


EMPLOYEE WELL-BEING AND VOICE BEHAVIOR ON CUSTOMER SERVICE PERFORMANCE

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 30 June 2023</p> <p>Accepted 28 September 2023</p>	<p>Purpose: The significance of customer service in determining customer happiness has become one of the key indicators for online marketplaces in Indonesia, which experienced phenomenal growth during the Covid-19 pandemic. This study aims to determine how employee well-being affects customer service personnel performance along with the mediating effect of employee voice behavior.</p> <p>Design/Methodology/Approach: The analysis was examined using the structural equation modelling (SEM) approach in customer service within various online marketplaces in Indonesia.</p> <p>Findings: This study finds that psychological well-being has a positive and significant effect on job performance. In terms of mediation effects, promotive voice and prohibitive voice behavior were found to significantly mediate employee well-being on job performance, except promotive voice on psychological well-being.</p> <p>Research, Practical & Social implications: Employee performance in this study was measured as perceived by customer service and gathered through cross-sectional research.</p> <p>Originality/Value: This study extends the knowledge about the link between employee well-being and employee voice performance as well as the mediation generated in terms of promotive and prohibitive voice behavior.</p>
<p>Keywords:</p> <p>Employee Well-Being; Employee Voice Behavior; Promotive Voice; Prohibitive Voice; Job Performance; Customer Service; Online Marketplace.</p> <div data-bbox="172 1048 480 1294" style="text-align: center;">  </div>	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i10.3787</p>

BEM-ESTAR DOS FUNCIONÁRIOS E COMPORTAMENTO DE VOZ NO DESEMPENHO DO ATENDIMENTO AO CLIENTE

RESUMO

Propósito: o significado do atendimento ao cliente na determinação da felicidade do cliente se tornou um dos principais indicadores para mercados on-line na Indonésia, que experimentou um crescimento fenomenal durante a pandemia da Covid-19. Este estudo tem como objetivo determinar como o bem-estar dos funcionários afeta o desempenho da equipe de atendimento ao cliente junto com o efeito mediador do comportamento da voz dos funcionários.

Design/Methodologia/Abordagem: A análise foi examinada usando a abordagem de modelagem de equações estruturais (SEM) no atendimento ao cliente em vários mercados on-line na Indonésia.

Constatações: Este estudo conclui que o bem-estar psicológico tem um efeito positivo e significativo no desempenho do trabalho. Em termos de efeitos de mediação, a voz promotiva e o comportamento de voz proibitivo foram considerados como mediadores significativos do bem-estar dos funcionários no desempenho do trabalho, exceto a voz promotiva no bem-estar psicológico.

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Pesquisa, Implicações práticas e Sociais: o desempenho dos funcionários neste estudo foi medido como percebido pelo atendimento ao cliente e coletado por meio de pesquisa transversal.

Originalidade/Valor: Este estudo amplia o conhecimento sobre a ligação entre o bem-estar e o desempenho da voz do funcionário, bem como a mediação gerada em termos de comportamento promotivo e proibitivo da voz.

Palavras-chave: Bem-Estar do Funcionário, Comportamento de Voz do Funcionário, Voz Promotiva, Voz Proibitiva, Desempenho de Trabalho, Serviço ao Cliente, Mercado On-line.

BIENESTAR DE LOS EMPLEADOS Y COMPORTAMIENTO DE LA VOZ EN EL RENDIMIENTO DEL SERVICIO AL CLIENTE

RESUMEN

Finalidad: La importancia del servicio al cliente en la determinación de la felicidad del cliente se ha convertido en uno de los indicadores clave para los mercados en línea en Indonesia, que experimentó un crecimiento fenomenal durante la pandemia de Covid-19. Este estudio tiene como objetivo determinar cómo el bienestar de los empleados afecta el desempeño del personal de servicio al cliente junto con el efecto mediador del comportamiento de voz de los empleados.

Diseño/ Metodología/ Enfoque: El análisis se examinó utilizando el enfoque de modelado de ecuaciones estructurales (SEM) en el servicio al cliente dentro de varios mercados en línea en Indonesia.

