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Section A-Research paper

DOES JOB SATISFACTION MEDIATE THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND EMPLOYEE CUSTOMER ORIENTATION? A STUDY OF MSMES EMPLOYEES

Sapna Rani[1] , Dr Neetu Rani[2]

Abstract

Customer orientation is an important factor for the success of all organizations, but for service-providing firms, it is an indispensable factor**.** Understanding consumer needs has become one of the important tactics for successfully marketing products or services. It is hypothesized in the literature that workplace spirituality facilitates employees' psychology and generates tremendous enthusiasm to provide better services to customers of firms, but no empirical research has been done to show how workplace spirituality and employee customer orientation are related. Thus, the present study intended to fill this gap and investigated how workplace spirituality affects employee customer orientation in the case of service-providing Indian MSMEs. A sample of 377 employees was selected using the judgmental sampling technique. The collected data were analyzed with the help of the PLS-SEM technique. The study's results showed that workplace spirituality significantly and positively affects job satisfaction and employee customer orientation and job satisfaction partially mediates the relationship between workplace spirituality and employee customer orientation. The findings of the study suggest that executives of MSMEs should promote spiritual practices at work by assigning meaningful work to employees, arranging yoga and meditation classes, by incorporating spiritual practices in their mission and culture so that employees can feel that their employer cares for their inner (spiritual) needs and can perceive a sense alignment between their values and organizational values. An increase in employee customer orientation could lead to the enhancement of MSMEs' performance.

[1]Research Scholar, Institute of Management Studies and Research(IMSAR), Maharshi Dayanand University(MDU), Rohtak,Haryana, India Srani190@gmail.com

[2]Assistant Professor, Institute of Management Studies and Research(IMSAR), Maharshi Dayanand University(MDU), Rohtak, Haryana , India ,neetu.imsar@mdurohtak.ac.in

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1 Introduction

Recently, the topic of "workplace spirituality" has drawn the interest of researchers and management experts worldwide. This increased attention is mostly driven by the growing benefits of promoting workplace spirituality (WPS) at the individual and organizational levels (Garcia-Zamor, 2003; Vallabh & Vallabh, 2016). Nowadays, employees spend the majority of their time doing their jobs. As a result, they have limited time to spend with friends, family, and other members of society, so they expect that their work should fulfil their inner (spiritual) needs also. They urge to do work which has a sense of purpose and meaning in their lives. Now, organizations have also recognized the importance of fulfilling the inner needs of employees to promote their productivity and commitment(Rego & Cunha, 2008). As a result, research relating to WPS has occupied the central position in management literature.

No doubt, the number of empirical studies exploring the impact of WPS on various organizational outcomes has increased in the last two decades. But the effects of WPS on "Employee customer orientation" still remain unexplored, especially in the case of the Micro, Small and Medium enterprises(MSMEs) sector. The MSMEs play an essential role in the Indian economy by contributing 65% of the GDP and 50% of export(Gade, 2018). It not only plays a crucial part in creating a significant amount of employment at the cost of capital that is relatively cheaper than that of big companies but also helps to industrialize the nation's rural and underdeveloped regions. The COVID-19 pandemic has profoundly impacted how firms engage with their customers. So, to improve their performance, MSMEs must recognize shifts in consumer behaviour in this era, including what consumers want, need, and anticipate as they get used to the new normal era. MSMEs need to be more customer-oriented to face the challenges brought on by the COVID-19 pandemic. "Customer orientation" is an important factor for the success of all organizations, but for service-providing firms, it is an indispensable factor. Customer orientation inevitably affects organizational effectiveness and performance (Hashem Portola et al., 2019; Hunsaker & Ding, 2022). Employee customer orientation popularly known as "Customer orientation" reveals an employee's preference towards fulfilling customers' needs (Brown et al., 2002),

WPS provides employees with a sense of meaning in work, connectedness with co-employees, an environment of trust, openness and altruism and a perception that their values are aligned with organizational values which promote employees to take care of organisations' customers based on the reciprocity principle (Bayighomog & Arasli, 2019). It is hypothesised in the literature that WPS facilitates employees' psychology and generates tremendous enthusiasm to provide better services to firms' customers, thus enhancing their performance (Vallabh & Vallabh, 2016). Still, no empirical research has been done to show how WPS and employee customer orientation are related. Thus, the present study intends to fill this gap and investigate how workplace spirituality affects " Employee customer orientation" in the case of Indian MSMEs.

