

Mode of Distribution of Tasks and Extra-Role Behaviors of Self-Service Employees of supermarkets in the City of Lubumbashi in the Democratic Republic of the Congo

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Abstract: *The deployment of extra-role behaviors by employees requires companies to adopt a clear division of tasks that is well suited to their operating environments. It is in this context that this study appears which focused on the mode of distribution of tasks and extra-role behaviors of self-service employees of supermarkets in the city of Lubumbashi in the Democratic Republic of the Congo. A cross-sectional survey of 318 self-service supermarket employees in the city of Lubumbashi using a questionnaire made up of 11 items, reveals that these employees are developing wait-and-see behavior in these organizations. This is what led us to the implementation of a theoretical model of distribution of specialized tasks of pure sales that can facilitate their best achievement by these employees.*

Keywords: Work organization, distribution of tasks, extra-role behaviors, self-service employee

1. Introduction

Generally in life, work, whether salaried or liberal, contributes to a man's esteem based on the values such as income, social consideration, prestige and others that it gives him. When it comes to paid work in organizations, employees are subject to many requirements that allow them to properly deploy extra-role behaviors for the benefit of the organizations that employ them.

In the supermarkets in the city of Lubumbashi, self-service workers appear to perform tasks in a haphazard manner and appear to be unable to achieve certain organizational goals. It is in this context that this research is being carried out on the mode of distribution of tasks and extra-role behaviors of self-service employees of supermarkets in the city of Lubumbashi.

To do this, Bobillier-Chaumon and Sarnin (2012) underline that organizing work consists of distributing it, dividing it, but also at the same time coordinating these separate tasks to achieve a coherent product or service.

Foucher quoted by Simard (2002) considers the organization of work as consisting in organizing tasks, working conditions and the relationships between positions taking into account the organization's mission, its management strategy and the characteristics of Workforce.

The distribution of tasks is for Le Maître and Begouen-Demeaux (1982) the fundamental support of any organization. It conditions the way people carry out and coordinate their work. It determines the overall efficiency of the work process by optimizing more or less well the logic

of the treatments, the use of presence time and to a large extent, the motivation of people.

The division of labor is a subject that may seem simple to many managers, yet it is the very essence of employee performance and well-being. Not taking the time to reflect on the organization of work is simply to accept that the tasks entrusted to them are potentially sloppy (Le Matin, 2016).

Extra-role behavior groups together the majority of discretionary behaviors that aim to support the organization and go beyond the tasks prescribed and expected of an employee. This is a behavior left to the initiative of the staff. This is behavior that goes beyond the formal role assigned to staff (Van Dine et al., Cited by Boundenghan, 2014).

The self-service employee works in small, medium or large stores, and large specialized stores where customers are often left to their own devices in the choice of their purchases. This is where it comes in and plays an important role. He is in permanent contact with the department manager, the store manager or the suppliers. It may be required to work in a refrigerated area and may carry heavy loads, (<https://www.ouestfrance-emplo>).

Indeed, several authors have conducted their studies on the distribution of tasks and the organization of work of which it is an integral part, each according to the chosen orientation from which we retain:

- Many years ago, a scientific research relating to the organization of work was carried out on "models and forms of organization of work: a classification and diagnostic tool" by Simard (2002) which highlights the capacity to empirically identify various aspects of work organization, in particular to evaluate the importance of dimensions such as

decision-making autonomy, initiative, participation / consultation as well as group work. The author concludes that the choices in work organization are based on the principle that the work of execution requires little autonomy and initiative, in order to achieve a good performance, while the opposite is true for coordination / control work, which must do everything to encourage this execution.

The study in question has the advantage of supporting the organization of work based largely on the acceptance of the dichotomy between coordination / control and execution work in their relationship. It does not reveal how to avoid any ambiguity in the performance of tasks distributed to enforcement agents, sometimes caused by the distribution of tasks used in some organizations.

- Another study is that of Vatindu, (2008) on "work sciences: an attempt at a positive resolution of the social question" in which he reveals that, like the scientific organization of work, work represent an attempt at a positivist, even scientist, resolution of the social question. The author evokes the distinction between labor sciences and OST on two very directly linked points: on the one hand, the strictly scientific requirement of its promoters in terms of measurement and analysis of work which contrasts with the empiricism of an author like Taylor; on the other hand, the positioning of these disciplines on the margins of the company, rather in public research laboratories, likely to constitute "neutral" arbiters between company management and workers' organizations.

This study alluded to the ambition to identify positive labor standards with the aim of protecting workers from possible harmful consequences of the organization of work. But it did not highlight the mechanism that human resource managers must take to avoid the wait-and-see attitude in the development of extra-role behavior by employees in the positions to which they are assigned.

