. The systems also get input from the outcomes of encounters between the public and employees. When things go well, the methods are kept the same, but when things go wrong, the researcher know where to make changes. This recursive connection promotes a constructive and win-win dynamic by ensuring that systems change to better suit the demands of the public and workers alike (Hernandez, 2022).

Consequent to the preceding discourse, the researcher articulated the following hypothesis aimed at examining the correlation between Public and Employee interaction via Processes and Consequences.

H₀₁: There is no significant relationship between Public and Employee interaction of employee interaction through Processes and Consequences.

H₁: There is no significant relationship between Public and Employee interaction of employee interaction through Processes and Consequences.

Table 2: H₁ ANOVA Test.

| ANOVA | | | | | |
|----------------|----------------|------|-------------|----------|------|
| Sum | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 39588.620 | 409 | 5982.532 | 1319.482 | .000 |
| Within Groups | 492.770 | 734 | 4.534 | | |
| Total | 40081.390 | 1143 | | | |

The findings are noteworthy in this research. The p-value of .000 (less than the .05 alpha threshold) approaches significance with an F-value of 1319.482. Accordingly, the researcher accepts "H₁: There is a significant relationship between Public and Employee interaction of employee interaction through Processes and Consequences." and rejects the null hypothesis as incorrect.

DISCUSSION

Even though the service industry is experiencing significant growth, there is a dearth of information about the impact of employees' interactions with customers on their job performance. Research on service professionals has mostly focused on the drawbacks of customer service. However, research suggests that individuals may have pleasant interactions with the wider public. Furthermore, there is a dearth of information about the ways in which different components of customer interactions influence employees' responses while on the clock. The study set out to accomplish three things: (a) increase the variety of interactions that are visible to the public; (b) use this framework to develop and validate measures of interactions with customers; and (c) examine the psychological mechanisms at work, boundary conditions, and employee reactions to these customer-facing experiences. The basic premise of this research, which relied on the COR theory, was that the personal and social resources that employees gain or lose while interacting with consumers had an effect on their well-being and performance. In order to empirically evaluate the proposed research subjects, they looked at the public scales' structure in connection to the content and valence dimensions. A more representative and generalizable set of findings may be expected from such a diverse group. This article provides a summary of the main findings as well as discussion of the theoretical and practical implications.

CONCLUSION

More and more companies throughout the world are hiring people for service professions, which include interacting with people outside of their immediate work environment. Very little was published on customer service prior to this. This article seeks to address these deficiencies by including a wider range of perspectives and

include the broader public in employee experiences. According to the findings of this research, there are several types of public interaction, and each one adds something new to the knowledge of what makes workers happy and productive. These relationships are explained by this study via the process of perceived social worth. Lastly, the results of this dissertation support the view that managers should improve their employees' psychological safety in order to better equip them with any contact with the public.

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