

An Empirical Study on the Effects of Mindfulness, Embodied Cognition, Behavioral Intention and Altruism on Job Satisfaction of Employees, Customer Satisfaction and Their Repurchase Intentions

Çalışanların İş Tatmini, Müşterilerin Memnuniyeti ve Tekrar Satın Alma Niyetleri Üzerinde Farkındalık, Bedensel Biliş, Davranışsal Niyet ve Özgeçiliğin Etkileri Üzerine Ampirik Bir Çalışma

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Abstract

This article aimed to reveal the effects of four different psychological approaches for employees to be satisfied with their jobs and consequently to increase the customers' intentions to prefer them again. These four different approaches are mindfulness, embodied cognition, behavioral intention, and altruism. In the study, one concrete behavior that is thought to represent each of these four different approaches was tested. These behaviors are respectively feeling high energy (mindfulness), listening while with mouth slightly opened (embodied cognition), thinking of the self as eager to show high interest (behavioral intention), and asking questions (altruism). Theatrical applications were carried out with a total of 571 participants from three different profile groups (healthcare employees, automotive service employees and students) in an educational environment, with four different scenarios and eight different versions and the results were statistically compared and analyzed. As a result of the research, it was determined that the four behaviors in question increased employees' job satisfaction, customers' satisfaction, and repurchase intentions, but that there were no significant differences between them in terms of their effects. This research reveals that simple and individual attitude and behavior changes could lead to significant business outcomes such as customer loyalty.

Keywords: Job Satisfaction, Customer Satisfaction, Repurchase Intention, Mindfulness, Embodied Cognition.

Öz

Bu makalenin amacı çalışanların yaptıkları işten tatmin olmaları ve bunun sonucunda da müşterilerin kendilerini tekrar tercih etme niyetlerinin artması için dört farklı psikolojik yaklaşımın etkilerini ortaya koymaktır. Bu dört yaklaşım öz farkındalık (mindfulness), bedenleşmiş biliş (embodied cognition), davranışsal niyet ve diğerkamlıktır (altruism). Araştırmada bu dört yaklaşımı temsil ettiği düşünülen ayrı birer somut davranış test edilmiştir. Bu davranışlar sırasıyla yüksek enerjili olduğunu hissetme (öz farkındalık), hafifçe ağzını açarak dinleme (bedenleşmiş biliş), yüksek ilgi gösterme amacıyla istekli olduğunu düşünme (davranışsal niyet) ve soru sormadır (diğerkamlık). Toplamda öğrenci ve çalışanlardan oluşan 571 farklı denekle eğitim ortamında tiyatral uygulama yapılmış ve sonuçlar değerlendirilmiştir. Denekler kendilerinden istenen davranışları sergiledikten hemen sonra değerlendirilmede bulunmuşlardır. Karşılaştırma yapabilmek için her bir davranış için diğer koşullar aynı kalmak üzere önce ve sonrası olarak iki ayrı değerlendirme yapılmıştır. Araştırma sonucunda söz konusu dört davranışın çalışanların kendi iş tatminlerini, müşterilerin memnuniyetlerini ve tekrar satın alma niyetlerini artırdığı, ancak etkileri konusunda kendi aralarında anlamlı bir farklılık olmadığı tespit edilmiştir.

Anahtar Kelimeler: İş Tatmini, Müşteri Memnuniyeti, Tekrar Satın Alma Niyeti, Öz farkındalık, Bedenleşmiş Biliş.

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An Empirical Study on the Effects of Mindfulness, Embodied Cognition, Behavioral Intention and Altruism on Job Satisfaction of Employees, Customer Satisfaction and Their Repurchase Intentions

In today's business life, almost everyone agrees on the fact that customers must be satisfied for them to keep their loyalty, and that for this to happen, primarily employees need to be satisfied (Schneider & Bowen, 1985). Many companies try to satisfy their employees first and then their customers (Kageyama, 2016). As customer experience has started to be mentioned rather than products and services, customer-focused culture is spreading in the companies. Otherwise, customers may turn to other companies due to negative experiences they might experience. Therefore, marketing is moving away from traditional methods by using the advantages brought by the technology, and it is becoming more personalized. The rules of the game are changing. For example, traditional advertisements are being replaced with word-of-mouth (WOM) marketing. A negative customer opinion spreads very rapidly, causing the brand to lose (win) customers (Dick & Basu, 1994).

In the face of the facts mentioned above, companies should survive in the competition and make their customers have positive experiences. Furthermore, companies should create a word-of-mouth effect. In this regard, companies, especially service companies, are in search of creating a company climate in which employees will leave a positive impression on customers. This aim is hard to achieve and involves many uncertainties. Employing the right individuals, training them, improving and motivating them, finding new applications and methods to enhance customer experiences, and developing a culture are general solutions that come to mind. However, there exists a serious lack of information regarding this subject.

Due to this search, many concepts from a variety of disciplines, particularly from psychology, were entered into the business literature. There are two important criteria in the selection of the psychological concepts examined in the research: actuality and universality. This is due to fact that the permanence of the past and the dynamism of the actuality offering a broad perspective in the examination of a subject.

Among the actual concepts, "mindfulness", which can be associated with knowing one's self, is one of the most popular ones. Similarly, "embodied cognition", which aims to reveal the relationships between mind and body, is another important concept. In this study, in addition to these concepts, two well-known old concepts were also evaluated. These are "behavioral intention", which has long been known, and "altruism", which can be defined as thinking of others.

In the study, it was tested how the four significant concepts, each of which is represented by one behavior, can be used in practice, and to what extent they may facilitate the works of the employees and companies and contribute to their achievement of targets. As it is discussed in the methodology section, these four behaviors were tested through role-playing in an educational environment, and their results were evaluated with questionnaires administered on the spot.

One of the unique aspects of the study is that it evaluated psychological and current concepts over one of the main topics of marketing and proposed a few practical behavior suggestions in this regard. The method is another unique aspect of the study. Participants were involved in an experimental study in an educational environment; while the same scenarios are played consecutively through role-play method, the measurement was made by changing only one behavior, and the subjects playing the role of the customer were not aware of the change. Thus, this was more likely to give realistic results compared to questionnaire evaluations aimed at forecasting or perceptions.

Firstly, the literature review will be made regarding the dependent variables (job satisfaction, customer satisfaction, and repurchase intention) and four independent variables of the study. Then, the research method and the results obtained will be discussed.

Literature Review

Job Satisfaction

After 50 years of Locke's (1969) statement that although there was great interest in job satisfaction and dissatisfaction, our understanding of this phenomenon did not increase in proportion to research efforts, many studies have been carried out on job satisfaction, one-third of which was in the health sector (Gilles et al.,2017). When a query was run on Google Academics about job satisfaction, approximately 3.25 million results were retrieved in January 2022. The importance of a subject that draws such interest is of course related to its consequences. Job satisfaction is one of the most important determinants of the changes in the labor market (Freeman, 1979). In general, customers also express that there is high service quality in companies where employees are satisfied (Schneider & Bowen, 1985). Many studies have been conducted on the positive relationship of high service quality with customer satisfaction and loyalty.

Job satisfaction is a job-related situation and experience that results satisfyingly and positively (Locke, 1976). Job satisfaction represents a combination of employees' negative and positive emotions about themselves (Aziri, 2011). Therefore, job satisfaction is related to emotions and their derivative. On the other hand, many factors that affect job satisfaction have been determined in a number of studies. For instance, according to Christen, Iyer, and Soberman (2006), the factors affecting job satisfaction are related to the job-related factors, employee's perception of his/her role, job performance, and company's performance. In other words, if the job is appealing in the eyes of the employee and his/her performance in the job is high, job satisfaction is expected to increase. According to Aziri (2011), job satisfaction is under the influence of a series of factors such as the nature of the job, salary, advancement, opportunities, management, working groups, and working conditions. There exists a strong bond between communication in the workplace and job satisfaction and performance.