Hallazgos: Este estudio encuentra que el bienestar psicológico tiene un efecto positivo y significativo en el desempeño laboral. En cuanto a los efectos de mediación, se encontró que la voz promotiva y el comportamiento de voz prohibitivo median significativamente el bienestar de los empleados en el desempeño laboral, excepto la voz promotiva en el bienestar psicológico.

Investigación, Implicaciones prácticas y Sociales: El desempeño de los empleados en este estudio se midió como percibido por el servicio al cliente y se reunió a través de una investigación transversal.

Originalidad/Valor: Este estudio amplía el conocimiento sobre el vínculo entre el bienestar del empleado y el desempeño de la voz del empleado, así como la mediación generada en términos de comportamiento promotivo y prohibitivo de la voz.

Palabras clave: Bienestar del Empleado, Comportamiento de Voz del Empleado, Voz Promocional, Voz Prohibitiva, Rendimiento del Trabajo, Servicio al Cliente, Mercado en Línea.

INTRODUCTION

The COVID-19 pandemic had an indirect negative psychological influence on employees, particularly on work duties, thereby posing a mental health risk factor for workers in the health sector and front-liners (Giorgi et al., 2021). Such individuals can develop depression, anxiety, stress, sleep problems, and other negative psychological effects. Work-related stress from a lack of social support or working too many hours is suggested to increase the risk of mental problems in employees. In an Indonesian study by Maziyya, Islam, and Nisa (2021), the COVID-19 pandemic was linked to increased strain and stress among employees in the Java island region.

Customer service among frontline employees was vital in determining customer satisfaction (Gerson, 1998). In several studies, the customer service experience (reliability, personalized service, fast response) has been found to have a beneficial impact on customer satisfaction (Cao, Ajjan, & Hong, 2018). Additional studies show how customer satisfaction is influenced by organizational citizenship behavior (Wu & Liao, 2016). One form of

organizational citizenship behavior is employee voice behavior, which is considered to promote the effectiveness of the function of an organization (Duan et al., 2020). Employee voice is an organizational situation that provides optimal involvement for employees in decision-making (Kwon, Farndale, & Park, 2016). This concept is being expanded in addition to the numerous studies on employee voice behavior. For example, Liang, Farh, and Farh (2012) state that many types of voice exist, including promotive and prohibitive voice. Promotive voice focus more on future-oriented behavior, such as behavior that suggests directions or ideas for developing present conditions for the future. Meanwhile, prohibitive voice places greater emphasis on averting potential threats to the company. The introduction of this concept is also enriched through the development of the literature, which investigates the relationship of an aspect through both the promotive voice and prohibitive voice approaches.