The remaining paper is structured this way: the following section provides a review of the literature and a formulation of hypotheses. Section 3 provides information about the study's methodological approach. The thorough data analysis is covered in Section 4. Section 5 contains the findings, implications, and shortcomings of the current investigation.

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2 Literature Review and hypotheses formulation

2.1 Workplace spirituality(WPS)

Workplace spirituality is a multidimensional construct. Literature offers various diverse definitions of WPS, for example in view to Petchsawanga & Duchon, (2009) WPS means "Having compassion toward others, experiencing a mindful inner consciousness in the pursuit of meaningful work and that enables transcendence". Similarly, another author(Mitroff & Denton, 1999) described "workplace spirituality involves the efforts to find one's ultimate purpose in life, to develop a strong connection to co-workers and other people associated with work and to have consistency (alignment) between one's core beliefs and values of their organization". While Shankar Pawar (2008) defines WPS as "employees' experience of self-transcendence, meaning and community in the workplace and it also acknowledges that these experiences could come from various mechanism including organizational ones".

Despite numerous definitions of WPS, there is still a lack of agreement on its meaning. But the majority of definitions claim that WPS means the desire to pursue meaningful work, a sense of community with co-workers, a perception of alignment of personal values with organizational values and a feeling of transcendence (Ashmos, & Duchon, 2000; Milliman et al., 1999; Pradhan & Jena, 2019). Numerous empirical studies provide evidence of the benefits of incorporating spiritual practices at work. In their studies, Sony & Mekoth, (2019) found that WPS promotes job satisfaction among employees which ultimately leads to increased organizational performance. Similarly, the study of Aboobaker et al., (2020) revealed that WPS reduces conflict at the workplace and increases the intention to stay in the organization.

2..1.1 Dimensions of WPS in the present study

- **Meaningful work:** This aspect considers that workers value their jobs for motives other than monetary compensation (Albuquerque et al., 2014) and they have inner drives, truths, and wants that compel them to engage in activities that have deeper importance for their lives and the lives of others.
- **Sense of community**: Having a strong bond with people or a close relationship with them is a crucial aspect of WPS. This connection or relationship has been described as a sense of community (Ashmos & Duchon, 2000). The relationships between employees and their coworkers are at the centre of this aspect of WPS, which takes place at the level of social behaviour. The foundation of a "sense of community" at work is the conviction that individuals perceive themselves as interconnected and that there is some sort of connection between one's inner self and the inner selves of others.
- **Alignment with organizational values:** This third essential element of WPS refers to how employees perceive the compatibility of their personal beliefs with the objectives and values of their company. The term "alignment" refers to workers' conviction that their organization's leaders maintain moral principles and are morally upright and concerned for the welfare of their workforce and the community (Ashmos & Duchon, 2000).

2.2 Job satisfaction

"Job satisfaction" is one of the most commonly investigated variables in organizational behaviour (Van Ham et al., 2014). It is a complex term with many facets. Several distinct definitions are

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mentioned in the literature. Still, Locke's (1976) definition of "job satisfaction" is the most popular and widely referred to, as his description of the term "job satisfaction" is very comprehensive, including job characteristics and work environment (Adio & Popoola,2010; González et al., 2006)). He expressed job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

In Moorman's (1993) view, there are two approaches (cognitive and affective) to studying job satisfaction. In the affective approach, job satisfaction is determined by whether or not a job elicits favourable feelings and pleasant emotions in the employee. At the same time, the cognitive approach sees job satisfaction as a logical and analytical assessment of work environments, possibilities for career advancement, and productivity. Therefore, cognitive-based job satisfaction assesses how well an individual's demands are met by the nature of the job and working environment (Zhu, 2013). Recent researchers have shown that WPS promotes the job satisfaction of employees by providing them with an environment of trust, a feeling of belongingness with work and co-workers and a feeling of transcendence(Van der et al.,2014; Hassan et al.,2016). The present study used the affective approach to evaluate employees' job satisfaction in the MSMEs sector.

