

The Influence of Employee Mindfulness on Customer Satisfaction under the Background of Platform Economy

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Abstract: Employee mindfulness can help improve employee engagement and customer satisfaction. In order to further reveal the action path of employee mindfulness and the influence of related factors, this paper reviews the internal action mechanism of employee mindfulness from the perspective of platform economy. By combing the action mechanism of the four core variables of employee mindfulness, state gratitude, work flow and customer satisfaction, a complete employee mindfulness action path is constructed to provide theoretical support and practical inspiration for enterprise managers, and help enterprises adapt to the changes of The Times and achieve healthy and sustainable development.

Keywords: employee mindfulness; customer satisfaction; state gratitude; work flow

1. Introduction

We are currently in the era of VUCA (VUCA), VUCA is an abbreviation of Volatility, Uncertainty, Complexity and Ambiguity, refers to an organization in a volatile, uncertain, complex and ambiguous era. With the accelerated development of globalization and information technology, it has brought a series of adverse chain reactions to enterprises. Enterprises face the increasing uncertainty of market, technology, opportunity, risk and other factors, and are in a huge survival pressure and development dilemma. Faced with the turbulent external environment of the organization and the acceleration of internal change, employees have to adjust themselves quickly to adapt to the changes in the environment, resulting in more work pressure for employees. When employees are under high pressure, job burnout will follow, and the turnover rate will also increase, causing problems such as brain drain, low operating efficiency and cohesion breakdown, which is not conducive to the operation and development of enterprises.

As an innovative business model, platform economy is rising rapidly and profoundly changing the face of traditional economy [1]. Under the platform economy model, the quality of employees is uneven, labor relations are fuzzy, labor security is imperfect, and work is flexible, and the stability of the employment environment is poor, which greatly increases the difficulty of employee management of enterprises [2]. Due to unstable income and lack of long-term career development planning, employees are generally under great pressure, lack of professional identity, and decline in employee satisfaction and loyalty. As a result, employees are unable to actively engage in work and fail to realize their self-worth [3].

The healthy development of employees is the cornerstone of the sustainable development of enterprises. First of all, enterprises need to pay attention to employees' mental health, relieve employees' work pressure,

stimulate employees' positive emotions, and improve work engagement and enthusiasm. Secondly, customer value is the most core force for enterprise development, and improving customer satisfaction is an important force for enterprise success. In addition, the platform economy has also formed a multilateral market, through which employees can directly contact with customers. Enterprises must ensure that employees are active and healthy to work, so as to ensure the improvement of customer satisfaction.

In this context, this paper takes employee mindfulness as an important antecedent and customer satisfaction as the ultimate goal, conducts an in-depth study on the action mechanism of employee mindfulness, illustrates its impact on customer satisfaction, and returns the final research results to enterprise operation and management practice to help enterprises establish unique competitive advantages. Provide stable and strong vitality and driving force for the healthy and sustainable development of enterprises.

2. Literature Review

2.1. Customer Satisfaction

Customer satisfaction refers to the psychological experience of happiness or disappointment formed by the comparison between the actual perceived effect of the product and the expectation of the customer [4], and it is also the real evaluation of the product or service of the enterprise [5]. Therefore, customer satisfaction is the recognition attitude of customers towards products or services and reflects the interaction effect between customers and enterprises. It will affect the business development of enterprises through the dissemination of brand word of mouth, the rate of re-purchase of goods and the increase rate of new customers, and is the key factor for enterprises to form competitive advantages.

Customer satisfaction is a dynamic index, which requires enterprises to focus on the needs of different customer groups, improve the diversification and individuation of products and services, and improve customer satisfaction horizontally. It is also necessary to continuously track customer feedback and evaluation, continuously optimize products and services, improve the durability of customer satisfaction vertically, improve the competitiveness of enterprises by creating customer value and establishing win-win cooperative relations, and provide a solid and powerful core driving force for the healthy and sustainable development of enterprises.