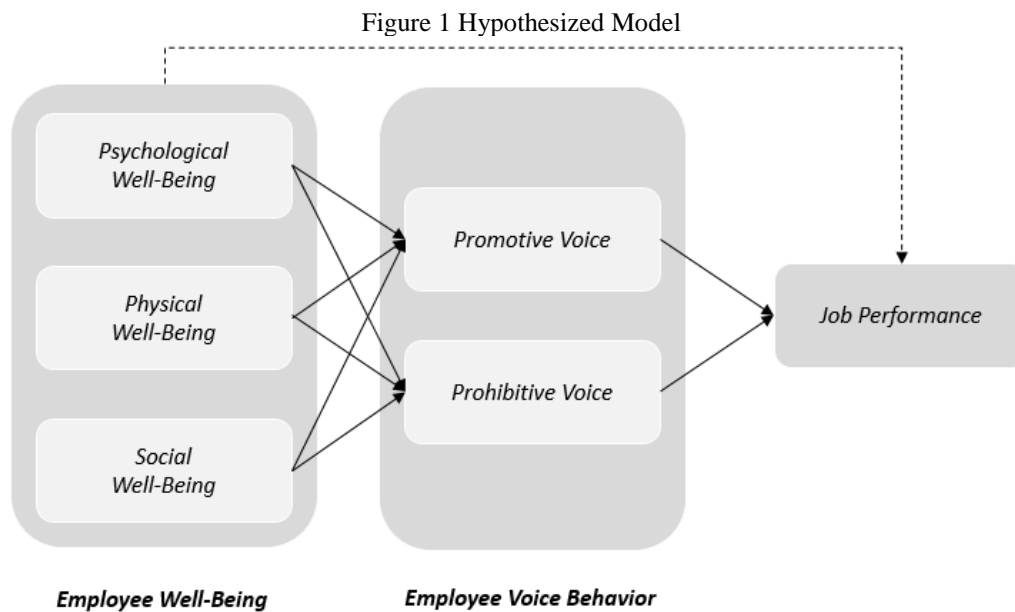
The increase in the frequency of orders due to Indonesian society's adaption to reduce commuting improves the potential for customer engagement in help services, which directly increases the number of customer service employees. The findings of Behera et al. (2020) via Redseer demonstrate how changes in people's behavior have occurred while building reliance on online transactions, which should not decrease once the pandemic ends. However, the corporation does not always add people to its implementation, even though there is a mathematically positive link between the requirement for manpower and the volume of traffic. The corporation makes this effort to use its labor as effectively and efficiently as feasible. Work is considered a source of stress when the amount of work done grows (Karasek & Theorell, 1990). This piqued researchers' attention in determining whether there is a link between employee well-being during the epidemic and increased job demands that affect their performance.

This research offers several contributions. It enriches the theoretical studies related to employee well-being on job performance with the mediating role of employee voice behavior, tests the conceptual model as proposed in this study, and provides suggestions based on the findings of the organization as well as suggestions for further research based on the important findings in this study.

THEORETICAL FRAMEWORK

The researcher decided to use the concept of well-being described by Grant, Christianson, and Price (2007), in which employee's well-being is viewed through three

dimensions: psychological well-being, physical well-being, and social well-being. This concept has also been applied in previous well-being studies (Khoreva & Wechtler, 2018).



Source: Prepared by the authors

Psychological Well-Being and Job Performance

Psychological well-being can be defined as individuals' subjective experiences and functions, which shape satisfaction with their work and life (Judge & Watanabe, 1993). In previous studies, psychological well-being is often associated with a hedonic approach, which uses job satisfaction as a benchmark to describe this concept (Wright & Nishii, 2006). This approach shows that the increasing job satisfaction of an employee has a significant direct effect on job performance (Dharma, Hady & Zefriyenni, 2023; Luna-Arocas & Danvilla-del-Valle, 2020). Based on this description, we propose the following hypotheses:

H1. Psychological well-being has a positive effect on job performance.

Physical Well-Being and Job Performance

Physical well-being can be seen through the individual's subjective experience of body health (Testa & Simonson, 1996) and of work as a source of stress (Karasek & Theorell, 1990). Workers who face unhealthy conditions will be less productive at work, make poor quality decisions, tend to be absent from the workplace (Boyd, 1997), and consistently contribute less to the organization (Price & Hooijberg, 1992). Based on this description, we propose the following hypotheses:

H2. Physical well-being has a positive effect on job performance.

Social Well-Being and Job Performance

Social well-being is defined as the quality of an individual's relationship with other individuals or communities (Keyes, 1998). In previous research conducted by Arshadi and Hayavi (2013) and Ambarwati et al. (2023), the greater the support the organization provides, the better performance employees tend to offer in exchange. Along with the increase in resources from organizational support, employees will get a positive influence in determining their workplace as the best environment in which to spend their time (Karaalioglu & Karabulut, 2019). Based on this description, we propose the following hypothesis:

H3. Social well-being has a positive effect on job performance.

The Mediating Role of Employee Voice Behavior

In this study, the researchers use the concepts of promotive and prohibitive voices introduced by Liang, Farh, and Farh (2012). Promotive voice focuses on the future, so the ideas that employees voice improve the organization's function, which is usually seen as positive. On the other hand, prohibitive voice is explained as an employee's expression to benefit the organization by preventing negative consequences. Unlike promotive voice, prohibitive voice is more oriented to the past and present, which usually leads to conflict or a defensive nature.