2.3 Employee customer orientation

The term "Customer orientation" means caring for customers' needs while designing and producing the product and formulating the marketing strategy. It's well-recognized how crucial it is for businesses to focus their efforts on their customers (Saura et al., 2005). Marketing theorists frequently cite Drucker (1954) as the concept's original proponent because he was the first to suggest that the customers' needs should be the primary focus of all employees of the organization rather than merely a separate and

specialized job of the marketing department. According to Homburg et al. (2011), employee customer orientation is a set of behaviours that demonstrate a significant level of consideration for the needs and wants of customers and guarantee their pleasure over the long run. He also argued that the propensity to develop close bonds with consumers is a sign of customer orientation. This facilitates the development of long-lasting and fruitful relationships between organizational members and customers. The majority of research on customer orientation shows that an organization's success is strongly related to its capacity to satisfy consumer needs through the application of effective marketing tactics (Anaza & Rutherford,2012; Brown et al., 2002).

Customer demands are the foundation for planning and developing organizational strategies in "customer-oriented" organizations. In the last two decades, many studies have been conducted to support the claim that firms that adopt a customer-orientation perspective are more likely to provide quality products/services, contribute to customer satisfaction, and achieve organizational goals more efficiently and effectively than rivals(Cano et al.,2004). The customer orientation perspective of an organization largely depends upon the customer-oriented behaviour of its employees. So, many researchers argued that "customer orientation" and "employee customer orientation" are the same and interchangeably used(Grizzle et al.,2009; Anaza & Rutherford,2012; Babakus, 2009). While some researchers claimed that employee customer orientation is just the conceptualisation of the term "customer orientation" at the individual level (Gazzoli, et al.,2013; Zablah, 2012). Because customer-oriented employees are more equipped to foresee customers' issues and identify tailored solutions to particular consumer needs as a way to keep customers happy (Babakus et al., 2009;

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Brown et al., 2002; Deshpandé et al., 2012).

Hypotheses formulation

2.4 Workplace Spirituality and job satisfaction

A sense of purpose in work allows employees to express themselves. Besides this, when employees believe their work roles are significant in the organization, they attempt to analyze the problems more rigorously and seek new solutions. In this way, meaningful work satisfies the inner needs of employees and ultimately leads to their job satisfaction. The researchers (Sony & Mekoth, 2019) also found in their study that meaningful work, a sense of transcendence and mindfulness (dimensions of WPS) significantly impact job satisfaction and the performance of employees. Similarly, Hassan et al. (2016) revealed in their study that a sense of compassion and alignment of personal values with organizational values significantly impact employees' job satisfaction. Furthermore, other studies suggested that workplace spirituality contributes to achieving a sense of meaning and purpose, fosters creativity, and ultimately increases job satisfaction and organizational commitment(Pawar, 2009; Shivani Belwalkar, 2018).

In light of the above justification hypothesis, H1 is proposed

H1: workplace spirituality has a positive and significant effect on the job satisfaction of employees

2.5 Job Satisfaction and employee customer orientation

The literature review reveals that job satisfaction resulted in better customer satisfaction, delivery of better service quality, better customer experiences, and greater care for their needs (Hoffman & Ingram,1992; Gountas et al., 2014; Song et al.,2015). Nguyen et al.,(2021) also found a positive relationship between "job satisfaction" and "customer orientation" in the healthcare sector of Vietnam. Howard

and Gengler (2001) also asserted that when customers witness positive employee attitudes, their attitudes regarding the products/services are positively impacted. Risman, et al. (2016), using the person-organization fit theory, showed how job satisfaction leads to improved customer-oriented behaviour of nurses. Wagenheim & Anderson (2008) also found in their study that the job satisfaction of frontline employees positively impacts their customer-oriented behaviour. In view of Gountas et al(2014) "Customer orientation" is one of the job performance outcomes that is positively correlated with better levels of job satisfaction. In light of the above justification hypothesis, H2 is proposed

H2: Job satisfaction has a positive and significant effect on employee customer orientation.