2.2. Employee Mindfulness

2.2.1. The Concept of Employee Mindfulness

Mindfulness refers to the state in which individuals focus their attention on the present situation and accept things without evaluation [6]. Employee mindfulness is a kind of psychological resource that helps employees to enhance work involvement and optimize internal development, so that employees can better notice the existence of their own mental control, and thus enhance their grasp of the organizational environment, self-efficacy and self-regulation ability.

2.2.2. Influencing Factors of Employee Mindfulness

Individual Level

Individuals with different experiences also have differences in the level of mindfulness state [7]. With the accumulation of individual work proficiency and experience, their sensitivity to emotional responses will decrease, and their level of mindfulness will also decline [8]. Chen *et al.* take travel as an example to show that the situation an individual is in can affect the change of mindfulness level [9]. Mindfulness intervention training is currently the most effective way to form mindfulness, the core of which is to focus attention through meditation, meditation or retreat [10]. Studies have shown that mindfulness intervention training greatly improves the level of individual mindfulness, effectively reduces employee burnout and perceived pressure, and significantly improves individual psychological and behavioral performance after intervention [7 – 11], and significantly enhances individual work efficiency and happiness experience [12]. Employees' own Big Five personality also has an impact on mindfulness. Giluk used meta-analysis to explore the significant correlation between neuroticism, conscientiousness and mindfulness in the big five personality [13]. Literature Association

found that the Big five personality factors have a significant positive impact on individual task engagement and creative thinking [14].

Organizational Level

An organization that can provide sufficient material and spiritual resources for employees can form employee mindfulness. When individuals are not supported by the organization and their personal development is limited, they will have negative emotions, resulting in inattention and failure to form employee mindfulness. Some scholars have shown through research that organizational constraints will reduce the level of individual mindfulness [11]. By providing emotional support to employees and establishing an organizational atmosphere of mutual trust, leaders can also enable employees to devote themselves to their work and effectively enhance their mindfulness [15].

To sum up, in order to achieve the improvement of employees' mindfulness, enterprises should not only make full use of employees' individual psychological laws to conduct mindfulness intervention training to improve employees' cognitive level and form a good working mood, but also take the initiative to improve organizational factors and promote a good working atmosphere.

2.2.3. The Role of Employee Mindfulness

Psychological Level

Employee mindfulness regulates employees' mental health by affecting many mental functions such as attention, cognitive flexibility, self-control and emotional reactivity [16], alleviating negative emotions and stimulating positive emotions [10]. Many studies have shown that mindfulness training can help employees better resist stress, anxiety and excessive burden [17], and promote the formation of lasting and stable occupational happiness through self-transcendence [18].

Working Level

Mindfulness enables employees to pay more attention to their work and have higher work engagement [19], shield unconscious behaviors to enhance individual motivation control [20], improve employees' emotional intelligence and work performance [21], reduce self-consumption, and promote active behavior [22]. Using the balanced experimental design, Cahn *et al.* also found that mindfulness can regulate the neural electrical activity of the individual brain, thus promoting attention, memory and learning [23].

Behavioral Level

Mindfulness influences the behavior of employees by changing their thinking patterns, cognitive levels, and mental states. Zhu Yongyue and Ma Miaohui found that mindfulness enhances employees' cognition and acceptance of self and occupation through the control of attention, and encourages employees to have professional identity and spontaneously generate proactive and innovative behaviors [24]. Yang Fan took civil servants as his research object and found that mindfulness promoted positive work behaviors by affecting the working state of civil servants [16].

2.3. State Gratitude

2.3.1. The Concept of State Gratitude

State gratitude is a state attributed to dependence or affective cognition based on the ability to empathize [10]. It is a positive emotion that occurs when an individual feels help and favor from others [25]. State gratitude can also produce a strong reward psychology, which can motivate individuals to help others, even if the cost of helping others is high [26]. State gratitude can be triggered by specific events or situations, which generally refer to receiving material or non-material help and gifts from others in daily life and work [27]. In the work context, state gratitude is closely related to employees' behavioral performance. Empirical studies have found that state gratitude can promote employees' prosocial behaviors [26].