A hedonic approach to linking psychological well-being to job performance shows a positive influence (Luna-Arocas & Danvilla-del-Valle, 2020). Previous research has also shown employee voice behavior when they feel involved and obligated to make constructive changes (Liang, Farh, & Farh, 2012) or when they feel positive about their work (Burris, 2012). Based on this description, we propose the following hypotheses:

H4. The effect of psychological well-being on job performance is mediated by promotive voice.

H5. The effect of psychological well-being on job performance is mediated by prohibitive voice.

Previous research by Sein et al. (2010) shows that stress can influence physical well-being; when employees experience stress about their work, they can be absent from the workplace (Boyd, 1997). Meanwhile, in the context of voice behavior, previous research has shown that employees tend to be silent when they are not properly adjusted and do not have

emotional stability (LePine & Van Dyne, 2001) or when they are in a bad mood (Detert & Edmondson, 2011). Based on this description, we propose the following hypotheses:

H6. The effect of physical well-being on job performance is mediated by promotive voice.

H7. The effect of physical well-being on job performance is mediated by prohibitive voice.

In the aspect of social well-being, previous research shows that employees perform better with greater support provided by the organization (Arshadi & Hayavi, 2013). The extant research also shows that employees speak up when they receive support from coworkers, superiors, and organizational leaders (Liang & Gong, 2013). However, employees tend to be silent when they believe their opinion will not be heard or will have negative consequences (Burris, Detert, & Chiaburu, 2008). Based on this description, we propose the following hypotheses:

H8. The effect of social well-being on job performance is mediated by promotive voice.

H9. The effect of social well-being on job performance is mediated by prohibitive voice.

METHODOLOGY

Sample and Procedure

This research was conducted on customer service employees who have worked for more than one year in several online marketplaces in Indonesia. All respondents were informed that confidentiality was ensured. The data was gathered through the use of online surveys. During the pre-test stage, survey was delivered to 70 respondents, yielding 35 valid respondents to ensure the questionnaire model's validity and reliability.

In the main test, 302 customer service employees from various online marketplaces in Indonesia participated. We apply multivariate outlier detection analysis, using Mahalanobis Distance and Cook's Distance, since outlier data can lead to incorrect interpretations and results (Kannan & Manoj, 2015). The process resulted in 239 valid responses that have been used for the analysis.

Measure

All instruments for each research variable will be graded on a 7-point Likert, with 1 indicating "Strongly disagree" and 7 indicating "Strongly agree." We employed translation and back-translation procedures from English to Indonesian (Brislin, 1970).

Psychological Well-being. The measurement of this variable is carried out according to a hedonic approach, represented by the *job satisfaction* domain, and uses a 5-item model from Bacharach, Bamberger, and Conley (1991). Sample items are “The chance your job gives you to do what you are best at.” The Cronbach’s α for this scale was 0.895.

Physical Well-being. The measurement of this variable is represented by the *work intensification* domain and uses a 6-item model from Boxall and Macky (2014). Sample items included, “The performance standards on my job are too high.” The Cronbach’s α for this scale was 0.885.

Social Well-being. The measurement of this variable is represented by the domain of perceived organizational support and uses a short version of the 16-item model of the *Survey of Perceived Organizational Support* from Eisenberger et al. (1986), previously used by Alfes, Shantz, and Truss (2012) and Khoreva and Wechtler (2018). Sample items include “The organization strongly considers my goals and values.” The Cronbach’s α for this scale was 0.875.

Promotive Voice. This variable uses the 5-item model developed by Liang, Farh, and Farh (2012). Sample items are “Proactively develop and make suggestions for issues that may influence the unit.” The Cronbach’s α for this scale was 0.903.

