



The Effect of Employee Well-Being on Customer Service Job Performance

The Mediation Role of the Promotive Voice

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Abstract. The Covid-19 pandemic has altered the way the industry operates, including customer service. As one of the determinants of customer satisfaction, customer service also became a critical key indicator for Indonesian online marketplaces. The purpose of the study is to investigate the impact of employee well-being on job performance and the mediation role of the promotive voice. Data gathered from 256 employees from various Indonesian online marketplaces was tested using structural equation modelling (SEM). The results indicate psychological well-being significantly affect job performance, while physical well-being and social well-being do not significantly affect job performance. In addition, complementary mediation found out from the promotive voice on the effect of psychological well-being on job performance.

Keywords: employee well-being · psychological well-being · promotive voice · job performance

1 Introduction

Since the discovery of coronavirus illness (Covid-19) in Wuhan, China [1], it has spread around the world, including Indonesia. One of the initiatives taken by the Indonesian government is to adopt the new normal, which includes regulating company operations, such as implementing work-from-home policies [2]. This application proved to be beneficial to the online marketplace industry [3].

Based on research from Nielsen [4], the positive influence is attributable to the online marketplace since it is considered as the safest alternative chosen by the community in an effort to meet their needs. As a result, online marketplaces in Indonesia have seen an increase in order frequency [5], as well as a tenfold increase in consumer complaints at the Ministry of Trade's Consumer Complaints Service [6]. Given that practically all enterprises are still designated as closed companies, this indicator indicates an alleged increase in complaints in every online marketplace.

Employee well-being has been linked to employee performance in recent literature since it has been found to have a favorable impact on job performance [7–9]. This suggests that the greater an employee's well-being is, the better the employee's performance.

Employee well-being, according to Guest [10], is the quality of how an employee understands his experiences and functions at work. However, in recent decades, the concept of well-being has become one of the most widely discussed transdisciplinary hot subjects [11]. According to Grant et al. [12], an employee's well-being can be viewed via three dimensions: psychological well-being, physical well-being, and social well-being.

This topic is essential in management science because of the amount of literature that discusses understanding its formation causes, as well as the obstacles of being able to improve it in the workplace [13–15], relationship between satisfaction and loyalty [16], influence of work engagement, work-life balance, and turnover intentions [17], and manager caring behavior [18].

One way to maintain customer satisfaction is through the existence of customer service, which is considered vital in determining the level of customer satisfaction [19]. Customer service, according to Cambridge University Press [20], is described as a service that not only answers customer problems, but also attempts to satisfy customers before, during, and after a transaction. In several studies, the experience given by customer service (reliability, personalized service, fast response) has been found to have a beneficial impact on customer satisfaction [21, 22].

In addition, other studies also reveal how customer satisfaction is influenced by organizational citizenship behavior [23]. One form of organizational citizenship behavior is employee voice behavior, which is considered to be able to promote the effectiveness of the functioning of an organization [24–26]. Employee voice behavior itself is defined as an organizational situation that provides optimal opportunities for employees to be involved in the decision-making process [27]. This concept is being explored with the numerous studies on employee voice behavior. One of these is through the studies of Liang et al. [28] regarding promotive voice, which is future-oriented and defined as behavior that suggests directions or ideas to advance the current situation in the future.

This research has several objectives. First, enriching theoretical studies related to the influence of employee well-being (psychological well-being, physical well-being, and social well-being) on job performance, which is explained through the mediating role of customer service voice behavior from online marketplaces in Indonesia. Second, testing the conceptual model into empirical research through the model proposed in this study. Finally, provide suggestions based on the findings of the organization, as well as suggestions for further research based on the important findings of this study.