- Pichot and Pierre (2010) conducted a study on the "work of sporting goods salesmen: the prescription of untold interpersonal skills". In this study, the authors propose to characterize the influence of the structure of the trade market and consumer trends on the modes of organization of work in general.

They thus classify the prescriptions relating to the daily work of salespeople and those implemented in the field. They also noted the importance of often unspeakable interpersonal skills and the passion shared between salespeople and customers. These authors finally underline on the one hand the weight of the relationship forged by sellers with customers, in particular in that it is likely to precipitate the act of purchase and on the other hand, the importance of the emotional relationship weave sellers with their products.

Here, it is about the work activity which can not only be described through the ergonomic grid of the prescribed and the real, all the more in an interactive context of sale, it allows the employee to free himself from the character impersonal tasks to be performed. The authors do not seem to clearly show the behaviors that employees should develop

at their workstations to achieve a good relationship with their partners.

- Seeking to know whether the relationship that employees have with their customers is direct (traditional contact) or virtual (information system), Magali (2017) based his study on "the new mode of work organization: cause of distancing between employees and their customers in hypermarkets". The study, carried out in two hypermarkets, states that the activities carried out by employees seem to give little room for traditional contact with customers due to their multiplicity.

The author adds that:

- The lack of contact between these actors causes, on the one hand, a drop in performance on the part of the employees and on the other hand a decrease in customer involvement;
- Today the activities are broader in these organizations, but less well done;
- The greater the work overload, the less innovation seems to develop;
- Customer relations require time to listen and observe on the part of employees;
- Work overload is therefore a brake on the establishment of direct contacts.

Beyond all that he noted above, he concludes by suggesting that hypermarkets adopt a binding management system, but which leaves a margin of autonomy for employees to determine their own priorities in the exercise of their activities.

The prestige that Magali has in carrying out this study is to have indicated to organizations the following: modern work consists of facing, all alone, injunctions, missions, objectives, with relative autonomy, freedom of initiative and responsibility often forgotten. But, the study in question did not determine the appropriate form of division of labor to circumvent the contradiction it mentions in these organizations.

- Another research is that carried out by Davel, Rolland and Tremblay in (2003) on the "new distribution of responsibilities to a work team in an organization".

Although focusing on the distribution of responsibilities to a work team, the study states that achieving better performance requires a certain level of staff involvement that goes well beyond the mere execution of predetermined tasks. It shows that teams can determine, when and how the work assigned to them will be accomplished and sometimes even determine the pace.

For these authors teamwork is the most elaborate form of reconfiguration of tasks and responsibilities because it provides for horizontal and vertical extension. The horizontal extension of responsibilities is where, workers do more tasks at the same level, while the vertical extension of responsibilities is where workers take on more tasks that previously fell to other hierarchical levels, namely foremen and supervisors.

They add that teamwork includes not only delegating tasks, but sometimes also transferring some level of control of tasks within the team.

In this study, it is about a versatile distribution of tasks based on self-service, from which the employees develop spontaneity in the realization of the hygiene of the sales area and the preparation of the sale. It is a division of labor from which they also develop a wait-and-see attitude, which plunges them into a lethargy when it comes to the deployment of extrarole behaviors.

The authors do not seem to clearly show the specific tasks that each employee should accomplish in order to avoid the overload of work that would be the basis of spontaneity in the performance of prescribed roles and the wait in the manifestation of extra behavior -role.

- The study by the CPNEF: SV (national joint commission for employment training, live performance) (2013) on the “distribution of workstations and cooperation between teams”, reveals that in the company, so that the organization of work is effective to the point of promoting performance within the company, it is essential that everyone knows what he has to do and his responsibilities.

In this study, the committee adds that in small companies where the boundaries between positions are shifting, where each can intervene punctually as part of his mission, it can be difficult to formalize a faithful representation of jobs and their content at the moment.

Of course, it is essential that each employee knows what to do and knows his responsibilities to avoid the problem of overlap. The organization of work would think of going as far as the specialization of tasks that can allow employees to positively develop extra-role behaviors rather than limiting themselves only to the level of workstations that seem more global. This aspect, which was forgotten and not brought out by the above-mentioned study, is one of the major concerns of our study.

Czubinski (2013) conducted a study on the distribution of roles or the distribution of tasks between actors of artistic mediation in cultural institutions. She wanted to understand the functioning of artistic mediation devices set up in Quebec cultural institutions, based on the perception of the actors. She arrived at the result that, when roles are distributed to each according to individual aptitudes, the conception of actors would always be positive, resulting in performance commensurate with the organization.

This study did not determine the mode of distribution of tasks between the actors of artistic mediation that was implemented in Quebec cultural institutions. It also did not reveal the influence that the division of tasks has on the prescribed roles and extra-role behaviors of these actors in cultural institutions in Quebec.