Prohibitive Voice. This variable uses the 5-item model developed by Liang, Farh, and Farh (2012). Sample items are “Advise other colleagues against undesirable behaviors that would hamper job performance.” The Cronbach’s α for this scale was 0.858.

Job Performance. This variable uses a 4-item perceived service performance model by Winsted (1997) and has previously been used by Cho et al. (2016). Sample items are “I am satisfied with the quantity and quality of our products at work.” The Cronbach’s α for this scale was 0.905.

Analysis

At the pre-test stage, data analysis was carried out using the SPSS 23.0 application. Each variable will go through three levels of evaluation regarding the suitability of the data structure for factor analysis, using the Kaiser-Meyer-Olkin (KMO), Bartlett's Test of Sphericity, and Measure of Sampling Adequacy (MSA), which if fulfilled supports the assumption that there is a structure within the data (Hair et al., 2019). After that, the validity test was carried out, measured through the component matrix, and the reliability test was measured using Cronbach's

Alpha. In the main stage, the data will be analyzed using the Structural Equation Modeling (SEM) method, which will be investigated through the LISREL 8.0 application.

RESULTS

Table 1. Goodness of Fit Results

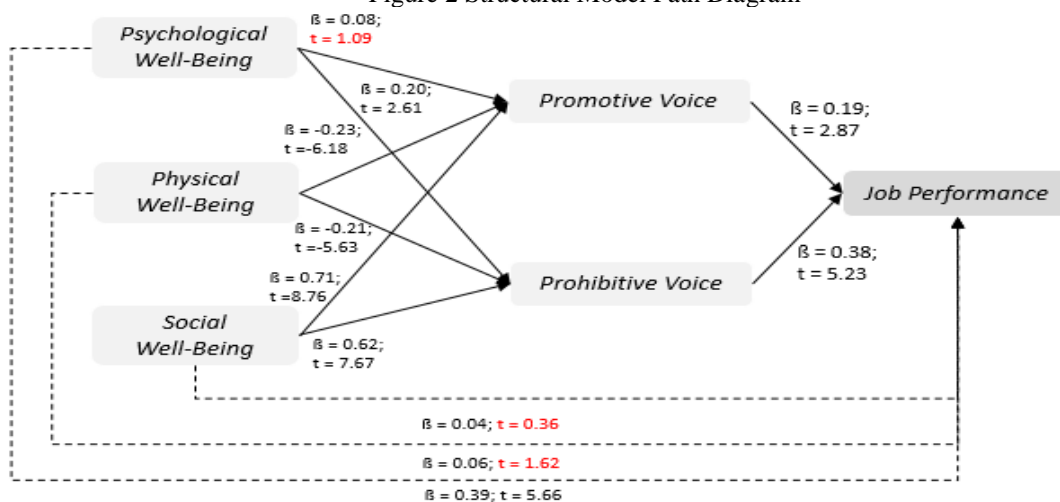
GOF Indicator	Good Standard Value	Estimation value	Result
<i>Absolute Fit Indices</i>			
<i>p-value</i>	$p\text{-value} \geq 0.05$	0.00	<i>Poor fit</i>
RMSEA	$RMSEA \leq 0.08$	0.08	<i>Good fit</i>
SRMR	$SRMR \leq 0.05$	0.048	<i>Good fit</i>
GFI	$GFI \geq 0.90$	0.79	<i>Poor fit</i>
<i>Incremental fit indices</i>			
NFI	$NFI \geq 0.90$	0.98	<i>Good fit</i>
NNFI	$NNFI \geq 0.90$	0.99	<i>Good fit</i>
CFI	$CFI \geq 0.90$	0.99	<i>Good fit</i>
IFI	$IFI \geq 0.90$	0.99	<i>Good fit</i>
RFI	$RFI \geq 0.90$	0.98	<i>Good fit</i>

Source: Results from LISREL

Results of the goodness of fit in **Table 1** show a good fit for absolute fit indices and incremental fit indices, except for p-value and GFI. The model that shows the relationship between latent variables can be considered good.