The main subject of this study is not directly related to job satisfaction. Job satisfaction is the dependent variable of this research. For this reason, the aim is to reveal the relationships between the management of emotions, which is known to affect job satisfaction, namely emotional intelligence, and job satisfaction. In this regard, in the study they conducted, Judge et al. (2000) revealed that core self-evaluations affected job satisfaction at the end of an emotional process. According to the authors, especially individuals who have positive feelings about themselves are also satisfied with their jobs. Therefore, there is a direct interaction between emotional intelligence and job satisfaction and performance (Shooshtarian et al.,2013) (Dong & Howard, 2006.)

In one of their studies examining the factors affecting job satisfaction in more than one thousand doctors, Tung et al. (2020) stated that increasing intrinsic motivation and accommodating working hours provided the most job satisfaction. The intrinsic motivation factor that the authors mention is the concept of "sense of calling." This concept is related to thinking that one is working for a greater purpose, the feeling of helping others, and personal satisfaction (Dick et al., 2012).

In this research, the effects of some behaviors that can be the representations of the concepts of mindfulness and embodied cognition, which are related to emotional intelligence, on job satisfaction were analyzed. Within the scope of the research, the concept of job satisfaction was handled as a behavioral phenomenon, and not in terms of emotional or attitudinal aspects. The momentary satisfaction obtained from the job (behavior) performed was addressed. The indicator of such satisfaction is happiness and intention to do it again. As it will be mentioned in the methodology section,

the job satisfaction variables of our research are the happiness that the individuals in the employee roles felt after displaying the expected behavior and their eagerness to provide service again.

Customer Satisfaction

In addition to job satisfaction, another dependent variable of our research is customer satisfaction, which is one of the topics researched and discussed the most (Mittal & Lassar, 1998). According to the marketing understanding of today, the purpose of marketing is to establish a long-term relationship with high customer satisfaction (Huang, 2010) based on a mutual benefit (Kotler, 1980). Satisfaction is one of the most reasonable targets for companies (Oliver, 1999). This is because satisfied customers are expected to be loyal (Rahim et al., 2012). However, the two concepts are completely different. A satisfied customer may not be loyal, or a loyal customer may not be satisfied. According to Dick and Basu (1994), from the perspective of some of the previous studies, loyalty is a repurchase action that emerges with a strong attitude. Nonetheless, there is also "fake loyalty" that emerges with situational conditions. When loyalty is mentioned, two different levels as emotional and behavioral come to mind (Shoemaker & Lewis, 1999). While someone with a low level of brand loyalty appears to be loyal when s/he repurchases the same brand, someone who is emotionally highly loyal to a brand may not seem loyal when s/he purchases another brand (Sung & Choi, 2010).

When we examine the roots of customer satisfaction, it is seen that behaviors of the employees are one of the most important factors (Kageyama, 2016). This relationship will also be tested in this research. On the other hand, it can be claimed that employee behaviors primarily affect their job satisfaction and that employees with high job satisfaction levels increase customer satisfaction in return.

Employee behaviors are not the only reason behind customer satisfaction. In the research, they conducted on 342 hotel-restaurant employees and 1,140 customers, Salanova et al., (2005) revealed that the resources that an organization has (training, autonomous structure, technology) and job commitment (dynamism, committing oneself to the job, and identifying with the environment) affected service environment, and that service environment determined employee performance and customer loyalty.

On the other hand, it is also accepted that satisfaction and service quality are closely related (Cronin & Taylor, 1992). According to many researchers, service quality is the difference between customer expectations and the performance they have encountered. This is a situation that will determine satisfaction. Accordingly, this definition has not been found sufficient for the service concept, and the issue has been researched from different perspectives. For example, in one of the most important articles on service quality, Cronin and Taylor (1992) directly associate perceived service quality with the performance of the person providing the service. Although experience-based norms are discussed in perceived service quality literature, the effect of these norms on perceived service quality is still uncertain. This uncertainty also exists in the relationships of perceived service quality with such concepts as behavior and satisfaction/dissatisfaction (Koelemeijer et al., 1993). Though it is easy to define the term service quality, marketing researchers state that this concept is generally personal and subjective, and that customers' perceptions have a great effect on it. The most comprehensive definition of service quality can be made as the change of universal customer judgement depending on the product service superiority. Therefore, this situation is associated with the service provider company (Gonzalez et al., 2007).

A customer's satisfaction level can be considered as a way of helping us predict the perceived service quality in advance (Bitner, 1990). This shows us that satisfying and quality customer service experiences may cause the customers to assume a new universal attitude and change their behaviors in the long term (Gonzalez et al., 2007). For this reason, attitude-based theories are widely used to explain and predict customer behaviors in marketing theories (Denise, 2003).

According to Kim (2009), the personal communication between service sector employees and customers affects service quality, customer satisfaction, and customer loyalty. The contextual benefits of service sector employees developed by customer orientations positively affect the perception, satisfaction, and repurchase intentions of customers (Kim, 2009). For instance, Lee et al. (2000) stated that concrete and physical solutions are more important in material-focused companies, while the ability to respond and sensitivity are more important in human-focused companies. The results obtained from another field and laboratory research showed that apologizing, solving problems, being kind, and doing the job swiftly positively affect customer satisfaction, and due to the feeling of justice perceived by the customer, increase the customer's repurchase intention (Liao, 2007). In the research conducted in the finance sector, a linear relationship was found between the interest shown in the customers, the familiarity they felt, friendship with the employees, harmony, trust they felt, and their satisfaction levels and loyalty they felt (Thiam, 2013).

Repurchase Intention

Repurchase intention can be defined as the attitude that the customers display as a result of their experience and the consequent decision they make (Koelemeijer et al., 1993). That is, the opinions of customers about repurchasing a product or a service is a function of the performance they have experienced. In this case, being aware of repurchase intention will be an important indicator of a company's future success.

According to Kim et al. (2003), trust and customer satisfaction are the most important factors of repurchase intention. Another reason for repurchase intention other than these is brand image (Vigripat & Chan, 2007). Besides, customer's feeling of comfort and the expertise of the sales representative increase customer satisfaction, and customer satisfaction affects repurchase intention. While satisfaction plays an important role in terms of retail purchasers, in a communication-focused environment, changing and rising feelings such as customer satisfaction become stronger determinants of repurchase (Meyer et al., 2017). Perceived value and risk have significant and direct effects on attitude, and this indirectly affects repurchase intention. Besides, the expectation of a unique experience, familiarity, and electronic word-of-mouth have direct and indirect effects on repurchase intention (Mao & Lyu, 2017).

In the analysis they conducted in the banking sector in Pakistan, Raza et al. (2019) found out that both professional and personal approaches of employees had a positive effect on service quality and customer satisfaction, and that customers especially appreciated the personal attitudes, appearances, kindness, and sincerity of the employees. As a matter of fact, employees' approaches in determining satisfaction and repurchase intentions that emerge as a result of service quality may be the most powerful variable in this regard. Therefore, the number of research that examined the relationship between employee performances and repurchase intentions is not negligible at all.