2.3.2. The Influencing Factors of State Gratitude

Based on the current research on the influencing factors of state gratitude, the influencing factors of state gratitude can be divided into personality factors, interpersonal factors and organizational factors.

First of all, personality here specifically refers to individuals with trait gratitude personality. Spence research shows that individuals with higher trait gratitude level will have a higher level of state gratitude emotion when experiencing the kindness of the benefactor, which will last longer and have a stronger reaction [10].

Secondly, gratitude is inseparable from interpersonal interaction in the social context. The generation of gratitude should first be based on the perception of employees, who must personally feel the vested interests brought by their colleagues or leaders. Secondly, employees should make positive attribution to this perception and attribute the favor to the person who brings the favor [25].

Finally, state gratitude is a positive emotion generated by the positive behavior of others or harmonious environment, which cannot be separated from the support of the organization. Wood confirmed by diary method that employees are more likely to have feelings of gratitude in a warm and harmonious working environment; Hu *et al.* proved that an organizational culture that values cooperation, mutual assistance, fairness and justice and provides organizational support can enhance employees' state gratitude.

2.3.3. The Role of State Gratitude

State Gratitude and Job Performance

Grant and Wrzesniewski found through empirical research that expected state gratitude plays a mediating role in the process of other-oriented adjustment of job performance through core self-evaluation [28]. State gratitude also plays a mediating role in the relationship between perceived superior trust and job engagement, that is, when employees feel the trust of their superiors and have feelings of gratitude, they will have a higher level of job engagement to meet the requirements of their superiors in order to avoid their superiors' disappointment and return the benefits gained from their superiors' trust [29].

State Gratitude and Relationships

Based on the "discovery-remind-binding" theoretical model, Algoe *et al.* showed that state gratitude can effectively enhance and consolidate individual interpersonal relationships [10]. Later, studies have found that employees are more willing to interact with others after receiving goodwill from them in the organization. Gino *et al.* further demonstrated that gratitude will affect individuals' original cognition and judgment of the benefactor, and thus generate some trust in the benefactor [25].

State Gratitude and Social Relationships

Grant and Gino proposed from the perspective of the benefactor that state gratitude affects the prosocial behavior of employees [30], that is, the recipient expresses strong gratitude to the benefactor after receiving help from the benefactor, which enables the benefactor to realize self-worth and encourages the benefactor to continue to carry out prosocial behavior. McCullough *et al.* proposed three moral functions of gratitude, among which the moral incentive function prompts people to exhibit stronger prosocial behaviors [27].

2.4. Working Flow

2.4.1. The Concept of Work Flow

Mihaly Csikszentmihalyi, a famous American psychologist, first proposed the concept of "flow" in 1975 and established the flow theory. He believes that flow is a state in which an individual is fully engaged in something and reaches a degree of self-absorption, accompanied by a high degree of excitement and fulfillment [31]. Flow theory emphasizes the integration of behavior and consciousness, concentration and potential sense of control in flow experience, which can not only bring individual satisfaction, but also promote individual self-growth and self-realization [32].

Work flow is the experience generated when an individual is fully engaged in work, and it is the form of

flow in work [10]. Under the experience of work flow, individuals can fully focus on the goal, and have a high sense of competence and control over it. They also ignore the perception of self and time, instead of the integration of self with the goal and environment, which forms a strong internal work driving force and is the best working state for employees.

2.4.2. Influencing Factors of Work Flow

Clear Goals and Immediate Feedback

Mihalai pointed out that mission activities require a set of rules and timely feedback [33]. According to the flow theory, clear and clear goals can help the client establish a clear, focused and logical action system and master the progress and results of the task, so as to promote the client to enter the flow state.