- For its part, Lematin (2016) focuses its attention on “management: distribution of tasks, an organization for success”. This author reveals that the division of labor is the essence of a team's performance.

For him, not taking the time to reflect on the organization of work is simply to accept that the tasks entrusted to employees are potentially sloppy. It is true that this analysis had the merit of considering the distribution of tasks as an essential subject not to be taken lightly because it is the basis of teamwork.

But, it disregards the individual work occasioned by the specialization of the tasks that each employee must accomplish in an organization and thanks to which he can properly develop extra-role behaviors.

To support this study, Taylor's Scientific Labor Organization justifies the merits of the division of labor in any business that wants to be successful.

This study is based on Taylor's theory of the scientific organization of work (OST), based on the division of labor advocating the distribution of tasks by specialization. She maintains that the more a person does a simple task, the more he repeats it and the more he becomes more efficient (Bobillier-Chaumon and Sarnin, 2012).

For classical school authors, the company is above all a productive organization, and the commercial or human aspects take a back seat. It is therefore necessary to organize and rationalize the process of production (Taylor), administration (Fayol) and the system of authority implemented (Weber).

The aim of Taylor's OST study was to make work that was inherently strenuous and rewarding in its approach as efficient as possible. Taylor will look for:

- To rationalize the work, that is to say to specialize the workers, to divide the work, to separate the work between design, execution and control ...;
- To motivate employees by recommending a stimulating wage policy based on output (piecework).

The O.S.T argues that the division of labor leads to the distinction between designer and performers. To this division of labor corresponds a specialization of functions. We note that any type of work organization that does not motivate employees leads to:

- Poor product quality (scrap, breakdowns),
- Significant absenteeism,
- A high rate of employee turnover (many departures),
- Frequent conflicts between performer and supervisor,
- Work accidents because the attention of employees decreases due to the lack of interest in the tasks.

In view of the foregoing, the major concern of this study can be summed up in these terms: Does the multi-purpose distribution of tasks based on self-service, adopted by supermarkets in the city of Lubumbashi, promote behavior? extra-role of self-service employees?

In Voirin's job definition theory, cited by Braudel (1985), it is emphasized that in order to properly describe a job, you need to have a job definition sheet corresponding to typical jobs in the company; on which there is:

- The missions of the person occupying the post, the objectives assigned to him, the powers conferred on him.

- The attributions, that is to say its responsibilities, its competences, its tasks, its rights to manage, to administer, to know.

He adds that the definition of functions significantly improves the organization of companies. This is even the basis of a real organizational project through which you will be able to:

- Define the positions precisely;
- Define the organization chart of your company;
- Take into account the communication between the different positions.

From the above, we postulate that the multi-purpose distribution of tasks based on self-service, adopted by supermarkets in the city of Lubumbashi, would promote extra-role behaviors of self-service employees. The extra-role behaviors in these organizations would translate into pure selling involving welcoming customers, caring for customers and strengthening the relationship with customers.

Since the conscious man does nothing at random, and all work without a goal is doomed to failure, in our study we set ourselves a single goal. Map our scientific contribution into a theoretical model of the distribution of tasks, which can be used by researchers in work psychology and related fields in search of knowledge for the enrichment of science, as well as human resource managers of these supermarkets in their distribution of tasks.

2. Methodology

This study was conducted among 318 self-service supermarket employees in the city of Lubumbashi in Haut-Katanga province in the Democratic Republic of the Congo.

Table 1: Greeting of customers upon entry by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	N	n	n	n	n	n	N	n	n	n	n
Yes	9	9	8	20	0	11	7	4	7	10	11	96
No	24	47	18	51	10	31	21	6	9	0	5	222
Total	33	56	26	71	10	42	28	10	16	10	16	318

Overall, the revelations in this table show that of the total number of 318 self-service employees who participated in this research, 222 or more than two-thirds do not greet customers as they enter their respective organizations. However, there are 96 of them, or less than a third, who greet them as customers.

The null hypothesis states that there is no significant difference between self-service workers who greet customers as they enter and those who do not greet them.

Table 2: Approach to customers on entry by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	N	n	n	n	N	n	N	n	n	n	n
Yes	7	14	5	10	0	4	6	3	5	5	10	69
No	26	42	21	61	10	38	22	7	11	5	6	249
Total	33	56	26	71	10	42	28	10	16	10	16	318

This study does not have a sample because the population is finite. To this end, we have the honor to report that we were able to get hold of all the participants constituting our study population.

To do this properly, two methods were used to capture the reality under study, namely the descriptive method and the survey method. The first allowed us to describe the behaviors observed with self-service employees during their service delivery. The second allowed us to collect information related to possible extra-role behaviors of self-service employees.

Regarding the techniques, we used the interview that took place with the managers of the supermarkets, in order to obtain information on their work organization. We also used the questionnaire which helped us to produce data related to research among self-service employees of supermarkets in the city of Lubumbashi.