Kim (2009) determined that the four-dimensional indicator of customer orientation of service employees (COSE) (technical skills, social skills, motivation, and ability to make decisions-use initiative), which was previously put forth by Hennig-Thurau and Thurau (2003), positively affected customer satisfaction and repurchase intentions. In addition, the positive performance of the employees also affects their satisfaction levels as mentioned above. The job satisfaction levels of employees affect customers' perception of quality and customer satisfaction. Accordingly, they have indirect effects on repurchase intention (Gounaris & Boukis, 2013). Positive emotions that employees who are in contact with the customers will display do not affect purchase amount, but they affect repurchase intentions (Edward et al., 2012).

It is possible for a company to negatively affect the customers with a service that is high above their expectations which lowers their long-term satisfaction levels due to high expectations (Rust & Oliver, 2000). Nevertheless, providing an unforgettable service experience beyond customer expectations will be a correct strategy for customer loyalty (Abdul Razaka et al., 2014). Therefore, companies want to continuously train their employees and ensure that they make the customers encounter positive experiences.

Based on the information provided above, the ultimate dependent variable of this study is repurchase intention. Within the scope of the study, the effects of four different behaviors, which are the dependent variables, on customer satisfaction and repurchase intentions over employees' job satisfaction were tested through role-play applications.

Mindfulness

Mindfulness is to be aware of the existence of thoughts, emotions, sensations, and actions both inside us and in the external world surrounding us at any given moment (Brown et al., 2007). According to Brown and Ryan (2003), mindfulness is the noticeable awareness of daily events and experiences. To Chatzisarantis and Hagger (2007), mindfulness defines a consciousness quality characterized by the increased clarity and awareness of present experiences and functioning.

Mindfulness is the ability to do self-reflection at various consciousness levels we are currently in. To express it more technically, mindfulness strengthens our internal bio-feedback system by helping us to achieve balance, serenity, and focus in the middle of chaos and difficulties; it also helps us to do reflections and guidance on physical, mental, emotional, and spiritual consciousness moods (Bishop, 2020). According to Goleman (2019), mindfulness is one of our competencies that helps us to affect the world. According to many authors, the higher the emotional competence of an individual is, the more successful s/he becomes in life and relations, because by maintaining control, s/he gets rid of internal conflicts. Thus, s/he becomes advantageous in terms of making decisions, influencing others, and using intuitions. When we increase our mindfulness, our brain begins to establish a higher integration among mind, body, and spirit. In other words, it lets us use our brain in order to self-reflect and to know ourselves in a deeper sense (Bishop, 2020). Increased mindfulness and attention about internal experiences and environmental effects facilitate the transformation of intentions into actions, and to get rid of the effects of the habits which are not actually desired (Chatzisarantis & Hagger, 2007). This is because to be mindful is to have an attentive mind. Thus, as the ability to control the self, that is, the ability to stay focused will increase, the possibility of realizing intentions/plans will increase as well (Orbell, 2003).

Our need for mindfulness is much higher than we believe. Both in personal and societal senses, mindfulness creates beneficial consequences. This is because related health levels can be increased by applying mindfulness-based programs, and thus job performances can increase (Van Gordon et al., 2014). Otherwise, job-related mental health problems such as job-related stress and job addiction bring heavy loads onto employees, companies, and general health and economic conditions of countries (Van Gordon et al., 2014).

Many studies conducted show that mindfulness provides numerous benefits in physical, psychological, and performance terms. As a result, some organizations have started to provide their employees with mindfulness training. However, in spite of the growing interest, the mindfulness concept has not attracted sufficient interest from industrial and organizational groups yet (Reb et al., 2015). In fact, research conducted shows that as a result of efforts and training, it becomes possible for employees to direct their focus on their jobs and customers, with a high degree of awareness (Fehr & Gelfand, 2012). At the same time, it can be claimed that in a dynamic work environment, workplace

mindfulness has a positive relationship with employee performance and a negative relationship with customers' rejection behavior (Dane & Brummel, 2013). Hyland et al., (2005) concluded that mindfulness had an important role in the workplace. Authors also argue that organizational pressure and support that is the organizational environment, is among the factors that affect employee mindfulness.

In the present study, employees' energy status was addressed in such a way that represent their awareness of themselves since feeling energetic/tired is one of the easiest and basic situations that a person can be aware of about herself/himself. That is to say, the dependent variables changed when employees were aware of their own energy status and managed this energy status.

Embodied Cognition

One of the most researched topics in recent times is "cognition". Many researchers accept that cognition is the product of not only the brain but also the body, environment, and even a bigger system. In relation to this, embodied cognition focuses on the relationship between our body and the concepts we have created and argues that even our most abstract concepts are basically based on our bodily experiences (Kadihasanoğlu, 2012).

Since our body is also under the influence of the physical environment, we can accept that our cognition is formed by the interaction of the brain, body, and environment. As a matter of fact, James J. Gibson (1904-1979), who is recognized as one of the most important psychologists of the 20th century and the founder of the ecological psychology field, argued that the brain cannot be considered separately from the body as well as the brain from the physical environment it is in, and that perception is an achievement of the brain-body-environment system (Kadihasanoğlu, 2012). There are many studies and experiments conducted on this issue. Before giving examples from some of these experiments, it should be noted that the concept of "embodied cognition" claims that there is a bidirectional relationship between bodily movements and cognition. That is, our body is closely related to our thoughts. Just as a bodily movement can affect momentary thoughts, the reverse is also possible. Bodily movements can affect the speaker's thoughts by sending the mental reflections of the movement to the mind (Beilock & Goldin-Meadow, 2010). According to Lakoff and Johnson (1999), the concepts we use in order to think and express our thoughts are shaped by the properties of our bodies and what we can do with our bodies. For example, when people talk about understanding something with all of its aspects, the verb "grasp" is used, which means holding something tightly with hands, instead of "understand". In one of the pioneering researches conducted on this issue, Kendon (1972) addressed the relationship between speaking and hand gestures. According to the author, while speaking, an action occurs through both voice and body movements. Similarly, many researchers of gesture state that gestures and speaking collaborate in order to produce interesting and harmonious messages (Ruiter, 2007). In other words, it was determined in many studies that body movement reinforced the meanings of words (Hauk, Johnsrude, & Pulvermüller, 2004). For example, words with positive values (e.g., love) can be expressed more easily with a gesture of stretching arms with a meaning of drawing towards the self, while it is expressed hardly with arm extending gesture meaning withdrawing. Words with negative values (e.g., hate) can be expressed in an opposite way (Chen & Bargh, 1999). In his study, Mussweiler (2006) revealed the relationship between stereotypes about the elderly and the slow movement. Mussweiler (2006) determined that moving slowly affected the thought of being elderly, and the thought of being elderly affected moving slowly: that is, the thought of being elder can cause to slow movement.

Thelen et al. (2001) tested the situation in Piaget's famous experiment of toys hidden at point A and B (in which babies try to reach point A even after they see the toy being hidden at point B), and they put forth the lifelong correlation between bodily movement and cognition. According to the

authors, babies make wrong moves not because of their inability to perceive, but because they are under the influence of bodily habits.

The physical distance could be another representation of the relationship between body and cognition. As in the proverb "out of sight, out of mind", physical distance affects the thoughts and emotions of individuals through their perceptual and motor representations (Williams & Bargh, 2008). In fact, physical movements also leave traces in the mind just as the language does. Therefore, regular repetition of physical movements and their consequent mental traces supports learning (production of information) (Marchand, 2010).