2.6 Workplace Spirituality and Employee customer orientation

Social exchange theory provides the base of the theoretical background of the relationship between WPS and employee customer -orientation. This theory suggests that a series of "mutual exchanges" between two individuals strengthen the nature of their relationship, leading to successful and optimal behaviours. Economic exchanges in the workplace are primarily contractual and result from written agreements that specify the benefits that should be anticipated in light of job expectations (Bettencourt et al., 2005). The exchanges can also involve social bonds between parties, which are referred to as "social exchange relationships," in addition to economic exchange between the employer and the employee. WPS promotes this social exchange relationship by promoting belongingness with co-employees and providing a sense of alignment of employees' values with organizational values and mission. When an employer sincerely takes care of his staff by nurturing their spiritual needs at the

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workplace, it encourages positive consequences, including a positive work attitude and customer-oriented behaviour(Bayighomog & Araslı, 2019). Similarly, Milliman et al. (1999) discussed how the spiritual values practised by South West Airlines enhanced the customer-oriented behaviour of its staff. Vallabh & Vallabh (2016) also mentioned that WPS promotes employee customer-oriented behaviour by providing them with an opportunity for self-expression, and a sense of belongingness with co-workers and with their work, thus leading to organizational effectiveness. According to Chawla and Guda(2013), WPS may impact salespeople's activities that foster customer relationships.

H3: Workplace spirituality has a significant and positive effect on employee customer orientation

2.7 Workplace spirituality, Job Satisfaction and employee customer orientation

WPS enhances the job satisfaction of employees by assigning them meaningful

work (Dubey, P., Pathak, 2020; Rahman et al., 2019), and a study of literature shows that job satisfaction promotes customer-oriented behaviour among employees (Choi & Joung, 2017; Liao et al.,2004). Literature shows that employee job satisfaction and customer satisfaction are closely related (Harter et al., 2002; Bulgarella, s2005). WPS leads to job satisfaction by creating a culture of trust, openness, altruism, empathy and respect for others(Mukherjee, 2018). WPS aspects are crucial for meeting employees' inner needs, and they greatly aid in persuading them to respond favourably and elicit positive responses from customers(Hassan et al., 2016). Therefore, when employees are satisfied with their job, they will be highly motivated to carry out activities that benefit customers. In light of the above justification hypothesis, H4 is proposed

H4: Job satisfaction mediates the relationship between workplace spirituality and employee customer orientation
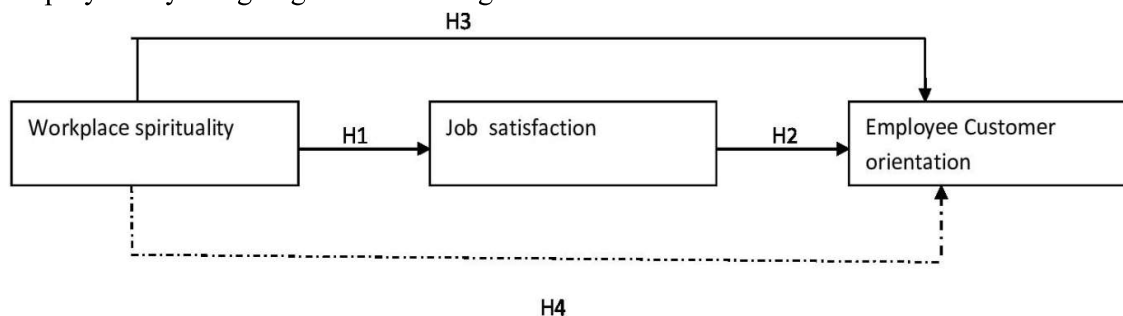
Note: ——→ Indicate direct effect while - · - · - · → Indicating indirect effect

Figure1: Conceptual framework

3 Research Methodology

3.1 "Population, sample and sampling technique"

The population for the present study is all 18,283 employees of 2,211 service-rendering MSMEs located in the Haridwar district of Uttarakhand state of India. Forty MSMEs were chosen from these 2,211 service-rendering MSMEs that registered on the website   https://www.doiuk.org

during the period 2011-2021 using the random sampling method. The "Raosoft sample size" calculator recommended a sample size of 377 employees for a given population size of 18,283 at a 95% level of confidence. So, then using the judgmental sampling technique, 377 employees were selected from these 40 randomly selected MSMEs. Thus, questionnaires were sent to a sample of 377 employees. But only 240 properly filled questionnaires were

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received back. The collected data were analyzed with the help of the PLS-SEM technique using the smart PLS software.

