



## AN ANALYSIS OF THE COSTS AND BENEFITS OF EMPLOYEE ENGAGEMENT WITH THE PUBLIC, FOCUSING ON THE TYPOLOGY, OUTCOMES, PROCESSES, AND CONTINGENCIES INVOLVED

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### Abstract

Research on workplace design emphasizes the positive features of public interactions with workers rather than portraying them in a negative light. Evidence from research on emotional labor and burnout contradicts this. Since several literary schools take such firm positions, the authors of the research argue, competing viewpoints naturally arise. Workers' contacts with the public may be categorized as cooperative, mistreated, or appreciative based on valence (positive or negative) and content (affect-based or task-based). This paradigm is built and evaluated in this dissertation. The researcher may predict how happy and productive the employees will be in the future by looking at their emotional tiredness, job satisfaction, task completion, rudeness, and customer proactiveness. Also considered are the processes and boundary conditions that have an effect on these results. Staff morale and productivity are impacted by positive and negative public encounters, according to multilevel studies of service employee-supervisor dyads in various Chinese organizations. According to the study, staff members may not always be negatively affected by unfavorable customer contacts, even those that are unhelpful or confrontational. Patterns, mediation procedures, and boundary limitations are the focus of this investigation of the links between public engagement in the workplace and notable outcomes. The findings have significant implications for the study and practice of customer service performance.

**Keywords:** *Classification, Employee Involvement, Expenditures and Benefits, Business Contingencies.*

### Introduction

There was good and bad consumption on the part of workers in the rapidly expanding service industry due to the social nature of their work and interactions with the public. Anyone dealing with clients, patients, contractors, or consumers may attest to this. The quality of contact with customers has a domino effect on businesses and their employees; pleasant interactions with customers boost morale and productivity. On the other hand, little is known about how employees' contacts with the public affect their productivity on the job. Research on service workers' emotional labor and exhaustion has mostly focused on the drawbacks of dealing with the public. Client interactions in public relations, according to this school of thought, may be emotionally draining and even argumentative. Communicating with regular people could also be a lot of fun. Employees are more likely to feel appreciated, have better expectations for their roles, have a positive influence on others, and get helpful criticism when they engage with members of the public, according to research in the field of work design. Scientists need to fill up the gaps in researcher's understanding. This study examines public engagement from every possible perspective, using a more holistic approach. Their stance remains unchanged due to the reasons given. To start, the authors of this research argue that the current confusion around the benefits of public engagement is caused by the limited viewpoints offered in published works on the general



public. Clients' negative experiences, including verbal hostility, abuse, incivility, consumer-related social pressures, and interactional unfairness, negatively impacted staff's performance, according to researchers. Because it ignores the dynamics between employees and customers, this lens runs the risk of producing misleading results. There has been few research on the beneficial effects of public-facing interactions on staff, and much less that has combined the two viewpoints. In addition, although many studies have focused on clients' emotional displays—which may not even be connected to tasks, very few have examined clients' communication as it pertains to tasks. Both task-related and emotive signals are present in customer service encounters, according to the research. In order to help workers do their jobs well, there has to be theoretical development and integration that takes into account a variety of workers' public experiences. The contradictory and perplexing findings in the literature would be better understood if this were to happen (Bakker & Oerlemans, 2019).

### **Background of the study**

Improving Worker Productivity via Public Involvement Incorporating findings from this research into the existing body of knowledge on public-private partnerships and their impact on employee performance is the primary aim. The majority of research on emotional labor and burnout has concentrated on two main points: first, how employees' interactions with the public affect their ability to regulate their emotions; and second, how emotional exhaustion, depersonalization, and personal accomplishment are signs of burnout. Workplace morale and task performance were the primary focus of work design research. Considering the significance of these elements in employee-customer interactions, this study investigated workplace rudeness, emotional tiredness, job satisfaction, task performance, and proactive customer service. It is possible to reconcile inconsistencies between the numerous studies by examining all the results simultaneously, which is an additional advantage. As a result of recent findings linking public contacts to several critical outcomes—such as tardiness, sales performance, employee sabotage, poor mood, customer satisfaction, and incivility—researchers have recently shown a heightened interest in this field. Despite the importance of proactive customer service practices, no literature review has investigated how public encounters impact proactive customer service. Executed service with precision. Literatures should broaden their focus to cover employee-customer interactions to account for unsolicited customer service behaviors. To this, the concept of resource conservation is fundamental. Appreciation, demanding requests, cooperation, and abuse are some of the interaction types that this study intends to investigate in connection to the health and productivity of employees. They assessed their knowledge of resource theory before making any predictions concerning conservation of resources (Breevaart & Bakker, 2018).

### **Purpose of the research**

Employees have numerous interactions with members of the public, and this will help to define and classify those interactions. This aids in the process of recognizing different interaction models and comprehending their distinguishing characteristics. Take into consideration the implications of these connections for both employers and workers. Some of the measures that will be assessed include productivity, employee satisfaction, and the company's standing in the community. A process study that investigates these connections may provide light on the inner workings of a company. Aspects of this area of research include management methods' effects on these dynamics, communication patterns, and feedback loops.