Concentration is the core element of flow, and concentration requires the individual to have a clear goal, but not all goals can form flow. External goals originate from the outside world and induce individuals to perform actions mainly through external incentives. The power source of action does not come from the direct interest of individuals, but the benefits brought by the result of action. According to Mihalai, although extrinsic rewards can bring demand benefits and social benefits to individuals, they cannot promote flow. Flow experiences are possible only when the individual establishes self-directed goals, which means that the individual accomplishes something not because of the outcome, but because of the event itself [34].

Focused Attention

Focused attention is a key element of the flow process. The completion of various tasks requires the focus of attention in key links to ensure efficient and high-quality completion of the task. Attention concentration is a continuous process, and employees need long-term training to reach a spontaneous state [35].

However, human attention is limited, and when limited attention is faced with unlimited information, individuals may have internal disorder at the level of consciousness, for which Mihalai put forward the concept of “mental entropy”. Mental entropy is the phenomenon that internal disorder occurs when external events conflict with the existing goal intention in individual consciousness [34]. Therefore, when the new event is in harmony with the existing goal intention, the flow experience can be generated, enabling the individual to concentrate on the execution of the current task.

Personal Trait

Studies have shown that individuals with higher expectations of themselves tend to have stronger psychological motivation, will make efforts to achieve self-expectations, and are more likely to obtain flow experience [10].

Balance of Strength and Challenge

How much positive emotion a task can bring depends on its complexity, says Mihalai. The task must be challenging, but within the limits of the person involved. When the individual skill level and challenge have reached a high level and can maintain a relatively balanced state [35], employees can generate a greater sense of self-efficacy and induce flow experience.

External Environment

Based on Mihalai’s description of a large number of cases, it can be concluded that flow tends to occur in external environments with fewer distractions, easier focus, and higher comfort levels [33].

2.4.3. The Role of Work Flow

The role of work flow is the result of the mutual adjustment and promotion of cognitive, emotional and behavioral factors [10]. Employees feel satisfaction and gain in the process of completing the task, which promotes the formation of a positive work attitude and behavior of employees, and enables employees to

actively participate in the next task and maintain a state of focus and investment. Xie Qing and You Jie *et al.* showed that gamified teaching can enhance students' learning motivation by inducing flow experience, thus improving learning efficiency [36].

2.5. Chinese Customer Satisfaction Index Model (CCSI)

Customer Satisfaction Index (CSI) is a macro index to measure the quality of economic output and a comprehensive evaluation index of customer satisfaction based on the process of product and service consumption [37].

The CCSI model, namely the Chinese customer Satisfaction Index model, integrates the advantages of the three models of the United States, Sweden and Europe, and combines the specific national conditions of China and the consumption characteristics of Chinese customers to improve, including 7 structural variables and 12 corresponding relationships, with customer satisfaction as the core and customer loyalty as the outcome variable. The antecedent variables are composed of brand image, expected quality, perceived quality and perceived value.

With Chinese characteristics, this model can better measure the customer satisfaction of Chinese enterprise brands, better fit the actual business situation of Chinese enterprises, help enterprises sort out the factors affecting customer satisfaction, formulate a sound business strategy and customer management system, and accelerate the development of Chinese enterprises [38].

3. The Mechanism of Employee Mindfulness on Customer Satisfaction

Customer satisfaction is the true emotional reflection of customers on the products and services provided by the enterprise, and mindfulness can enable employees to adjust their emotions, make them less subject to external interference in a complex environment, focus on the needs and feelings of the current service object, and provide customers with better service in a positive and enthusiastic state, so as to meet customers' expectations on the service provided by the enterprise. This is consistent with the connotation of customer satisfaction [39]. Therefore, employee mindfulness can promote the improvement of customer satisfaction.