3.2 Research instruments

Items for measuring WPS were adapted from the study of Milliman et al. (2003). It is a 21-item scale and used as a higher-order reflective-reflective construct in the present study which consists of three lower-order reflective constructs (dimensions) of WPS, i.e. "meaningful work",

"sense of community", and "alignment with organizational values". This scale has been tested and validated in different cultural contexts (Bharadwaj,2020; Baskar & Indradevi,2022; Alnaimi et al.,2022). Job satisfaction was measured by using the scale given by Wright et al. (1998). While items to measure construct "Employee customer orientation" were adapted from s "customer-orientation" scale of Deshpandé et al. (2012).

4 Data analysis

Table 1: "Demographics features of the sample"

Demographic variables	category	Frequency	Frequency
Gender	Male	158	66%
	Female	82	34%
Age	18- 30 years	53	22%
	31 to 40 years	108	45%
	41 to 50 years	43	18%
	Above 50 years	36	17%
Educational Qualification	Graduation	43	18%
	Post Graduation	96	40%
	Professional / ITI	101	42%
Experience in organization	2 years to 5 years	67	28%
	6 years to 9 years	82	34%
	10 and above than 10 years	91	38%
Designation	Senior manager	72	30%
	Manager	101	42%
	Supervisor/ officer	67	28%

4.1.1 Examination of the "measurement model"

The evaluation of the measurement model is the first phase in "Structural equation modelling analysis". It includes an examination of the reliability and validity of each construct.

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4.1.2 Reliability and Validity

The reliability of each construct was examined individually with the help of "Cronbach alpha(α)" and "composite reliability(CB)". According to the criterion(Hair et al., 2019), the "alpha value" and "composite reliability" of each construct should be greater than 0.70. As depicted in Table 2, all "alpha value" and "composite reliability" values are greater than the threshold limit. Thus all constructs used in the questionnaire for the present study are reliable.

Table 2:Reliabilty and validity

Second order constructs	First order constructs	Items loading	Construct items loading (outer loading)	Cronbach's Alpha (α)	Composite reliability (CB)	Average Variance Extracted(AVE)
	Job satisfaction	JBS1	0.698	0.890	0.901	0.675
		JBS2	0.709			
		JBS3	0.799			
		JBS4	0.750			
		JBS5	0.867			
	Employee Customer orientation	ECO1	0.876	0.910	0.919	0.689
		ECO2	0.796			
		ECO3	0.856			
		ECO4	0.781			
		ECO5	0.793			
		ECO6	0.806			
		ECO7	0.764			
		ECO8	0.831			
Workplace spirituality	Meaningful work	MFW1	0.890	0.845	0.899	0.520
		MFW2	0.806			
		MFW3	0.789			
		MFW4	0.796			
		MFW5	0.801			
		MFW6	0.889			
	Sense of community	SOCT1	0.780	0.901	0.910	0.605
		SOCT2	0.890			
		SOCT3	0.789			
		SOCT4	0.834			
		SOCT5	0.767			

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		SOCT6	0.821			
		SOCT7	0.765			
	Alignment with Organization-nal values	AMOV1	0.865	0.890	0.913	0.590
		AMOV2	0.789			
		AMOV3	0.853			
		AMOV4	0.763			
		AMOV5	0.845			
		AMOV6	0.761			
		AMOV7	0.809			
		AMOV8	0.849			

4.1.3 Convergent validity

"Convergent validity" examines whether constructs of study are actually measuring what they are purposed to measure. To ensure the "convergent validity" of the construct, items loading and the "Average Variance Extracted(AVE)" value of each construct are to be examined. As per the criterion(Hair et al., 2019), each item loading should be greater than 0.70 and the AVE of each construct must be greater than 0.50. Table 2 revealed that each item loading is greater than 0.70 and the AVE of each construct is greater than 0.50. This indicates all constructs have good convergent validity.

Table 3: Fornell Larker Criterion

4.1.4 Discriminant Validity

It refers to how much the measurements of a given construct differ from those of other constructs in the same model. To Examine the "discriminant validity" of the construct, "Fornell Larker Criterion" and "Hetero trait–Mono trait Ratio (HTMT)" is normally used.

"Fornell and Larcker (1981")" state that the square root of the AVE must be greater than its squared correlations with other latent variables in the model. Table 3 reveals that bold values in the matrix satisfy the "Fornell and Larcker (1981) criterion".