1.1 Relation Between Psychological Well-Being and Job Performance

Psychological well-being can be defined as the subjective experiences and functions of individuals, that shape satisfaction with their work and life [29]. Ryan & Deci [30] then explain it through a hedonic approach, which is associated with satisfaction, or affection felt by individuals, as well as eudaimonic approach, which focuses on the fulfillment and realization of individual potential. In previous studies, psychological well-being has a significant positive relationship with job performance [31, 32]. Based on this description, the following hypothesis can be formulated:

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

1.2 Relation Between Physical Well-Being and Job Performance

Physical well-being can be seen through the individual's subjective experience of body health [33], as well as in seeing work as a source of stress [34]. Previous research showed workers who have unhealthy conditions will be less productive at work, make poor quality decisions, and have a tendency to be absent from the workplace [35], and will consistently make a decreased contribution to the organization [36]. Based on this description, the following hypothesis can be formulated:

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

1.3 Relation Between Social Well-Being and Job Performance

Social well-being is defined as the quality of an individual's relationships with other individuals or communities [37]. In previous research, conducted by Arshadi & Hayavi [38], the greater the support provided by the organization, the employees will tend to provide better performance in exchange for it. Along with the increase in resources from organizational support, employees will have a positive influence on determining their workplace as the right environment to spend their time [39]. Based on this description, the following hypothesis can be formulated:

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

1.4 Mediation Role of Promotive Voice

Previous research conducted by Duan et al. [24] showed a positive association between employee well-being and employee voice behavior. This explains why the higher a person's level of well-being, the more likely that person is to speak up. Given that promotive voice has a favorable association with job performance [40], the following hypothesis can be formulated:

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

H5. The effect of physical well-being on job performance is mediated by promotive voice

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

2 Research Methods

2.1 Participants

The participants of this study were 256 employees from various online marketplaces in Indonesia. The majority was in the age group of 21–25 years old, with 57.42%. More than 89.84% of them have a Bachelor's degree. 83.98% of them have been working at the company for about 1–2 years, and about 56.64% are in working-from-home mode.

2.2 Measures

All instruments for each research variable will be graded on a Likert-7 scale, which involves assigning a score from 1 to 7, with 1 indicating “strongly disagree” and 7 indicating “strongly agree.” We employed the back-translation method by Brislin [41], and a readability test was performed to confirm that respondents understood each statement.

Psychological well-being. The measurement of this variable is carried out according to the General Health Questionnaire (GHQ-12), the short version of the GHQ which was previously created by Goldberg & Hiller [42] and developed by Goldberg & Williams [43]. Sample items are “I have recently been able to concentrate on what I’m doing.”

Physical well-being. The measurement of this variable is represented by job strain and uses a 2-item model from Li et al. [44]. Sample items are “My job is more stressful than I had ever imagined.”

Social well-being. The measurement of this variable is represented by the 15-item social well-being model from Keyes [37]. Sample items are “I cannot make sense of what’s going on in the company.”

Promotive voice. The measurement of this variable is represented by the 5-item model from Liang et al. [28]. Sample items are “I am proactively develop and make suggestions for issues that may influence the unit.”

Job performance. The measurement of this variable uses a 4-item perceived service performance model by Winsted [45]. Sample items are “I am satisfied with the quantity and quality of our products at work.”

2.3 Data Analysis

The acquired data was evaluated using a confirmatory factor analysis. This technique is critical for determining whether construct measures are consistent with theories. Four absolute fit indices (p -value, RMSEA, SRMR, and GFI) and five incremental fit indices (NFI, NNFI, CFI, IFI, and RFI) are examined to check whether the model fits with the empirical data [46]. Data will be analyzed using the Structural Equation Modeling (SEM) method, which will be analyzed using the LISREL 8.80 application.

3 Results and Discussions

In order to ensure a proper model, the authors additionally examine the model diagnostics in order to improve the model. These were achieved by deleting several variables that had an SLA lower than 0.70, an average variance extracted (AVE) greater than 0.5, and a composite reliability (CR) greater than 0.7. Therefore, the construct considered valid and reliable. In addition, the authors then allow estimating error to covariance in line with the modification indices. The results reveal the a chi-square model of 233.86 with 139 degrees of freedom and a significant p -value. Table 1 and Fig. 1 illustrate the path results of the structural model and Goodness of Fit (GOF) statistics. The absolute fit indices indicated that all indexes were in a good fit model. In addition, five incremental fit indexes (NFI, NNFI, CFI, IFI, and RFI) produced good fit results. Furthermore, the goodness-of-fit statistics showed that the observed covariance corresponds to the estimated covariance matrix with sampling variance.