A brief explanation was provided to participants to give them a clear view of the items including the combination of the following two research factors:

- Inconsistent versatility;
- Pure sale.

In addition, the analysis of the data was carried out using content analysis while for their processing, the statistical analysis performed by the chi-square test was of major use to us.

3. Search Results

Regarding the reception of customers at the entrance, this modality was captured through three items as presented in the following tables:

With a dl equal to 1, the $\chi^2_{cal.} (49.8) > \chi^2_{th.} (6,63)$, p.01 the null hypothesis is invalidated, we conclude that there is a very significant difference between self-service employees who greet customers as they enter and those who do not greet them.

Regarding the approach to clients, the table below gives us the necessary information concerning this issue.

In view of the results contained in this table 249, that is to say more than two thirds of the research participants in the supermarkets of the city of Lubumbashi do not approach the customers at their entrance. In addition, 69, less than a third of their colleagues approach them when they enter.

The null hypothesis states that there is no significant difference between self-service workers who approach customers and those who do not. With a dl equal to 1, the

$\chi^2_{cal.} (101,8) > \chi^2_{th.} (6,63)$, p.01, we disprove the null hypothesis by concluding that there is a very significant difference between self-service workers who claim they do not approach customers and those who do.

Customer information was a concern that self-service employees were asked about and the opinions of which are contained in the table below:

Table 3: Self-service employees tell customers what to do

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	3	8	5	10	1	9	8	4	4	9	13	74
No	30	48	21	61	9	33	20	6	12	1	3	244
Total	33	56	26	71	10	42	28	10	16	10	16	318

Overall, the data in this table shows that 244 or more than two-thirds of supermarket self-service employees in the city of Lubumbashi do not tell customers what to do when they enter. There are 74, or less than a third of their colleagues who educate them on what to do.

However, the null hypothesis states that there is no significant difference between self-service employees who do not educate customers upon entry on what to do and those who educate them.

To realize the difference, whether it is negligible or significant, statistical analysis has helped us reveal the following: $\chi^2_{cal.} (90,8) > \chi^2_{th.} (6,63)$, p.01 with a dl equal to 1, the null hypothesis is rejected and we conclude that there is a very significant difference between self-service employees who educate customers on what to do do and those who do not inform them.

Regarding the data related to customer support during shelf prospecting, five items were used to capture this modality, which is why their content is presented in the tables below:

Table 4: Assistance to customers during their prospecting on the sales floor by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	6	13	9	17	0	13	7	3	4	6	13	91
No	27	43	17	54	10	29	21	7	12	4	3	227
Total	33	56	26	71	10	42	28	10	16	10	16	318

The general observation of this table reveals that of the 318 self-service supermarket employees in the city of Lubumbashi 227, or more than two-thirds do not help customers during their prospecting on the sales area. Unlike those who do not help clients, 91 less than a third of their colleagues help them.

The null hypothesis argues that there is no significant difference between self-service workers who do not help customers while prospecting on the sales floor and those

who help them. The statistical test carried out reveals that the $\chi^2_{cal.} (58,2) > \chi^2_{th.} (6,63)$, p.01, with a dl equal to 1, we reject the null hypothesis. Note that there is a very significant difference between self-service employees who do not help customers while prospecting on the sales floor and those who help them.

Self-service employees were asked to respond to the item relating to the presentation of products to customers, the table below gives their reactions:

Table 5: Presentation of products to customers by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	10	17	8	19	1	8	7	3	5	8	10	96
No	23	39	18	52	9	34	21	7	11	2	6	222
Total	33	56	26	71	10	42	28	10	16	10	16	318

The general trend of this table reveals that out of the 318 participants in this research carried out in supermarkets in the city of Lubumbashi, 222 participants or more than two thirds do not present the products sought to customers. The 96 of them, or less than a third, willingly present to customers the products sought, main.

The null hypothesis admits that there is no significant difference between self-service workers who do not present customers with the products they are looking for and those

who present them to them. Hence the $\chi^2_{cal.} (49,8) > \chi^2_{th.} (6,63)$ p.01, with a dl equal to 1, we reject the null hypothesis and conclude that there is a very significant difference between self-service employees who do not present the products to customers. 'they seek and those who present them to them.

As for taking products from the shelves and putting them in customer baskets by self-service employees, the table above tells us more.

Table 6: Taking products from shelves and placing them in customer baskets by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	7	12	7	22	1	11	9	3	5	5	7	89
No	26	44	19	49	9	31	19	7	11	5	9	229
Total	33	56	26	71	10	42	28	10	16	10	16	318

The general trend of this table reveals that 229 out of 318 self-service supermarket employees in the city of Lubumbashi, i.e. more than two-thirds do not take the products from the shelves to put them in the customers' baskets. However, 89, less than a third of their colleagues on their own volition take products from shelves and put them in customers' baskets.