	AMOV	JBS	MFW	ECO	SOCT
AMOV	**0.886**				
JBS	0.504	**0.836**			
MFW	0.536	0.471	**0.815**		
ECO	0.531	0.653	0.523	**0.798**	
SOCT	0.479	0.45	0.589	0.487	**0.828**

Note: AMOV=Alignment with organizational values, JBS= Job satisfaction, MFW=Meaningful Work, ECO= Employee Customer orientation, SOCT= Sense of community

4.1.5 Hetero trait–Mono trait Ratio (HTMT)

This criterion to examine the discriminant validity was given by Henseler et al.(2015). According to this criterion, all values in the matrix should be less than 0.85. Table 4 reveals that all values in the matrix are less than 0.85. Thus all constructs have good discriminant validity.

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Table 4: HTMT criterion

	AMOV	JBS	MFW	ECO	SOCT
AMOV					
JBS	0.553				
MFW	0.576	0.525			
ECO	0.568	0.724	0.569		
SOCT	0.512	0.500	0.640	0.526	

Note: AMOV=Alignment with organizational values, JBS= Job satisfaction, MFW=Meaningful Work, ECO= Employee Customer orientation, SOCT= Sense of community

4.2 Evaluation of "structural model"

Before analyzing the results of "Structural Equation Modeling", it is desirable to examine the "structural model" to ensure that the model has good "predictive relevance". The "predictive relevance" of the model is examined with the help of the coefficient of determination and value of Q^2.

Table 5: Coefficient of Determination R-square and Q-square

Dependent variables	R- Square	Q-square
Employee Customer orientation	0.516	0.324
Job satisfaction	0.327	0.222

The coefficient of determination R^2 measures the change in the dependent variable as a result of the change in the independent variable. Table 5 depicts that workplace spirituality accounts for a 51.6% change in employee customer orientation and a 32.7% change in job satisfaction. The value of Q-square measures the "predictive relevance" of the model. According to the criterion(Hair et al., 2019), if the value of Q-square is greater than 0, it shows that model has good "predictive relevance". As shown in Table 5, the Q-square value of all dependent variables is greater than 0. Thus, the calculated value of R^2 and Q^2 indicates that the present model has good "predictive relevance".

4.3 Hypotheses analysis and results(Direct relationship)

Hypotheses were tested using the bootstrapping method in Smart PLS. The results of the hypotheses testing are given in Table 6. H1 proposes that "workplace spirituality" has a significant and positive effect on job satisfaction. As shown in Table 6, the results indicate that workplace spirituality (WPS) has a significant positive effect on job satisfaction (t=16.037, β=0.572 and p < 0.05), thus supporting hypothesis H1. Similarly, job satisfaction also reported a significant positive effect on "Employee customer orientation" (t= 11.878, β =0.445 and p <0.05) thus supporting the H2. Workplace spirituality(WPS) also reported a significant and positive effect on "Employee customer orientation" (t=18.346, β=0.619 and p <0.05), thus supporting the H3.

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Table 6: Hypotheses testing and results(Direct relationship)

Relationship	Hypotheses	Beta value	T-Statistics	P -Values	Remarks
Workplace spirituality→job satisfaction	HI	0.572	16.037**	0.000	supported
Job satisfaction→ Employee customer orientation	H2	0.445	11.878**	0.000	supported
Workplace spirituality →Employe customer orientation	H3	0.619	18.346**	0.000	supported

Note- ** indicates results are significant at 0.05 level of significance
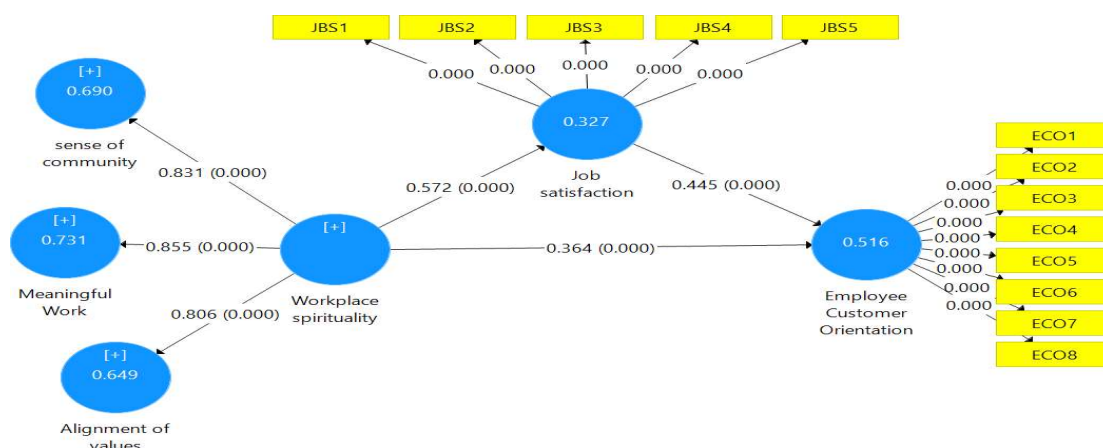
Figure 2: Structural model results