In the present study, regarding embodied cognition issue, the effects of the behavior of slightly opening the mouth and showing teeth (definitely as a positive attitude) were tested. Because mouth opening is the physical complement of many human behaviors such as smiling, yawning, and being amazed. Like all other gestures, mouth opening also affects the other party in communication. For example, the person in front of a person who yawns may also start to yawn (Provine, 2013). It was examined whether employees would leave a positive impression in their own minds and those of the customers when they contacted the customers with their mouths slightly opened and whether this would contribute positively to customer satisfaction levels and repurchase intentions. As stated above, opening the mouth slightly is a bodily prototype of both smiling and being surprised in the face of an interesting situation. In both cases, it is a positive case for the opposite person. It is known to everyone that it is important to approach customers with a smiling face. Besides, listening to what customers say with a gesture of open mouth, conveying surprise as if it is an interesting subject might make the person speaking, that is, the customer, feel better.

Behavioral Intention

Many models and theories have been developed to understand human behaviors. According to many socio-psychological models such as Reasoned Action Theory (Fishbein, 1980; Fishbein & Ajzen, 1975), Planned Behavior Theory (Ajzen, 1985, 1991), Attitude-Behavior Theory (Triandis, 1980), and Protection Motivation Theory (Rogers, 1983), the monetary and most important indicator of an individual's behavior is his/her intention to do that job (Sheeran, 2002). Expressions that reveal the intention are such expressions as "I am planning to do X", or "I will do". These expressions express both whether one will display that behavior or not and the intensity of the behavior (Sheeran, 2002). However, intentions can actually explain only 28% of displayed behaviors. That is, there is a wide gap between intentions and behaviors. In this case, in addition to behavior types, cognitive and personality-related variables are also effective in the turning of intentions into behaviors (Sheeran, 2002). In the meta-analysis, they performed upon examining 1,033 articles, Rhodes and Dickau (2012) found a weak relationship between intentions and behaviors. Although many people have positive intentions, they are not able to turn them into behaviors (Rhodes et al., 2008). This situation usually applies to long term jobs. We can evaluate such behaviors as quitting smoking, doing sports, or writing an article in this context. The subject of this research, on the other hand, is to measure the effects of behavioral intention for jobs with shorter terms and the results of which can be obtained immediately. For this reason, in the study, the effect of individuals' belief in that they will succeed on expected results was tested (behavioral intention). In other words, the subjects were asked to think in their minds that they would be very successful before communicating with customers. The effects of this situation on both their own job satisfaction and customer satisfaction and repurchase intentions were investigated.

Altruism

Altruism is related to voluntary work done in order to benefit others without the purpose of obtaining a benefit for the self or avoiding punishment (Chou, 1996). Altruistic behavior status of

human beings is quite unique, sophisticated and needs explaining (Fehr & Fischbacher, 2003). Although it is an ancient issue, scientific research on altruism started in the 1960s. Altruism, which is specifically related to humanity being a social entity, emerges culturally, and it is a phenomenon that is more frequently seen especially in more complicated cultures that have stable family lives that can produce emotional development (Cohen, 1972). Due to its social and cultural dimensions, altruism is performed with a motivation to survive and protect one's vicinity and environment (Fodor, 2009). The variables that altruism is in interaction with are empathy, voluntarism (for justice and honesty), and desire to help others. Among these, the strongest effect is on empathy. In other words, altruism has a great impact in terms of understanding others' feelings and helping them with their difficulties (Kuswoyo et al., 2020). Altruism, that is, unselfish behavior among employees and acting by considering others, positively affects the organizational commitment and job satisfaction of employees (Sumaiya, Samara, Saba, & Ayesha, 2013). In fact, in a study they conducted, Shi and Zhang (2017) found that the bus drivers driving aggressively and burnout status were inversely proportional with altruism. The authors suggested that altruistic candidates should be preferred for the bus driver position.

In Marcu's (2020) study, altruism was addressed through active listening behavior. The author determined that according to Bodie's (2011) Active Empathetic Listening scale, there was a relationship between an individual's self-evaluation and altruism. The 10th item of the scale in question is related to asking questions while listening. Based on this, it can be claimed that there is a relationship between the altruism of an individual and asking questions. As a matter of fact, in our study, asking questions was tested under the heading of altruism. While asking questions shows the value attributed to others and the tendency to help them, it also conveys a control of the communication and complete sense of awareness (Tanur, 1992).

As a result of the literature review, the hypotheses to be tested in this research in line with the model are as follows. The behaviors (feeling of having high energy, slightly open mouth during communication, focus on the job, asking questions) that reflect four different variables (mindfulness, embodied cognition, behavioral intention, altruism) have been explained above.

H1: There is a significant difference between the job satisfaction level when employees think of themselves as having high energy (mindfulness) and job satisfaction level when they do not think of themselves as having high energy.

H2: There is a significant difference between the job satisfaction of the employees when their mouth is open during communication (embodied cognition) with the customer and the job satisfaction of the employees when they keep their mouths shut.

H3: There is a significant difference between the job satisfaction of the employees when they have an intention (behavioral intention) to completely focus on their job and the job satisfaction of the employees when they do not have an intention to completely focus on their job.

H4: There is a significant difference between the job satisfaction level when employee asks questions (altruism) and the job satisfaction level when they do not ask questions.

H5: There is a significant difference between customer satisfaction levels when employees think of themselves as having high energy and customer satisfaction levels when they do not think of themselves as having high energy.

H6: There is a significant difference between the customers' satisfaction level with the employees when their mouth is open during communication and the customers' satisfaction level with the employees when they keep their mouths shut.

H7: There is a significant difference between the customer satisfaction level with the employees when they have an intention to completely focus on their job and the customer satisfaction level with the employees when they do not have an intention to completely focus on their job

H8: There is a significant difference between the customer satisfaction level when the employee asks questions and the customer satisfaction level when they do not ask questions.

H9: There is a significant difference between customer’s repurchase intention when employees think of themselves as having high energy and customer’s repurchase intention when they do not think of themselves as having high energy.

H10: There is a significant difference between the customer’s repurchase intention when the employees’ mouth is open during communication with the customer and the customer’s repurchase intention when they keep their mouths shut.

H11: There is a significant difference between the customer’s repurchase intentions when the employee has an intention to completely focus on their job and the customer repurchase intentions when they do not have an intention to completely focus on their job.