## Literature review

Over 70% of the western workforce is now employed in sales and service industries, where consumers typically have more in-person interactions with customer service representatives than they do with their bosses or coworkers. Several literary works have recognized the importance of public engagement, which encompasses both positive and negative impacts, as well as emotional and task-related aspects. Organizational researchers have paid less attention to the question of how public engagement may be systematically addressed to elicit broader opinions on its influence on connected outcomes (Chong et al., 2020). The researcher will need to collect data on both the theoretical and practical aspects of public engagement to accomplish this. Customer interactional injustice, verbal aggression, mistreatment, incivility, social pressures associated with customers, and frequency of contact are among the many characteristics and labels covered in the academic literature on public interaction (Peccei et al., 2019). A description of the idea, its nature and key characteristics, and the results that are expected. Through a review of the existing literature on customer service contacts, researchers have made a first step in integrating and expanding the conceptualization of public engagement. There is a plethora of theoretical and empirical research on consumer contact, but there are two key differences that jump out. To begin with, when most people think of an uncomfortable public interaction, they often picture an unfairly treated, rude, disrespectful, or aggressive consumer. Interacting with commoners was deemed an excellent concept by almost everyone. Secondly, the majority of research doesn't address practical consumer interaction strategies but rather emotional displays. A theoretical model for organizing public engagement is argued for in the literature review, which follows a synopsis of the existing research on employee-consumer interaction. Negative emotions and coping mechanisms have been the primary subject of most studies on customer-employee dynamics, whereas rude or abusive customer conduct is the focus of the majority of studies examining customer-employee dynamics (Dlouhy, K. & Casper, 2021). Employees and customers may communicate on an emotional and task level during interactions, according to the findings. Employees see interactions with consumers as chances to gauge performance and make course corrections based on feedback. The meta-analysis authors claim that incumbents could gain from greater (external) insight into their work via interactions outside of their organization and from additional, non-redundant feedback on their performance. Incumbents may also benefit from the transfer of implicit and explicit knowledge by learning how to do their jobs better. Delivered to the public via critical behaviors required to complete the current job, task-based communication differs from emotional or goal-oriented types of affective communication. One kind of task-based, useful connection with the public is when clients engage in activities that workers may use to finish certain tasks. On the other hand, there are client behaviors that have a detrimental effect on workers. One example of a duty-based interaction is when a customer blocks someone from doing a task. The two types of customer engagement—task-based and emotional—must be distinguished clearly for two reasons (Fida et al., 2022).

## Research question

- What is the impact of typology and contingencies on public?

## 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 1,133 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.

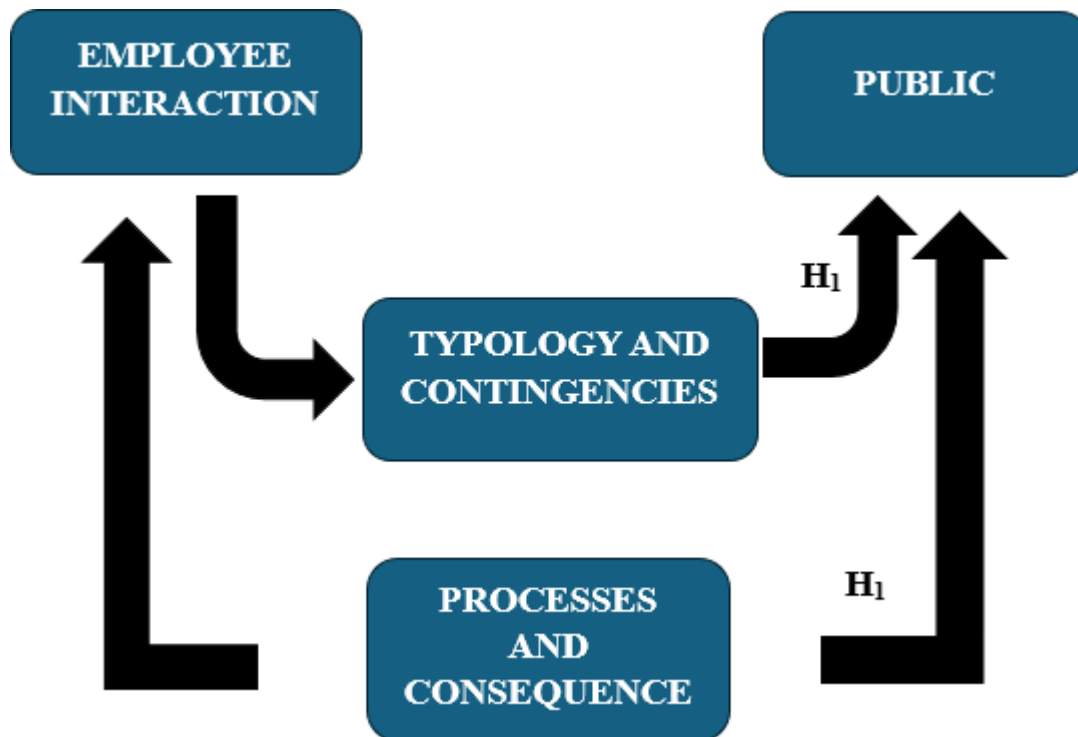
**6.1 Sampling:** Research participants filled out questionnaires to provide information for the research. Using the Rao-soft programme, researchers determined that there were 1134 people in the research population, so researchers sent out 1216 questionnaires. The researchers got 1189 back, and they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