The null hypothesis postulates that there is no significant difference between self-service workers who do not take

products off the shelves and put them in customer baskets and those who do. Thus, the $\chi^2_{cal.} (61.6) > \chi^2_{th.} (6,63)$, p.01, with a dl equal to 1, the null hypothesis is invalidated, which leads us to affirm that there is a very significant difference between the self-service employees who do not take the products on the shelves to put them in the baskets of customers and those who do.

As for customer orientation at each purchasing step, the table below gives us the answers of our respondents.

Table 7: Customer orientation at each stage of purchase by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	13	14	8	14	2	6	7	3	3	6	11	87
No	20	42	18	57	8	36	21	7	13	4	5	231
Total	33	56	26	71	10	42	28	10	16	10	16	318

Overall, out of 318 self-service supermarket employees in the city of Lubumbashi 231, or more than two-thirds do not guide customers through every step of the purchase. Except that there are 87, or less than a third of the participants in this research who guide them.

The null hypothesis admits that there is no significant difference between self-service workers who refer customers through every purchase step and those who do not. With a dl

equal to 1 the $\chi^2_{cal.} (65.2) > \chi^2_{th.} (6,63)$, p.01, the null hypothesis is rejected regarding the orientation of customers at each stage of purchase and we conclude that there is a very significant difference between the opinions of participants in the research.

The following table gives us details of the product purchasing difficulties experienced by some customers.

Table 8: Product purchasing difficulties experienced by some customers

Great Opinions	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NA.MA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	25	45	18	59	6	34	18	7	11	4	4	231
No	8	11	8	12	4	8	10	3	5	6	12	87
Total	33	56	26	71	10	42	28	10	16	10	16	318

The revelations in this table show that 231 out of 318 self-service supermarket employees in the city of Lubumbashi, or more than two-thirds said that there are many people who find it difficult to buy products in these points of sale. While 87, or less than a third of self-service employees testified that there are no customers who have difficulty purchasing the products.

The null hypothesis states that there is no significant difference between self-service workers who see people who have difficulty buying products in supermarkets and those who do not. With a dl equal to 1, the $\chi^2_{cal} (65.2) > \chi^2_{th}$.

(6,63), p.01, the null hypothesis is invalidated and we conclude that there is a very significant difference between self-service employees who noticed people who have difficulty buying products in supermarkets and those who did not notice any.

With regard to data relating to the consolidation of the relationship with clients when they take leave, three items were administered to the research participants, the opinions of which are presented in the tables below:

Table 9: Words of self-service employees encouraging customers to take time off

Great Opinion	HPV	HPC	HPP	JMPY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	N	n	n	n	n	n
Yes	9	13	9	12	2	18	9	5	3	3	8	91
No	24	43	17	59	8	24	19	5	13	7	8	227
Total	33	56	26	71	10	42	28	10	16	10	16	318

Overall, the revelations in this table show 227 out of 318 self-service supermarket employees in the city of Lubumbashi, or more than two-thirds who do not say words

of encouragement to customers when they exit. Anyway, there are 91, or less than a third of their colleagues who say these words to them when they exit.

The null hypothesis admits that there is no significant difference between self-service workers who do not encourage customers on exit and those who encourage them. Having carried out the difference test, the $\chi^2_{cal.}$ (58.2) > $\chi^2_{calth.}$ (6,63), p.01, with a dl equal to 1, the null hypothesis is invalidated and we conclude that there is a

very significant difference between self-service employees who do not encourage customers to exit and those who encourage them.

Regarding the wish-goodbye, the following table shows the related content.

Table 10: Presentation of the wish to say goodbye to customers when they are taken off leave by self-service employees

Great Opinion	HPV	HPC	HPP	JMMY	TM	GL	MGV	MGG	NA.MA	RGG	NM	Total
	n	n	n	n	n	N	n	N	n	n	n	n
Yes	10	16	5	13	2	9	7	2	4	6	10	84
No	23	40	21	58	8	33	21	8	12	4	6	234
Total	33	56	26	71	10	42	28	10	16	10	16	318

Overall, this table emerges that there are 234 self-service supermarket employees in the city of Lubumbashi out of 318, or more than three quarters who do not wish to say goodbye to customers when they leave. But there are 84, or less than a third of research participants who present to them a wish-goodbye.

not. After testing this difference, the $\chi^2_{cal.}$ (70.6) > $\chi^2_{th.}$ (6,63), p.01, with a dl equal to 1, the null hypothesis is rejected, which leads us to conclude that there is a very significant difference between self-service employees presenting the desire to 'Goodbye to customers when they exit and what don't.