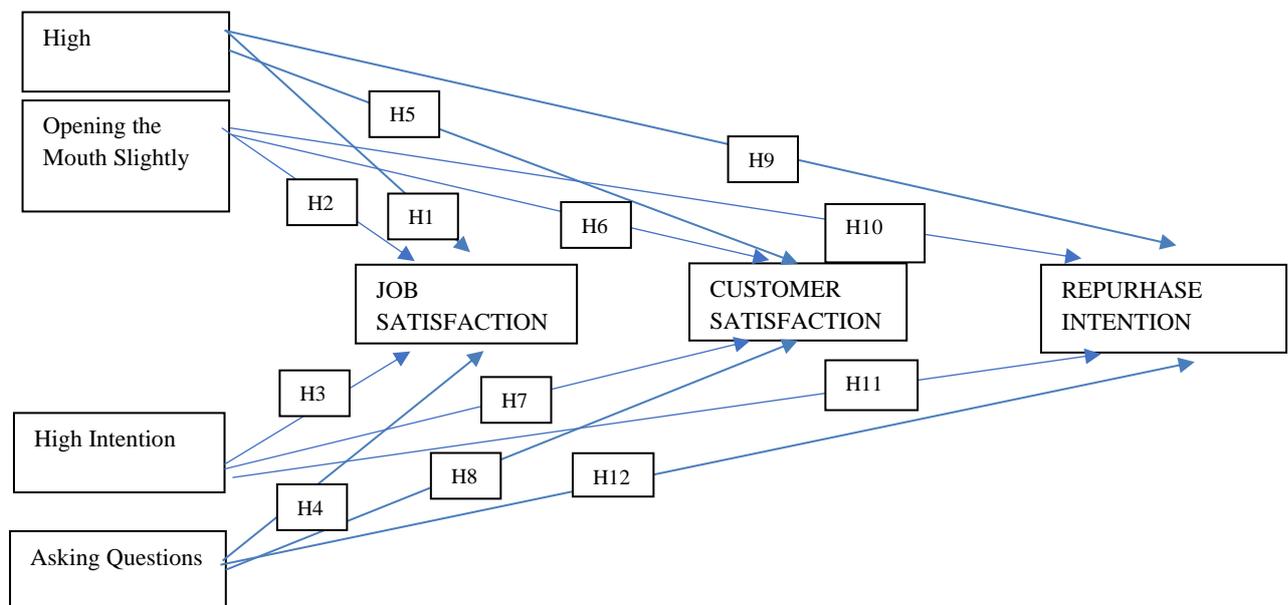
H12: There is a significant difference between the customer’s repurchase intentions when employee’s asking questions and the customer’s repurchase intentions when they do not ask questions.

Methodology

As mentioned above, the purpose of the research was to reveal the job satisfaction of employees by testing some practical behaviors that would increase customer satisfaction and repurchase intentions. For this purpose, four different behaviors were tested. Accordingly, the research model is as follows:

Figure 1

Research Model



Sample / Study Group

In order to test the hypotheses above, applications were performed with a total of 571 individuals in three different subject groups (healthcare professionals, automotive service sector

employees, and students) which consisted of 15 individuals on average per scenario through role-play method between February-March 2021.

Data Collecting Method

The participants of the study were also involved in a daily free of charge training environment. Applications were part of the training as well. In the study, the well being scale was used to measure the satisfaction of the participants from the experience. The validity and reliability of this scale, which was established by Burroughs and Rindfleisch (2002).

Process

Firstly, subjects were divided into two groups, and one constant group (representative customers) was named Role 1 group, and the other varying group (representative employees) was named Role 2 group. Role 1 and Role 2 played different scenarios in two different versions (before-after) pairing one to one. In each scenario, partners were exchanged. While Role 1 (representative customers) played the same role in both versions of the scenario, Role 2 players (representative employees) changed only one behavior in the second (after) versions and acted their roles being unaware of each other. Thus, the effects of the single behavior in question on both themselves and the trial group were observed. In each case, Role 1 players did not have any information about the attitudes of Role 2 players. That is to say, they did not know what was changed and what behavior became different. The roles to be played in the scenarios are as follows:

Scenario 1: You are on an 8-hour bus trip. Someone you do not know sits next to you. You start chatting.

Version 1 - Before: Please act thinking that you have low energy and that you have energy at a level of 1-2 out of 10.

Version 2 - After: Please act thinking that you have high energy and that you have energy at a level of 9-10 out of 10.

Scenario 2: You work as a receptionist in a dental hospital. The patient on an ongoing treatment has been late for 35 minutes. And the dentist has accepted the next patient. Besides, the doctor's schedule is full for that day. The patient requests to be treated that day saying that s/he has urgent business and that s/he may not able to come again. S/he is explaining his/her situation to you. And you are listening to him/her.

Version 1 - Before: Please act with your mouth closed as much as possible while talking with the patient.

Version 2 - After: While you are talking with the patient, keep your mouth slightly open and your teeth visible when possible without intimidating the patient.

Scenario 3: You are a shoe sales representative. A customer walks into the store and is coming towards you. Help him/her purchasing shoes.

Version 1 - Before: Act normally as you wish.

Version 2 - After: Concentrate on showing your best performance and making customers feel good.

Scenario 4: You are a doctor at a hospital. Your patient walks in and you start examining him/her.

Version 1 - Before: Act normally as you wish.

Version 2 - After: Try to ask the patient as many questions as possible.

After each scenario, the players were asked to evaluate the printed survey forms given to them. A sample of the survey form is presented in Annex 1. In this way, 2,284 survey forms were collected from 571 individuals (571*4). In each form, there are two different evaluation areas as before and after. The forms that were not filled out properly were excluded from the analysis, and the remaining 548 forms were evaluated. In the forms, there are 8 items (questions) related to the before and after versions of each scenario evaluated on a 10-point Likert-type scale. While one of the evaluation questions measured "repurchase intention", and one measured "overall satisfaction", 6 questions measured perceptions that could support these two variables.

These forms were transferred to the digital environment and the data were analyzed with a confidence level of 95% using the SPSS 21.0. The analysis of the change in the total of the variables before-after with the scenario number and role interaction was analyzed with t test and the repeated ANOVA test.

Findings

The distribution of the participants' jobs is in the Table 1.

Table 1

Distribution of the Participants

	n	%	Cumulative Percent
Health Organization Employee	364	66.4	66.4
Automotive Company Employee	165	30.1	96.5
Student	19	3.5	100.0
Total	548	100.0	

Before examining whether there is a change in customer satisfaction levels according to the job done, the effects of the behavior displayed were tested both for Role 1 and Role 2 separately.

Analyses for Representative Customer (Role 1)

The players who played Role 1 played only one role in both versions (they became representative customers as they wished). They evaluated the experience they lived in the four different scenarios as before and after. The Table 2 show the results of these total evaluations.

Customer's repurchase intentions change was significant for the total of the participants ($p < 0.05$). While its average was 6.49 at first, then its average increased to 8.80. The change is not significant in the scenario number interaction ($p > 0.05$). The change is not significant in role interaction ($p > 0.05$).

Table 3 show the results of the evaluations according to the scenarios.

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of repurchase intentions ($p < 0.001$), and that the scores for After were higher than the scores for Before. Accordingly,

- In the case that employees behave thinking that they have high energy, the repurchase intention of customers increases.

- Employees' communicating with the customers with their mouth slightly open without intimidating increases the customers' repurchase intentions.
- Employees' communicating with the customers with a belief that they will show the best performance increases repurchase intentions of customers.

Employees' asking more questions while communicating with customers increases the repurchase intentions of customers.

Table 2

Changes in Customers' Repurchase Intention Decisions according to All Scenarios

Scenario Number	Role	Before		After		Repurc. Int. * Scenarios Number		Repurc. Int * Role		Total	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	6,44	3,39	8,84	2,16						
	1	6,36	3,37	8,68	2,02						
	Total	6,40	3,37	8,76	2,09						
2	2	6,97	2,68	8,89	1,70						
	1	6,81	2,69	8,81	1,57						
	Total	6,89	2,68	8,85	1,63						
3	2	7,18	2,75	9,00	1,55						
	1	5,81	2,95	9,00	1,63	,721	,540	3,078	,080	256,637	,000*
	Total	6,47	2,93	9,00	1,59						
4	2	6,59	2,57	8,65	2,05						
	1	5,68	2,95	8,39	2,24						
	Total	6,13	2,80	8,51	2,14						
Total	2	6,79	2,90	8,86	1,87						
	1	6,20	3,03	8,74	1,87						
	Total	6,49	2,98	8,80	1,87						