Based on the structural model results in **Figure 2**, the effect of psychological well-being on job performance is significant ($t= 5.66$) and leads to a positive outcome. This demonstrates that psychological well-being is improving and has a positive impact on job performance. *H1* is supported.

Figure 2 Structural Model Path Diagram



Source: Results from LISREL

In addition, the effect of physical well-being and social well-being on job performance was shown to be insignificant ($t=1.62$ and $t=0.36$, respectively). This concludes that physical well-being and social well-being has no effect on job performance and indicates no support for *H2* and *H3*.

Testing the mediation effect on psychological well-being indicates that promotive voice does not provide a mediating role and is classified as direct-only non-mediation. This is due to the insignificant effect of psychological well-being on promotive voice ($t= 1.09$), which led to no mediating role of promotive voice. Psychological well-being has a significant direct effect on job performance ($t= 5.66$). This indicates that the high influence of job performance that respondents perceive comes from the influence of other variables and indicates no support of *H4*.

On the other hand, prohibitive voice serves a complementary mediating role. This is due to the significant effect of psychological well-being on prohibitive voice ($t= 2.61$), the significant effect of prohibitive voice on job performance ($t= 5.23$), and the significant effect of psychological well-being on job performance ($t= 5.66$). Based on the results of this analysis, *H5* is supported.

Testing the mediation effect on physical well-being, promotive voice and prohibitive voice provides an indirect-only mediating role. This is because the effect of physical well-being for both type of voices was significant. Moreover, the effect of both types of voices on job performance is significant and shows support for *H6* and *H7*.

The mediation effect on social well-being is also similar regarding physical well-being. Both types of voice provide an indirect-only mediating role. Based on this analysis, *H8* and *H9* are also supported.

DISCUSSION

Based on the results of the study, psychological well-being has been shown to have a significant impact on job performance, supporting the previous study results (Luna-Arocas & Danvilla-del-Valle, 2020). Respondents are observed to perceive their high level of job performance as an effect of their high level of psychological well-being. These observations reflected their effort to do their best. In the field of customer support, each agent is equipped with the knowledge management tools to guide them when helping customers. Every online marketplace has different methods of helping customers, and customer service is not a rigid guide. This can help them understand how to provide the best service possible to their individual

clients. During the process, customers can also provide feedback on the services provided by a customer service representative via a customer satisfaction survey (CSAT), which is sometimes included as part of their scorecard.

Respondents in this study demonstrated an above-average level degree of physical well-being ($M=4.83$). However, the findings of this study did not corroborate this claim due to the effect of physical well-being on job performance, which was found to be good but not significant. This leads to the conclusion that physical well-being cannot be used as a strong predictor of job performance in the context of customer service in an Indonesian online marketplace.

The researcher utilized perceived organizational support on the social well-being variable and obtained a very low result ($M=3.94$). According to these findings, respondents still expressed the belief that the company's overall support is inadequate. Although respondents in this study still perceived a lack of support from the organization, they also thought they demonstrated a high degree of performance. This suggests that, despite a minor positive link, social well-being cannot predict job performance in the context of customer service while working in Indonesia's online marketplace.

Previous research on the direct influence of employee well-being on employee voice conduct is quite limited when examining the mediating relationship provided by employee voice behavior. This study attempts to fill a research gap identified by Duan et al. (2020), who investigated the effect of employee well-being on employee voice behavior. According to the study, there is a positive association between these two aspects, which suggests that the higher the employee well-being, the more likely employees are to speak up. The testing results employing the notions of promotive and prohibitive voices by Liang, Farh, and Farh (2012) demonstrate that psychological well-being, physical well-being, and social well-being have a positive and substantial association with promotive voice and prohibitive voices. The only exception was the relationship between psychological well-being and promotive voice, which was insignificant.