4.4 Mediation analysis

Mediation analysis was carried out to examine the mediating role of job satisfaction in the relationship between WPS and ECO using the bootstrapping procedure (Hair et al., 2019). The indirect effect shows that with the inclusion of the mediating variable job satisfaction, the effect of WPS on ECO was still significant(t=8.228,β= 0.260 and p<0.05) which shows that there is a mediating effect of Job satisfaction. To check whether this mediation is partial or full, the direct effect has to be examined. In direct the effect, the mediator is excluded. As shown in Table 7, the direct effect is also significant (t=8.605,β=0.364 and p<0.05) which indicates that the variable "job satisfaction" partially mediates the relationship between WPS and ECO. The value of "variance Accounted For (VAF)" calculated by using the following formula (Hair et al., 2019) also confirmed partial mediation since VAF is greater than 0.20

VAF= Indirect effect/total effect= (0.260/0.619)= 0.420.

Hence H4 was supported.

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Table 7: Mediation analysis results

Hypothesis	Effect	Path coefficient	T-statistics	P-values	Result	Remarks
H4 WPS→JBS→ECO	Total effect	0.619	18.346	0.00	significant	Accepted
	Indirect effect	0.260	8.228**	0.00	significant	
	Direct effect	0.364	8.605**	0.00	significant	

Note- ** indicates results are significant at 0.05 level of significance, WPS= workplace spirituality, JBS= job satisfaction,ECO= Employee customer orientation

5. Discussion and conclusions

This study offered important four findings. The study's first finding showed a positive association between WPS and "job satisfaction"(JBS). This finding is in line with Sony and Mekoth's (2019) findings, who revealed in their study that WPS significantly affects employee JBS and improves job performance. Thus, the current study results imply that an employee, who feels that his work is important and meaningful in his life and views his values are aligned with organisational values, will have a variety of favourable attitudes about their job.

Second, the research's findings confirmed the results of Nguyen et al.,(2021) and Risman, et al. (2016) by demonstrating the positive and significant relationship between JBS and ECO. This result implies that management should ensure employees' job satisfaction to promote their customer-orientated behaviour. The third finding of the current study shows that WPS promotes ECO, thus supporting the results of Chawla's(2016) study. So results imply that employee who can integrate their spiritual self with their organization is more likely to exhibit customer-oriented behaviour. The last finding of the study revealed that JBS partially mediates the relationship between WPS and ECO.

5.1 Implications

The results of the present study contribute to the existing literature on workplace spirituality by showing its effects on job satisfaction and customer-oriented behaviour of employees of MSMEs. The findings of the study suggest that MSMEs executives should promote spiritual practices at work in order to enhance the job satisfaction of employees. The executives of MSMEs could promote spirituality at work by assigning meaningful work to employees, arranging yoga and meditation classes, by incorporating spiritual practices in their mission and culture so that employees can feel that their employer cares for their inner(spiritual) needs and can perceive a sense alignment between their values and organizational values. The training programmes should the tailored to provide a sense of meaning in work. An increase in customer-oriented behaviour and job satisfaction of employees ultimately leads to the enhancement of organizational performance. So by promoting workplace spirituality MSMEs executives may enhance the performance and effectiveness of their firms.

5.2 Shortcomings of Study and Scope of further research

This study scope is limited to employees of service-rendering MSMEs located in the Haridwar district of Uttrakhand state of

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India, so before generalizing the results, the model of the current study should be validated in various country contexts and sectors. Additionally, as this is a cross-sectional study, a longitudinal study should be used to validate the results of the study.

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