Employee mindfulness can promote state gratitude and work flow, give full play to and strengthen the functions of both, stimulate employees' positive emotions, regulate employees' cognitive mode and attitude, and enable employees to generate self-drive from the bottom of their hearts, further externalize into states and actions, voluntarily and proactively invest in work, improve work efficiency and work quality, and provide customers with better service (as shown in Figure 1). Ensure customers' good experience of enterprise products or services and promote the improvement of customer satisfaction.

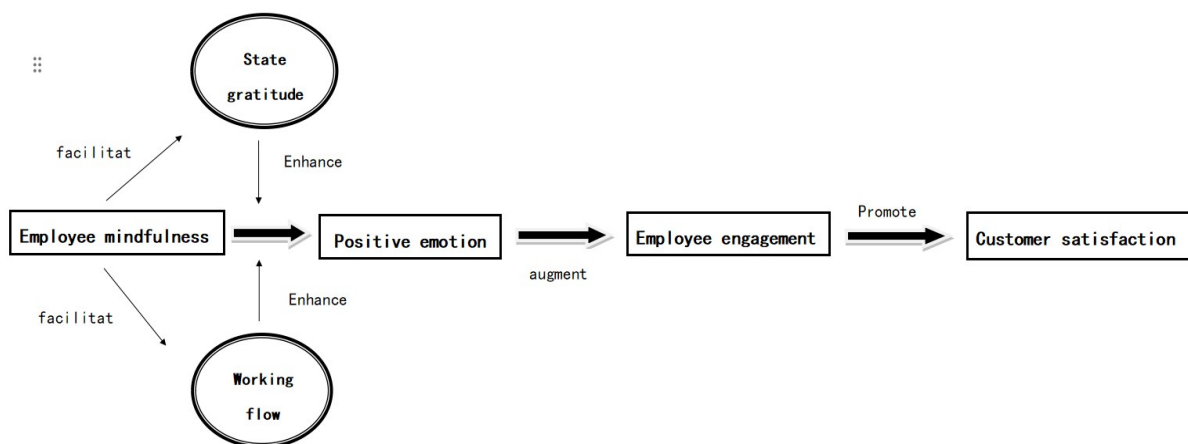


Figure 1. Mechanism of employee mindfulness.

3.1. The Modulating Effect of Positive Emotion

Based on the extended construction theory in positive psychology, it can be seen that positive emotions can

broaden people's thoughts and actions, enabling people to effectively cope with adversity [10]. The accumulation of long-term negative emotional experience will lead to the reduction of employees' initiative and spontaneity in work. As an important factor in social interaction, emotion is generally regarded as a potential mechanism to maintain a benign "employee-customer" relationship [39]. Combined with the theory of emotional infection [40], it can be concluded that mindfulness can promote the positive emotions of employees, deliver positive emotional experience to customers, and trigger customer satisfaction.

3.2. The Moral Role of State Gratitude

State gratitude is generated by employees' perception of superior trust and satisfaction of needs [14], and state gratitude is also a positive moral emotion. Studies have shown that moral emotions affect prosocial tendencies in two main ways, namely guilt and empathy [41]. According to the above analysis, state gratitude belongs to the former, which encourages individuals to improve their moral standards with the help of external situations, thus triggering rewarding behaviors and prosocial tendencies. When employees find that their own behavior is inconsistent with the organization, they will feel guilty because of the organization's commitment, so as to make compensatory behavior and increase their investment in work. State gratitude can not only produce positive work behaviors, but also its subjective positive feelings are conducive to establishing good cooperative relations between employees and customers, promoting interpersonal interaction with customers, and enhancing customer satisfaction.

The theory of moral emotion puts forward three moral functions of state gratitude, among which the function of moral stimulation and reinforcement further proves that state gratitude can stimulate and strengthen employees' behavior of returning to the organization and society. Employee mindfulness has a positive effect on the stimulation and reinforcement of state gratitude.