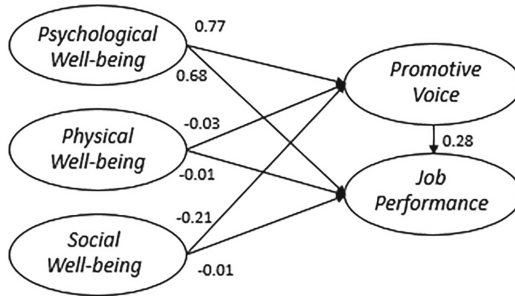


Fig. 1. Path Results of Structural Model

Table 1. The Goodness-of-fit Statistics

GOF	Criteria	Value	Result
Absolute fit indices	p-value	0.38	Good fit
	RMSEA	0.052	Good fit
	SRMR	0.024	Good fit
	GFI	0.91	Good fit
Incremental fit indices	NFI	0.99	Good fit
	NNFI	0.99	Good fit
	CFI	0.99	Good fit
	IFI	0.99	Good fit
	RFI	0.98	Good fit

Table 2. Hypothesis Testing Results

Hypothesis	Path coefficients	Standard error	t-value	Significant
H1 PWB -- > JP	0.680	0.059	11.590	S
H2 PHB -- > JP	-0.006	0.040	-0.140	NS
H3 SWB -- > JP	-0.015	0.040	-0.370	NS

The testing of structural model is conducted by looking at the R-square value. The test results show the R-square value for promotive voice is 0.71, and the R-square value for job performance is 0.83. It can be interpreted that 83% of the variables variation is able to be explained by the model.

Table 2 and Table 3 show the obtained results from the structural model analysis, as follows:

1. Psychological well-being has a positive and significant effect on Job performance with a path coefficients 0.680, where the t-value is 11.590, and H1 supported.

Table 3. Hypothesis Testing Results on Mediation

Hypothesis	Direct effects	Indirect effects	Total effects	Sobel test	Significant	Mediation type
H4 PWB --> PMV --> JP	0.680	0.216	0.896	4.965	S	Complementary
H5 PHB --> PMV --> JP	-0.006	-0.007	-0.013	-0.479	NS	No-effect
H6 SWB --> PMV --> JP	-0.015	-0.059	-0.074	-3.170	S	Indirect-only

- Physical well-being has negative and not significant effect on Job performance with a path coefficients -0.006, where the t-value is -0.140, and H2 is not supported.
- Social well-being has negative and not significant effect on Job performance with a path coefficients -0.015 where the t-value is -0.370, and H3 is not supported.
- Psychological well-being has a positive and significant effect on Job performance when mediated by Promotive voice with a path coefficient 0.896, where the t-value is 4.965, and has an complementary mediation type. So, the H4 supported.
- Physical well-being has a negative and not significant effect on Job performance when mediated by Promotive voice with a path coefficient -0.013, where the t-value is -0.479, and has an no-effect mediation type. So, the H5 is not supported.
- Social well-being has a negative and significant effect on Job performance when mediated by Promotive voice with a path coefficient -0.074, where the t-value is -3.170, and has an indirect-only mediation type. So, the H6 is not supported.

4 Conclusion

According to the findings of this study, psychological well-being was the only variable that had a substantial favorable influence, as evidenced by significant outcomes. Physical well-being, on the other hand, has no substantial effect on job performance, even when mediated by promotive voice.

Furthermore, despite showing a significant negative influence, the results of social well-being were unable to confirm the hypothesis. According to the findings, employees with higher social well-being are less likely to use their voices. The results were contrary to previous research. According to the literature, employees will speak up when they get support from coworkers, superiors, and organizations [47, 48], but they will not use their voice when their viewpoint will not be heard or it has the potential to have negative consequences [49, 50]. Based on the results, the social well-being of the respondents was above the average. As a result, this can be explained by another viewpoint of Duan et al. [24], that when employees' well-being is high, they are less likely to see a problem, hence they will not speak out.

This study does have some limitations. First, this is a cross-sectional study, which only presents the outcomes of one data collection process over a specific time period. Second, this study employs the back-translation method, which involves making changes

to objects that have been suited to the local language. Third, because job performance is measured subjectively, it is only based on what the responder perceives.

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