Table 3

Changes in Customers' Repurchase Intention Decisions according to the Scenarios

Scenario	Repurchase	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.5533	2.92278	-13.489	<0.001*
	After	8.8876	1.59172		
2	Before	6.5349	2.92650	-13.817	<0.001*
	After	8.9651	1.61767		
3	Before	6.4852	2.91646	-14.244	<0.001*
	After	8.9822	1.51931		
4	Before	6.5185	2.91834	-13.556	<0.001*
	After	8.9414	1.54788		

*p<0.05

Table 4*Changes in Customer Satisfaction according to all Scenarios*

Scenario Number	Role	Before		After		Satisfaction * Scenario N.		Satisfaction * Role		Toplam	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	6,27	3,53	8,44	2,52						
	1	6,25	3,42	8,59	2,10						
	Total	6,26	3,46	8,52	2,31						
2	2	6,45	2,78	8,88	2,03						
	1	6,84	2,87	8,68	1,85						
	Total	6,64	2,82	8,78	1,93						
3	2	6,81	2,89	9,07	1,24						
	1	5,63	3,00	8,85	2,13	,803	,492	,934	,334	254,069	,000*
	Total	6,21	2,99	8,96	1,75						
4	2	6,26	2,45	8,39	2,14						
	1	5,79	2,95	8,54	2,20						
	Total	6,02	2,72	8,47	2,17						
Total	2	6,45	2,98	8,71	2,06						
	1	6,15	3,10	8,67	2,06						
	Total	6,30	3,04	8,69	2,06						

Satisfaction change is significant for the total of the participants ($p < 0.05$). While its average was 6.30 at first, then its average increased to 8.69. Satisfaction change is not significant in the scenario number interaction ($p > 0.05$). Satisfaction change is not significant in role interaction ($p > 0.05$).

Table 5*Changes in Customer Satisfaction according to the Scenarios*

Scenario	Not Being Boring	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	5.9271	2.99504	-14.643	<0.001*
	After	8.5988	1.70994		
2	Before	5.9785	2.94856	-14.846	<0.001*
	After	8.6892	1.70476		
3	Before	5.9720	3.01954	-14.921	<0.001*
	After	8.7019	1.63621		
4	Before	6.0559	2.95849	-14.012	<0.001*
	After	8.7007	1.64082		

* $p < 0.05$

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of overall satisfaction ($p < 0.001$), and that the scores for After were higher than the scores for Before. Accordingly,

- In the case that employees behave thinking that they have high energy, customer satisfaction increases.
- Employees' communicating with the customers with their mouth slightly open without intimidating increases customer satisfaction.
- Employees' communicating with the customers with a belief that they will show the best performance increases customer satisfaction.
- Employees' asking more questions while communicating with customers increases customer satisfaction.

Table 6*Change in Customers' not Finding the Experience Boring according All Scenarios*

Scenario Number	Role	Before		After		Boring *		Boring *		Total	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	5,76	3,38	8,20	2,59						
	1	5,91	3,35	8,55	1,76						
	Total	5,84	3,36	8,37	2,21						
2	2	5,94	2,92	8,80	1,67						
	1	6,40	2,81	8,48	1,92						
	Total	6,18	2,86	8,63	1,80						
3	2	6,45	2,87	8,73	1,49						
	1	5,57	2,88	8,49	2,18	,182	,909	,610	,435	259,654	,000*
	Total	6,01	2,90	8,61	1,87						
4	2	6,21	2,67	8,04	2,45						
	1	5,44	2,93	8,16	2,48						
	Total	5,81	2,82	8,10	2,45						
Total	2	6,07	3,00	8,46	2,11						
	1	5,86	3,02	8,44	2,06						
	Total	5,96	3,01	8,45	2,08						

Boring change is significant for the total of the participants ($p < 0.05$). While its average was 5.96 at first, then its average increased to 8.45. Boring change is not significant in the scenario number interaction ($p > 0.05$). Boring change is not significant in role interaction ($p > 0.05$).

Table 7*Change in customers' not Finding the Experience Boring*

Scenario	Not Being Boring	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	5.9271	2.99504	-14.643	<0.001*
	After	8.5988	1.70994		
2	Before	5.9785	2.94856	-14.846	<0.001*
	After	8.6892	1.70476		
3	Before	5.9720	3.01954	-14.921	<0.001*
	After	8.7019	1.63621		
4	Before	6.0559	2.95849	-14.012	<0.001*
	After	8.7007	1.64082		

* $p < 0.05$

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of experience being boring ($p < 0.001$), and that the scores for After were higher than the scores for Before. Customers were less bored during the second versions of the scenarios.

Table 8*Changes in Customers' Finding the Experience Good according to All Scenarios*

Scenario Number	Role	Before		After		Good Ex. * Scenario Num.		Good Ex. * Role		Total	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	6,37	3,37	8,00	3,04						
	1	6,37	3,14	8,79	1,77						
	Total	6,37	3,25	8,40	2,50						
2	2	6,33	2,78	8,77	1,59						
	1	6,67	2,44	8,59	1,68						
	Total	6,51	2,60	8,67	1,64						
3	2	6,73	2,91	8,82	1,35						
	1	5,60	2,76	8,50	2,52	,474	,701	2,985	,085	214,175	,000*
	Total	6,16	2,88	8,66	2,02						
4	2	6,65	2,42	8,29	2,52						
	1	5,90	2,83	8,56	1,95						
	Total	6,28	2,64	8,42	2,25						
Total	2	6,51	2,91	8,47	2,25						
	1	6,17	2,82	8,62	1,98						
	Total	6,34	2,87	8,54	2,12						

Finding the experience good is significant for the total of the participants ($p < 0.05$). While its average was 6.34 at first, then its average increased to 8.54. The change is not significant in the scenario number interaction ($p > 0.05$). The change is not significant in role interaction ($p > 0.05$).

Table 9*Changes in Customers' Finding the Experience Good*

Scenario	Finding it Good	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.5403	2.79491	-11.736	<0.001*
	After	8.6711	1.72891		
2	Before	6.5329	2.77134	-12.264	<0.001*
	After	8.7993	1.68980		
3	Before	6.4349	2.79529	-13.032	<0.001*
	After	8.8048	1.63075		
4	Before	6.6310	2.73327	-11.410	<0.001*
	After	8.7749	1.65022		

* $p < 0.05$

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of customers' finding the experience satisfactory ($p < 0.049$), and that the scores for After were higher than the scores for Before. Customers had a better experience during the second versions of all scenarios.

Table 10*Changes in Customers' Finding the Experience Useful according to All Scenarios*

Scenario Number	Role	Before		After		Useful * Scenario Num.		Useful * Role		Total	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	6,18	3,39	8,22	2,80						
	1	5,60	3,44	7,93	2,46						
	Total	5,89	3,42	8,08	2,63						
2	2	5,91	2,90	8,58	1,88						
	1	6,58	2,86	8,19	2,31						
	Total	6,26	2,89	8,38	2,11						
3	2	6,71	2,93	8,62	1,64						
	1	5,51	3,10	8,51	2,24	,211	,889	1,588	,208	215,366	,000*
	Total	6,10	3,07	8,56	1,96						
4	2	6,52	2,68	8,13	2,45						
	1	5,43	2,89	8,26	2,38						
	Total	5,94	2,83	8,20	2,40						
Total	2	6,31	3,02	8,40	2,25						
	1	5,81	3,11	8,21	2,34						
	Total	6,05	3,07	8,30	2,30						

The finding useful change was significant for the total of the participants ($p < 0.05$). While its average was 6.05 at first, then its average increased to 8.30. The change is not significant in scenario number interaction ($p > 0.05$). The change in role interaction is not significant ($p > 0.05$).