**6.2 Data and 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.

**6.3 Statistical Software:** The statistical analysis was conducted using SPSS 25.

**6.4 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 using 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 utilise 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 10: KMO and Bartlett's**

<b>KMO and Bartlett's Test</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.939
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	3252.968
	<b>df</b>	190
	<b>Sig.</b>	.000

The overall importance of the correlation matrices was also validated by Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin sampling adequacy is 0.939. Utilising 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

A firm's DNA, similar to the way a corporation is naturally structured, lays the groundwork for its aims and purposes by defining its essential functions and primary strengths. An entrepreneur's tale revolves on the company's history and goal statement, which are unique to each individual. There is a lot of variety in the business world, but there are also certain constants. These are the things that make a firm tick: its structure, its purpose, and its operations (Hu, 2020).

### ❖ INDEPENDENT VARIABLE

#### ➤ Employee Interaction

Businesses may find out what matters most to their workers by monitoring and assessing employee engagement. Knowing whether workers are invested in their work or just clocking in and out is a great indicator of morale. Check the bottom line to see whether the company's team-building events and HR rules are having a good or bad impact. Taking the proper measures may help employees prevent burnouts and increase their investment in the firm and their job (Liu et al., 2021).

### ❖ MEDIATING VARIABLE

#### ➤ Typology And Contingencies

How diverse is the language type variety, how are the attested types distributed geographically, and what universal or common history-based theories might explain these distributions? The goal of this anthology of essays by well-known typologists is to use state-of-the-art typological methods to tackle these problems from several theoretical angles. Various kinds of historical contingency, from contact-based to genealogical, are explored, with phenomena ranging from the phonological to the morphosyntactic and areal coverage ranging from micro-areal to global. Consolidating their arguments, the papers present a compelling case for the idea that historical linguistics and linguistic typology, despite their differences in methodology, constitute a single field dedicated to understanding the origins of languages and the distribution of linguistic types across different regions (Murmura & Bravi, 2021).

#### ❖ Relationship between Typology, Contingencies and Public

An examination of the interplay between various decision-making models (typology), contextual circumstances (contingencies), and public input reveals the nature of the link between the three. Governance and policy approaches may be categorised using typology. For example, centralised decision-making and decentralised decision-making are two examples. How these typologies play out in the actual world is affected by circumstances, which include societal, economic, and political elements. Decisions are greatly influenced by public say or citizen engagement, which offers input and credibility. Policies are more likely to be successful, transparent, and generally accepted when they are based on a typology that can change in response to new information and public feedback (Ozyilmaz, 2020).

Consequent to the preceding discourse, the researcher articulated the following hypothesis aimed at examining the correlation between Typology, Contingencies and Public

***“H<sub>01</sub>: There is no significant relationship between Typology, Contingencies and Public.”***



***“H<sub>1</sub>: There is no significant relationship between Typology, Contingencies and Public.”***

**Table 2: H<sub>1</sub> ANOVA Test**

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	499	7382.692	800.378	.000
Within Groups	492.770	644	9.224		
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 800.378. Accordingly, the researcher accepts ***“H<sub>1</sub>: There is no significant relationship between Typology, Contingencies and Public.”*** and rejects the null hypothesis as incorrect.

### Discussion

Little is known about the impact of employees' interactions with customers on their productivity at work, despite the fact that the service industry has seen a meteoric growth. Research on service professionals has mostly focused on the negative aspects of customer service. However, research does suggest that individuals may have pleasant interactions with the wider public. There is also a lack of information about the ways in which different components of client interactions influence employees' responses when they are on the clock. The stated goals of the study were to (a) build and validate customer interaction measures using this framework, (b) investigate the psychological mechanisms at work, boundary conditions, and employee reactions to these customer-facing experiences, and (c) expose a wider range of interactions to the public eye. According to the COR theory, which formed the basis of this research, employees' happiness and productivity were affected by the social and personal resources they acquired or lost as a result of their dealings with clients. The proposed research subjects were empirically evaluated by analysing the public scales' structure in connection to the content and valence dimensions. Findings from a more diverse sample may better represent the population as a whole. This article does more than just summarise; it also explores the theoretical and practical ramifications.

### Conclusion

More and more companies across the world are looking to fill positions in the service sector, which often includes interacting with clients and consumers outside of normal business hours. Prior to this, customer service literature was severely lacking. This article seeks to address these inadequacies by including a wider range of perspectives and encouraging public participation in employee experience. The study's findings add to researcher's knowledge of the factors that influence employee motivation and inspiration, particularly as they pertain to various types of public interaction. This study explains these correlations by looking at the role of perceived social worth. Finally, the results of this dissertation provide support for the notion that supervisors should ensure their employees' psychological safety before releasing them into the public.



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