An interesting finding was found in the psychological well-being variable, which showed different results between promotive voice and prohibitive voice. The results showed a significant positive effect between psychological well-being and prohibitive voice, but not on promotive voice. This shows the difference in determining a given mediation role. The results of this study conclude that there is no mediating role of promotive voice, based on the insignificant effect of psychological well-being on promotive voice. However, prohibitive

voice has been shown to play a complementary mediating role on the effect of psychological well-being on job performance. This means that the higher psychological well-being of customer service does not necessarily increase employees' likelihood to voice promotively. However, this will trigger customer service employees to behave prohibitively, since it will affect their performance. This phenomenon could arise because customer service does not have a significant influence on determining the project to be carried out by the company, even though it is involved. One of the triggers is that most online marketplaces in Indonesia implement an outsourcing system, which makes the employer's determination of work projects to be highly determined.

Prohibitive voice behavior can be seen in how customer service expresses aspirations, which is clearly related to the adjustment of service guidelines. This usually starts with incomplete and unclear service guidelines compiled by the company, which will eventually lead to suboptimal service and affect performance appraisals. This will provide negative feedback from customers, which will then be used as a tool of evaluation and learning in customer service. In the field implementation through the results of open-ended questions, evaluations are often not directly adjusted to a more standardized form, as in the service guide. This causes prohibitive voice behavior to be seen as an effort to remind each other of customer service colleagues to prevent the same mistakes, until there is a standard adjustment by the company.

The significant effect given by promotive voice and prohibitive voice on physical well-being and social well-being results in an indirect-only mediating effect. This effect suggests that higher levels of physical well-being and social well-being for an employee can increase their likelihood to voice both promotively and prohibitively, which do not necessarily affect their performance. Based on the results of respondents' open-ended questions, voice behavior related to physical well-being includes shift schedule arrangements and leave policies provided by the company. Meanwhile, social well-being includes conveying aspirations related to the provision of support facilities by the company, the performance of fellow customer service, and event activities organized by the company.

The results of this study also show that respondents have high levels of promotive and prohibitive voices. This supports how the aspiration process is carried out in each online marketplace. Based on observations through open-ended questions, various channels that seem to be facilitated by the company give voice to employees, including through sharing activities and meetings involving customer service, suggestion boxes such as providing e-mails that

accommodate suggestions and criticisms, and the implementation of customer service satisfaction surveys conducted regularly. This result concludes that, although most respondents carried out their work from home during the pandemic (55.52%), it did not affect how they showed their voice behavior to the company, thanks to the provision of aspiration pathway facilities provided by the company.

CONCLUSION

Based on the findings of the study that examined the impact of employees' well-being on job performance using variables such as psychological well-being, physical well-being, and social well-being as well as the mediating effects of promotive and prohibitive voices, it was determined that six hypotheses had been proven, and three hypotheses have yet to be proven.

Psychological well-being has been shown to improve job performance significantly. Meanwhile, the data on physical and social well-being on job performance does not support the notion. The role of the promotive voice has been confirmed to explain the effect of physical well-being and social well-being on the job. Meanwhile, prohibitive voice demonstrates that psychological well-being, physical well-being, and social well-being are significant.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study has several limitations. First, it was a cross-sectional study. Second, it was conducted during the Covid-19 pandemic, when most respondents worked from home or in a hybrid setting. Third, because all variables used in this study are self-reported measures, they have the potential to create a social desirability bias, which is the tendency of individuals to give better results in order to make them appear more likable (Fisher & Katz, 2000), and also a standard method variance, which allows the strength of the relationship to increase (Donaldson & Grant-Vallone, 2002). Lastly, the existence of reversed items in the research model has a negative impact on the results of the study causes many indicators to be eliminated in the structural model of the study. When reversed items are paired with non-reversed items, erroneous responses from respondents can arise (Weijters, Baumgartner, & Schillewaert, 2013).

There are several directions for future research. First, researchers can conduct testing using a longitudinal study that provides evaluation results. Second, testing on additional aspects of employee well-being, such as different forms of measurement, would provide more thorough results. For example, work engagement, affective commitment, and meaning at work

(psychological well-being); job strain or health conditions (physical well-being); and social well-being can be measured through cooperation, leader-member exchange, and coordination (Khoreva & Wecthler, 2018).

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