Table 11*Changes in Customers' Finding the Experience Useful*

Scenario	Finding It Useful	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.1238	3.08281	-12.404	<0.001*
	After	8.4222	1.92936		
2	Before	6.2197	3.04045	-12.448	<0.001*
	After	8.5803	1.90419		
3	Before	6.0792	3.12547	-13.061	<0.001*
	After	8.5677	1.84352		
4	Before	6.2308	3.07153	-11.465	<0.001*
	After	8.4825	1.87637		

* $p < 0.05$

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of customers' finding the experience useful ($p < 0.001$), and that the scores for After were higher than the scores for Before. Customers found the experience more useful during the second versions of all scenarios.

Table 12*Changes in Customers' Finding the Experience Friendly according to All Scenarios*

Scenario Number	Role	Before		After		Friendly * Scenario Number		Friendly * Role		Total	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	7,35	2,85	8,99	5,05						
	1	7,01	3,16	8,92	1,98						
	Total	7,18	3,01	8,95	3,79						
2	2	7,03	2,60	8,94	1,68						
	1	7,03	2,65	8,75	1,75						
	Total	7,03	2,62	8,84	1,72						
3	2	7,19	2,74	9,06	1,28						
	1	6,09	2,96	8,62	2,64	,422	,737	1,083	,298	133,867	,000*
	Total	6,62	2,90	8,83	2,10						
4	2	7,00	2,47	8,46	2,09						
	1	6,42	2,74	8,49	2,35						
	Total	6,70	2,62	8,48	2,22						
Total	2	7,16	2,67	8,89	3,03						
	1	6,67	2,91	8,71	2,18						
	Total	6,90	2,81	8,80	2,63						

Finding friendly change was significant for the total of the participants ($p < 0.05$). While its average was 6.90 at first, then its average increased to 8.80. The change is not significant in the scenario number interaction ($p > 0.05$). The change is not significant in role interaction ($p > 0.05$).

Table 13*Changes in Customers' Finding the Experience Friendly*

Scenario	Finding It Friendly	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.9270	2.80430	-10.918	<0.001*
	After	9.0921	2.46396		
2	Before	7.0228	2.76228	-10.680	<0.001*
	After	9.1596	2.48865		
3	Before	6.8812	2.80003	-11.518	<0.001*
	After	9.2145	2.44750		
4	Before	7.0410	2.75327	-10.541	<0.001*
	After	9.1741	2.46491		

* $p < 0.05$

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of customers' finding the experience friendly ($p < 0.016$), and that the scores for After were higher than the scores for Before. Customers found the experience more friendly during the second versions of all scenarios.

Table 14*Changes in the Experience Meeting Customers' Expectations according to All Scenarios*

Scenario Number	Role	Before		After		Meeting Exp.* Scenario Num.		Meeting Exp Role		Total	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
1	2	6,09	3,18	7,79	2,84						
	1	6,33	3,04	8,33	2,03						
	Total	6,21	3,10	8,07	2,46						
2	2	6,29	2,66	8,68	1,70						
	1	6,38	2,62	8,53	1,63						
	Total	6,33	2,63	8,60	1,66						
3	2	6,82	2,81	8,85	1,42						
	1	5,26	3,02	8,47	2,46	1,318	,268	3,051	,081	224,781	,000*
	Total	6,02	3,01	8,66	2,03						
4	2	6,63	2,55	8,29	2,10						
	1	5,74	2,86	8,21	2,35						
	Total	6,17	2,74	8,25	2,22						
Total	2	6,44	2,83	8,40	2,13						
	1	5,95	2,91	8,39	2,11						
	Total	6,19	2,88	8,40	2,12						

Meeting Expectations change was significant for the total of the participants ($p < 0.05$). While its average was 6.19 at first, then its average increased to 8.40. The change is not significant in the scenario number interaction ($p > 0.05$). The change was not significant in role interaction ($p > 0.05$).

Table 15*Changes in the Experience Meeting Customers' Expectations*

Scenario	It Did Not Disappoint Me	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.2871	2.87258	-12.315	<0.001*
	After	8.5050	1.78268		
2	Before	6.3061	2.85273	-12.478	<0.001*
	After	8.5748	1.78528		
3	Before	6.1986	2.94186	-13.259	<0.001*
	After	8.6507	1.74526		
4	Before	6.3491	2.86973	-11.572	<0.001*
	After	8.5345	1.81279		

* $p < 0.05$

It was determined that there was a statistically significant difference between the opinions related to Before and After in terms of meeting customers' expectations (or disappointing them) ($p < 0.001$), and that the scores for After were higher than the scores for Before. Customers were less disappointed by the experience during the second versions of the scenarios.

Analyses for Representative Employees (Role 2)

The players in Role 2, that is, those representing employees played two different roles in each scenario. In the first case, they displayed negative attitudes (feeling low energy, keeping their mouth open, not having the intention to perform their best, not asking questions), and in the second case, they exhibited positive attitudes (feeling energetic, keeping their mouth open, intention to show their best performance, asking questions). Accordingly, the results found according to the dependent variable of the research are as follows:

Changes in the desire to do it again.

Table 16

Changes in Employees' Desire to Do It Again

Scenario	Repurchase	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.4734	2.96981	-13.588	<0.001*
	After	8.8254	1.64389		
2	Before	6.4251	3.01529	-14.239	<0.001*
	After	8.9371	1.49642		
3	Before	6.3891	2.98788	-14.252	<0.001*
	After	8.9240	1.53922		
4	Before	6.3386	2.97224	-14.642	<0.001*
	After	8.8924	1.48254		

*p<0.05

It was determined that there was a statistically significant difference between the employees' intentions on doing the job again Before and After ($p < 0.001$), and that the scores for After were higher than the scores for Before. Accordingly,

- In the case that employees behave thinking that they have high energy, their intentions to do it again (to do the same job again) increases.
- Employees communicating with the customers with their mouth slightly open without intimidating increases their intentions to do it again.
- Employees communicating with the customers with a belief that they will show their best performance increases their intentions to do it again.
- Employees asking more questions while communicating with customers increases their intentions to do it again.

Table 17

Changes in Employee Satisfaction

Scenario	Overall Satisfaction	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.2751	3.07735	-14.261	<0.001*
	After	8.8314	1.59876		
2	Before	6.1916	3.10465	-15.090	<0.001*
	After	8.9341	1.46280		
3	Before	6.2128	3.08572	-13.989	<0.001*
	After	8.8389	1.56024		
4	Before	6.1361	3.10614	-14.444	<0.001*
	After	8.8354	1.49012		

*p<0.05

It was determined that there was a statistically significant difference between the employee satisfaction levels of Before and After ($p < 0.001$), and that the scores for After were higher than the scores for Before. Accordingly,

- In the case that employees behave thinking that they have high energy, their own satisfaction increases.
- Employees' communicating with the customers with their mouth slightly open without intimidating increase their own satisfaction.
- Employees' communicating with the customers with the intention that they will show their best performance increase their own satisfaction.

- Employees' asking more questions while communicating with customers increase their own satisfaction.

Changes in experience evaluations.

Table 18

Change in employees' not Finding the Experience Boring

Scenario	Not Being Boring	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	5.9528	2.92940	-14.198	<0.001*
	After	8.5377	1.72845		
2	Before	5.7981	3.03372	-15.467	<0.001*
	After	8.6635	1.59749		
3	Before	5.8469	2.97912	-14.643	<0.001*
	After	8.6156	1.69259		
4	Before	5.8087	2.93825	-14.504	<0.001*
	After	8.5302	1.65372		

*p<0.05

It was determined that there was a statistically significant difference between the opinions about the experience being boring Before and After ($p < 0.001$), and that the scores for After were higher than the scores for Before. For all scenarios, the behaviors mentioned above made employees feel less bored.