The null hypothesis argues that there is no significant difference between self-service workers who present customers with a farewell wish upon exit and those who do

Regarding the transport of customer packages to their vehicles, the table below tells us more:

Table 11: Self-service employee transportation of customers' packages to their vehicles

Great Opinions	HPV	HPC	HPP	JMPY	TM	GL	MGV	MGG	NAMA	RGG	NM	Total
	n	n	n	n	n	n	n	n	n	n	n	n
Yes	18	38	15	48	9	29	18	6	10	0	4	195
No	15	18	11	23	1	13	10	4	6	10	12	123
Total	33	56	26	71	10	42	28	10	16	10	16	318

In general, this table reveals that out of 318 participants in this research 195, or more than half help customers to transport the packages to their vehicles. Yet 123, less than half of their colleagues, do not help customers transport packages to their vehicles.

copied with the tasks they perform. This conduct attests that these employees are not engaged in their work.

The null hypothesis admits that there is no significant difference between self-service workers who help customers transport packages to their vehicles and those who do not. With a dl equal to 1, the $\chi^2_{cal.}$ (16.2) > $\chi^2_{cal.}$ (6,63), p.01, the null hypothesis is rejected, which returns us to the conclusion that, there is a very significant difference between self-service employees who carry customers' packages to their vehicles and those who do not transport them.

However, Bettencourt et al., Cited by Khadija Gaha et al. (2016) point out that a staff who is truly committed to their work adopts extra-role behaviors that are centered on the partner, in order to maintain it and ensure its permanence for the benefit of the organization.

4. Discussion of results

The items in Table 1 clearly demonstrate that self-service employees do not greet customers as they enter because they avoid overwork. In this sense, Magali (2017) attests that in hypermarkets, overwork is a brake on the establishment of direct contacts between partners.

Regarding the results on information, it emerges in Table 3 that, the self-service employees of supermarkets in the city of Lubumbashi do not inform customers when they enter about the purchasing process in a supermarket like from a supermarket.

However, the results of Vairez (2013) on his reception pattern support the need to immediately notify the client that his arrival is perceived by giving him a look accompanied by a smile or a greeting with even a distant hello.

However, if customers are a priority for supermarkets, this would force self-service employees to go through other tasks and educate them on what to do. This is why Davel et al. (2003) pinpoint the expected involvement of staff, which must go far beyond the simple execution of predetermined tasks.

From Table 2 we see that self-service employees do not approach customers, because they risk wasting time and not

As for helping customers during their prospecting on the shelves of the sales area, the results in Table 4 show that the self-service employees of the supermarkets in the city of Lubumbashi do not help them. This fact cannot be attributed only to the inadequacy noted in the organization of work causing exhaustion due to the other tasks they perform at the same time. It could also be explained by the lack of initiative of these employees.

This claim is justified in McGregor's theory X arguing that individuals do not wish to take initiatives, they flee responsibilities and are allergic to work, it is therefore necessary to lead them with firmness, (Charreaux and Pitol-Belin, 1987).

With regard to the presentation of the products sought by customers, the results of Table 5 show that the self-service employees of the supermarkets in the city of Lubumbashi do not present them with the products they are looking for. It is the way they perform the tasks assigned to them that prevent them from doing so.

These results reflect the feeling of regret on the part of self-service employees, who do not empathize with customers, because they are only focused on the prescribed work and ultimately, they are no longer available for their customers. partners (Simon, 2008).

Regarding taking products from the shelves and putting them in customers' baskets, Table 6 reveals that the self-service employees of the supermarkets in the city of Lubumbashi do not do so. This behavior is opposed to the claim that it will take several days for self-service employees to gain the initiative to persuade disoriented self-service customers to take a cart and choose them- even the products at the head of the gondolas (<https://fr.wikipedia.org/wiki/supermarch>).

Regarding the orientation of customers at each stage of purchase, Table 7 shows the results according to which the self-service employees of the supermarkets in the city of Lubumbashi do not direct them. This shows that the customer relationship is therefore not one of the priorities of employees, according to the work organization in force in these points of sale.

Compared to these results, Magali (2017) confirms that the organization of work in hypermarkets, which should place the customer at the center of the activity's concerns, as in other organizations, is therefore not one of the priority activities. managers.

As for the difficulties in buying the products in the supermarkets, Table 8 shows that the self-service employees of the supermarkets in the city of Lubumbashi, confirm that there are many people who have difficulty in this.

These difficulties prove, on the one hand, the unsuitability of the distribution of tasks adopted by these organizations and, on the other hand, the lack of employee initiatives in the deployment of extra-role behaviors.

Regarding the unsuitability of the distribution method, Lawrence and Lorsch, cited by Charreaux and Pitol-Belin (1987), attest that the most efficient companies were those in which each subsystem had an organization in accordance with the requirements of its own environment. , that is, the tasks were environment specific.