According to the action path of "event-emotions-behavior" proposed by the affective event theory, the regulating effect of mindfulness on state gratitude can be analyzed. In the "event-emotion" stage, when employees have state gratitude for events in daily life and work, employees with stable mindfulness traits will have a more positive attitude and attitude, and have a strong desire to pursue self-realization, so that they can pay more attention to positive information in daily work, have more intense and frequent feelings of gratitude, and greatly improve the state gratitude level. Promote the transition from state gratitude to trait gratitude, and stimulate powerful positive emotional power. In the "emotion-behavior" stage, employees with mindfulness are more focused and invested in the current work, which enhances the strengthening function of state gratitude, so that employees will not be disturbed by other events in the future, consciously make similar pro-social behaviors, and take the initiative to bring quality service experience to customers.

3.3. The Dynamic Role of Work Flow

From the previous analysis of work flow, it can be seen that the formation of work flow requires clear goals and focused attention, and is closely related to personal characteristics. Self-goal in goal classification is the key to promote long-term stable work flow, and employee mindfulness can help employees generate self-inducement to establish self-goal and form a stable internal driving force. Secondly, focused attention is limited, and employee mindfulness can improve employees' cognitive level, broaden employees' attention and tolerance, enable employees to better eliminate interference, ease the contradiction between new events and existing goals, better focus, promote flow, and thus better engage in work. Employee mindfulness is an internal psychological trait of individuals. Employees with a high level of mindfulness can generate higher self-efficacy and psychological motivation, promote flow experience, and stimulate work engagement.

There is plenty of evidence that improving mindfulness skills can improve flow and performance. For example, Smith & Smilek proposed that mindfulness and flow both focus on present-moment engagement, so mindfulness can promote flow [42]. Fu Linzhu also demonstrated that cultivating mindfulness can increase the chances of experiencing a state of flow [10].

To sum up, employees' mindfulness positively predicts work flow, enhances the generation and experience of work flow, encourages employees to devote themselves to work and enjoy the sense of gain and achievement,

and forms good work results and performance, that is, customer satisfaction level is improved.

4. Conclusion

If an enterprise wants to seek development opportunities in the tide of The Times and break through the obstacles of the waves to achieve healthy and sustainable development, it needs to establish competitive advantages in the outside and form a solid and strong core force of personnel in the inside. According to the current situation that enterprises are facing the turbulent external environment and the platform economy brings new opportunities and challenges, this paper studies the uncertainty and complexity of the external environment and the challenges of internal staff's high pressure, job burnout and low loyalty, and takes employee mindfulness as the core of the solution. Based on the theory of customer satisfaction, this paper explores the internal mechanism of employee mindfulness, explores the role of employee mindfulness in depth, and shows that employee mindfulness has a positive effect on the internal psychology and concept of employees, promotes the positive attitude and behavior of employees, thereby enhancing customer satisfaction and bringing performance to the enterprise.

The action path of employee mindfulness can be summarized as follows: Employee mindfulness promotes the formation of state gratitude and work flow, and the three work together to produce rich positive emotions. Through the moral emotional effect of state gratitude and the work motivation generated by work flow, the cognitive mode and action mechanism of employees are adjusted through the perceptual effect, so as to improve the work engagement of employees and create a positive organizational atmosphere. Promote proactive work attitude and behavior, wholeheartedly provide customers with quality services or products, thereby enhancing customer satisfaction and enterprise market competitiveness. The research results help enterprises to better understand the function path of mindfulness, explore mindfulness training strategies, find the direction and path to optimize products and services, improve the working environment and conditions of employees in new employment forms, enhance their professional identity and loyalty, and then improve the quality of internal management of enterprises, give full play to the vitality and value of employees, and improve customer satisfaction. Establish the external core competitiveness of the enterprise, better cope with risks and challenges, and achieve healthy and sustainable development of the enterprise and employees.

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The authors declare no conflict of interest.

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