Table 19

Changes in Employees' Finding the Experience Good

Scenario	Finding it Good	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.2396	2.82132	-13.373	<0.001*
	After	8.6910	1.70416		
2	Before	6.2313	2.89209	-13.747	<0.001*
	After	8.8363	1.54743		
3	Before	6.1943	2.89798	-13.420	<0.001*
	After	8.7809	1.60718		
4	Before	6.2164	2.90644	-12.897	<0.001*
	After	8.7239	1.57885		

*p<0.05

It was determined that there was a statistically significant difference between the participants' evaluation of the experience as awful Before and After ($p < 0.049$), and that the scores for After were higher than the scores for Before. For all scenarios, the behaviors made employees find the experience positive.

Table 20

Changes in Employees' Finding the Experience Useful

Scenario	Finding It Useful	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.0033	3.01778	-13.051	<0.001*
	After	8.4300	1.99291		
2	Before	5.8912	3.09713	-14.005	<0.001*
	After	8.6088	1.77777		
3	Before	5.9306	3.02867	-13.355	<0.001*
	After	8.5556	1.84515		
4	Before	5.8746	3.02544	-13.660	<0.001*
	After	8.5448	1.77836		

*p<0.05

It was determined that there was a statistically significant difference between employees' evaluation of the experience as useful Before and After ($p < 0.001$), and that the scores for After were higher than the scores for Before. For all scenarios, the positive behaviors made employees find the experience useful.

Table 21

Changes in Employees' Finding the Experience Friendly

Scenario	Finding It Friendly	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.9082	2.77763	-11.741	<0.001*
	After	8.9541	1.59084		
2	Before	6.7860	2.86046	-12.620	<0.001*
	After	9.0502	1.40020		
3	Before	6.7687	2.83582	-10.945	<0.001*
	After	9.1020	2.53773		
4	Before	6.7359	2.83915	-12.532	<0.001*
	After	8.9824	1.41535		

* $p < 0.05$

It was determined that there was a statistically significant difference between the employees' evaluation of the experience as friendly Before and After ($p < 0.016$), and that the scores for After were higher than the scores for Before. For all scenarios, the positive behaviors made employees find the experience positive.

Table 22

Changes in the Experience Meeting the Expectations of Employees

Scenario	It Disappointed Me	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
1	Before	6.1409	2.85218	-12.521	<0.001*
	After	8.4329	1.89378		
2	Before	6.0410	2.90931	-13.949	<0.001*
	After	8.6280	1.71661		
3	Before	6.0310	2.91917	-13.334	<0.001*
	After	8.5655	1.79123		
4	Before	6.0571	2.93483	-13.258	<0.001*
	After	8.5857	1.74539		

* $p < 0.05$

It was determined that there was a statistically significant difference between the employees' meeting of expectations Before and After ($p < 0.001$), and that the scores for After were higher than the scores for Before. For all scenarios, employees' positive behaviors made them feel satisfied with the experience.

Testing of the Hypotheses

When the hypotheses were tested over the research model, in line with the statistics above, all hypotheses were accepted.

Discussion and Interpretation

As seen in the findings above, behaviors displayed under mindfulness, embodied cognition, intention and altruism increased employees' level of satisfaction with their jobs, while increasing customer satisfaction and repurchase intentions. To sum up, in terms of practical benefits, employees

who wish to increase their own satisfaction and desire to do the job (their job satisfaction status), and customer satisfaction and repurchase intentions should display these four simple behaviors or approaches while communicating with the customers:

- Thinking of the self as having very high energy at that moment,
- Keeping the mouth slightly open without intimidating the customer, and showing the teeth (probably as a gesture of being surprised).
- Believing that s/he will do his/her best and show his/her best performance, and having the intention to do so,
- Asking more questions to the customer.

Applying these behaviors and approaches which can be easily implemented in customer experience produces effective results. On the other hand, it does not seem possible to state which of these suggested approaches and behaviors are more effective compared to the others.

Another datum supported by the research is that employee satisfaction can be obtained by oneself. The four behaviors in question are behaviors that an individual can easily display on his/her own without needing any support. Thus, an employee who wishes to get more satisfaction from his/her job can achieve this without expecting anything from anyone else.

Another significant aspect of the study is the presentation of the relationship between job satisfaction and customer satisfaction/repurchase intention. However, this relationship, which has been addressed previously in the marketing literature, is out of the scope of this research. Therefore, the interaction between the variables in question was not examined.

Limitations

The first limitation of the study is that the subjects might have estimated the change in the roles which might have resulted in giving more positive evaluations in the second versions. No information has been given to Role 1 players to avoid this issue.

The subjects used in the study and the variety of different events were limited. It would be useful to try and test the results of the study obtained on more customer experience events (e.g., complaint talk, bargaining, assistance call, etc.)

Another limitation of the study was the necessity of using empirical measurements. This is because the method in which the results are measured by changing only one behavioral variable while keeping all other variables constant is not possible to apply in real-life conditions. It would be useful to carry out this research with real customers.

Future Research Topics

As explained in the limitations section, research should be conducted in different sectors and for different customer experiences as a continuation of this study. In addition, the number of tested behaviors which the employees displayed under two segments (Before/After) should be increased. For example, testing behaviors related to mindfulness such as living in the moment and positive thinking besides high energy levels will be enlightening for both employees and managers.

Furthermore, different research can be conducted in order to reveal which of the four behaviors are more effective compared to the others.

Conclusion

In today's multidisciplinary world, the use of fields such as psychology and behavioral science in business is gradually increasing. Therefore, in the present study, a few practical behaviors corresponding to such psychology concepts as mindfulness, intention, embodied cognition, and altruism which affect customer satisfaction and loyalty were determined and tested. The findings obtained will be guiding not only managers who want to motivate their employees and trainers but also for employees themselves.

The most important result of the study is that it shows employees that it is possible for individuals to increase their job satisfaction on their own and that in order to achieve business results they aim (customer satisfaction and loyalty, etc.), even the small changes they can make on their own will be useful in many cases. During the interactions with customers, employees' awareness of their energy status and assuming it as high (mindfulness), opening their mouth slightly (embodied cognition), determining their intention and concentrating (intention), and asking questions to the other party so that s/he feels good (altruism) may increase their own job satisfaction as well as the customer's satisfaction and repurchase intention.

In parallel with the results of the study, finding solutions for employee burnout is not only the responsibility of company managers but also of the employees themselves. In this regard, benefiting from the tools of psychology or behavioral sciences will be a useful and effective approach. Being eager to improve and to obtain positive results is a prerequisite. Then, simple and easy behaviors such as opening the mouth slightly or asking questions may provide quite effective outputs.

Compliance with Ethical Standards

Ethical Standards

All study procedures involving human participants followed institutional and/or national research committee ethical standards and the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Ethical Approval

The study was carried out with the approval of the Hamidiye Scientific Researches Ethical Board of University of Health Sciences Turkey, numbered 2021/11-2.

Author Contributions

The author confirms sole responsibility for the following: study conception and design, data collection, analysis and interpretation of results, and manuscript preparation.

Declaration of Conflicting Interests

The author declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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Data Availability

The datasets generated during and/or analyzed during the current study are available from the corresponding author on reasonable request.

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