Regarding the lack of initiative in extra-role behaviors, Chung cited by Khadija Gaha et al. (2016) argues that despite the difficulties of clearly determining extra-role

behaviors from one job to another or from one industry to another, these behaviors allow contact employees to meet customer expectations and recover those who are undecided.

The elements in Table 9 tell us that the self-service employees of the supermarkets in the city of Lubumbashi do not say words of encouragement to customers when they take their leave.

Schneider et al., Cited by Khadija Gaha et al. (2016) point out to this end that, the employee is required to have a personality capable of ensuring the best quality of service which ultimately leads to attracting, retaining customers and possibly higher profits for its organization.

In view of the above, the results of Table 10 on the presentation of the wish to say goodbye to customers when they leave show that the self-service employees of the supermarkets in the city of Lubumbashi do not do so.

Self-service employees engage in fulfilling prescribed roles, which does not allow them to focus on customers when they are on leave. Failure to present a goodbye wish to customers when they leave may also be attributed to self-service employees' introversion themselves, not allowing them to open up to others.

Considering this aspect of things, Khadija Gaha et al., (2016) report that for Spivey et al., It is above all the sociable and open personality of contact employees that predicts the success of the relationship between the organization and its partners .

It appears in this study in Table 11 that the self-service employees of the supermarkets in the city of Lubumbashi help customers to transport packages to their vehicles. This is an act of generosity from which self-service employees connect with customers in order to show them appreciation.

It is in this perspective that Vairez (2013) subscribes, arguing that the seller must help the customer to transport his products, if necessary to his vehicle to consolidate his confidence and stimulate him to return soon.

Taken together, these results prove that the multi-purpose distribution of tasks based on self-service adopted by supermarkets in the city of Lubumbashi does not allow employees to perform extra-role behaviors. It is a method of distributing tasks that creates narcissistic illusions on the part of self-service employees, which are obstructions trapping employees in a trap, reducing their involvement to the point of leading them to non-optimum work (Magali , 2017).

5. Conclusion

Here we are at the end of our work which focused on "The distribution of tasks and extra-role behaviors of self-service employees of supermarkets in the city of Lubumbashi."

We started from the observations according to which self-service employees do not welcome customers at their entrance, do not take charge of them during their prospecting

of the shelves of the sales area and do not consolidate the relationship with them when they are taken. leave. These findings, point out that the self-service employees in the supermarkets in the city of Lubumbashi, do not seem to constantly take care of customers.

However, among these customers, there are regulars who buy easily and non-regulars, some of whom buy thanks to their courage to ask questions about how to proceed to buy in a supermarket. The others shy away from asking questions about the purchasing process and limit themselves to a simple prospecting, which ultimately leaves them without making any purchases, which is a shortfall for these organizations.

Indeed, this reality has led us in view of all that is cleared above, to summarize the concern of our study to a single question which presents itself as follows:

Does the multi-purpose distribution of tasks base on self-service, adopted by supermarkets in the city of Lubumbashi, compromise the extra-role behaviors of self-service employees?

From the above we postulated that, the multi-purpose distribution of tasks based on self-service, adopted by supermarkets in the city of Lubumbashi, would compromise the extra-role behaviors of self-service employees. In these organizations these behaviors would translate into pure selling involving welcoming customers, caring for customers and strengthening relationships with customers.

In our study, we set ourselves a single objective, that of discovering the influence of the multipurpose distribution of tasks based on self-service on the deployment of extra-role behaviors by self-service employees. , with a view to

proposing a distribution of tasks allowing their deployment by these employees.

To achieve our results, two methods were used to capture the reality under study, namely the descriptive method which allowed us to describe the behaviors observed with self-service employees during their service provision. And the survey method that allowed us to collect information related to possible extra-role behaviors of self-service employees.

In order to make this process a reality, we used the interview technique that took place with supermarket managers, in order to obtain information relating to their work organization and that of the questionnaire which helped us. to produce data related to research among self-service employees of supermarkets in the city of Lubumbashi. The technique of content analysis has been of great importance to us in analyzing the data that were processed using statistical analysis performed by the chi-square test.

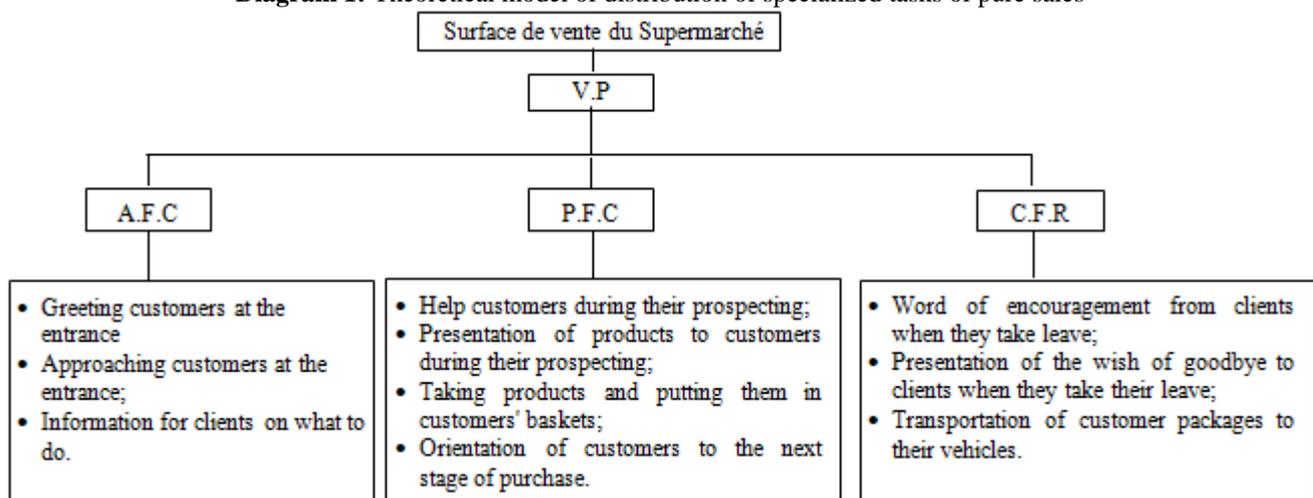
Due to the size of our study population of 318 self-service employees, sample retrieval was not possible because we were able to reach everyone. However the results of this study were generated during the period from 2017 to 2019.

After careful analysis and review of the data, the following emerges:

- Self-service employees do not greet customers at the entrance to supermarkets;
- Self-service employees do not support customers while they are prospecting on the shelves of the sales area;
- Self-service employees do not strengthen the relationship with customers so much when they take leave;

Based on the results found in this study, we proposed our theoretical model which is presented as follows:

Diagram 1: Theoretical model of distribution of specialized tasks of pure sales



Source: Ourselves

The diagram above summarizes the mode of distribution of specialized tasks in the theory of functional regulation of a management approach by objective based on the very extensive division of labor. This synthetic model of the distribution of tasks presents pure sales as a workstation

with tasks to be performed on the sales floor of a supermarket.

The pure sales workstation whose three tasks are:

- Functional reception of customers;
- Functional support for clients;

- Functional consolidation of the relationship with customers.

With regard to this model, it appears that this workstation is made up of specific tasks each having several operations that specific employees are called upon to perform, depending on the capacity of each supermarket. To avoid routine, monotony in the performance of these tasks, functional regulation envisages the continuous training of self-service employees on all the tasks of this workstation.

However, this continuing training constitutes for these employees a human capital that each of them must use to face the changes that may occur in such and such other circumstances. This claim justifies the theory of human capital which refers to education, continuing training, professional mobility and which makes it possible to store knowledge and skills, that is to say all the productive capacities of individuals (Michel, 2007).

In view of the above, the way in which specialized tasks are distributed would facilitate permanent contact between these main players in these points of sale. The contact in question allows self-service employees to increase the number of customers for their supermarkets and would reduce the long-term shortfalls recorded by these organizations in the city of Lubumbashi.

Thus the multi-purpose distribution of tasks based on self-service adopted by supermarkets in the city of Lubumbashi compromises the extra-role behaviors of self-service employees. They become unable to get in touch with their partners because of the overwork they complain about.

The results obtained following the presentation and analysis of the data produced in supermarkets allow us to confirm the hypothesis of our study according to which the multipurpose distribution of tasks based on self-service would compromise extra-behavior. role of self-service employees. Some recommendations are made to supermarkets open in the Democratic Republic of the Congo in general and those in the city of Lubumbashi in particular:

- Use the theoretical model of the distribution of specialized tasks of pure sales during the distribution of tasks in order to allow self-service employees to easily perform the tasks specific to this workstation to which they will be assigned;
- Implement the mechanisms from which self-service employees will happily welcome this theoretical model of division of labor;
- Regularly call occupational psychologists for continuing training for self-service employees with a view to developing skills at home;
- Stop calling these supermarket employees of all names attached to them for the benefit of contact employees and contact staff. This assumes that they will be in constant contact with customers in pure selling.

We hope that these far better suggestions will still be taken into consideration by supermarkets. It is in order to avoid the overload of work for these employees called upon to come into permanent contact with customers for the increase of

the clientele which would reduce the shortfall that, these suggestions are made to them.

For more clarity, other researchers could verify this study as in time, space and the field of investigation in order to be able to enrich it and broaden the avenues of emergence of supermarkets in general, and those who open their shops doors in Lubumbashi in particular, or study the behavior of the clients of these organizations which would determine the distribution method to be adopted.

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