



# Workplace wellness initiatives and service quality in customer-facing industries: A systematic review



## Authors:

Melissa du Plessis<sup>1</sup>   
Claudette Rabie<sup>2</sup> 

## Affiliations:

<sup>1</sup>Department of Human Resource Management, College of Economic and Management Sciences, University of South Africa, Pretoria, South Africa

<sup>2</sup>Department of Marketing and Retail Management, College of Economic and Management Sciences, University of South Africa, Pretoria, South Africa

## Corresponding author:

Melissa du Plessis,  
vannim@unisa.ac.za

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**Background:** In competitive service environments, employee well-being is a critical driver of customer experience and organisational performance in customer-facing industries.

**Aim:** This study systematically reviewed existing literature to examine how workplace wellness initiatives influence employees and, in turn, service quality outcomes such as customer satisfaction, loyalty, and organisational performance, addressing a gap in synthesised research.

**Setting:** Studies published in English between 2015 and 2025 that examined the impact of workplace well-being initiatives on employees in customer-facing industries (including hospitality and tourism, retail and financial services), how these initiatives influenced employee well-being and the subsequent effects on customer-related outcomes, particularly perceptions of service quality.

**Method:** A systematic review was conducted using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework. A search across nine databases yielded 1199 records, with seven empirical studies meeting the inclusion criteria. Studies were assessed using the Grading of Recommendations, Assessment, Development and Evaluation (GRADE) framework, and findings were synthesised using a six-step thematic analysis approach.

**Results:** Wellness initiatives such as service-oriented job crafting, supervisor support, holistic wellness programmes and corporate social responsibility (CSR)-framed interventions were positively linked to higher job satisfaction, engagement and lower turnover intentions, supporting improved service delivery. Research was largely concentrated in the hospitality industry, with limited insights from other sectors and customer perspectives.

**Conclusion:** Workplace wellness initiatives are strategic enablers of employee well-being and service quality.

**Contribution:** Holistic, values-aligned initiatives implemented over time foster engagement, retention, and consistent service delivery, highlighting their essential role in achieving service excellence across customer-facing industries.

**Keywords:** customer-facing industries; employee well-being; employee wellness programmes; organisational well-being; service quality; systematic review.

## Introduction

### Background

The significance and rapid expansion of customer-facing industries are becoming increasingly important in the global economy. These industries, which include hospitality, telecommunications, travel and tourism, retail, healthcare and financial services, are essential drivers of economic development and innovation, contributing substantially to the global gross domestic product (GDP). Customer-facing industries, particularly the services sector, play a central role as they account for more than two-thirds of the global GDP. In developed regions such as North America and Europe, services account for nearly 80% of the GDP (eds. Hudson & Hudson 2022).

Employment patterns reflect this economic influence. The services sector employs approximately 80% of the workforce in North America, 83% in the United Kingdom and more than 70% in South Korea (Bureau of Economic Analysis 2025). In the United States, the leisure and hospitality industry supports 16.9 million jobs, while the healthcare industry employs 18 million people (Federal Reserve Bank 2025). China's services sector employs 356 million individuals, and India's

retail industry supports over 35 million jobs (ACARA 2024; Textor 2024). In South Africa, the services sector contributes 73% to the national GDP, with retail, hospitality and finance employing millions, and tourism generating R618 billion annually (Statistics South Africa 2024; WTTC 2025).

As these industries expand, their economic importance intensifies performance demands. As a result, there is increasing pressure on employees, which can impact their well-being significantly. Customer-facing industries thrive on direct consumer interaction, driving economic growth through consumption and employment. However, this growth is often accompanied by rising expectations and evolving job demands. Consumers now expect instant, personalised service driven by technological benchmarks such as Amazon's same-day delivery model, which has heightened time pressures for retail workers. In hospitality, 80% of guests expect tailored experiences, increasing the complexity and workload for frontline staff (Deloitte 2024). Given their substantial contribution to national economies, performance in these sectors is closely tied to broad economic outcomes, increasing pressure on employees to meet ambitious performance and sales targets (Ren et al. 2022).

Compounding these pressures are rapid technological advancements and shifting power dynamics. Emerging technologies, such as artificial intelligence (AI), virtual reality (VR), the Internet of Things (IoT) and robotics, are transforming customer interactions and redefining employee roles. While these innovations can improve efficiency and empower employees in supportive environments, excessive or poorly supported adoption may increase surveillance, anxiety and job dissatisfaction (Zahoor et al. 2022:1). Employees are increasingly expected to adapt quickly and upskill continuously, placing further strain on their cognitive and emotional resources (McKinsey & Company 2024).

As a result, the demand for superior service quality in highly competitive customer-facing industries is a crucial differentiator for business success. Organisations prioritise exceptional service delivery to differentiate themselves and foster customer loyalty. This is particularly evident in e-commerce, where customer experience, engagement and loyalty are key to business success and sustainability. Organisations are encouraged to implement strategies such as personalised content, responsive customer support and secure online platforms to enhance customer satisfaction and loyalty (Felix & Rembulan 2023:197). Similarly, in the banking sector, emphasis is placed on retaining existing customers as acquisition costs often outweigh retention investments (Seenivasan 2021:21).

However, the pressure to maintain high service quality often translates into increased job demands for employees, who must navigate challenging work environments characterised by difficult customers, long hours and high expectations. High job demands in customer-facing roles can significantly impact employee well-being. Employees in these industries

often experience burnout because of the constant pressure to meet customer expectations and the emotional labour involved in managing customer interactions (Bunjak et al. 2021:657; Huhtala et al. 2021:3718; Sharma & Prakash 2024:10279). For example, 60% of retail and hospitality workers report burnout because of unpredictable schedules and customer complaints (Gallup 2023). In call centres, 74% of employees experience high stress from performance metrics (Chadha 2024). Long hours during peak periods (e.g. 60% of South African retail workers work overtime during holidays [Statistics South Africa 2024]) lead to chronic fatigue, increasing injury risks.

The job demands-resources model (JD-R) suggests that while job demands can deplete employees' psychological resources, adequate job resources such as managerial support and autonomy can mitigate these effects (Demerouti & Bakker 2022:210). However, when job demands exceed available resources, employees may experience increased stress, leading to negative outcomes such as burnout and reduced job satisfaction (Huhtala et al. 2021:3718).

In recent years, the emphasis on health and well-being in the workplace has gained significant momentum as organisations increasingly realise the profound impact of employee well-being on organisational success (Arevin et al. 2024; Kohli 2025). Given the dynamic nature of work environments and the evolving understanding of well-being, it is imperative to continue researching this area. Studying employee well-being is crucial for organisational success as it directly influences productivity, engagement and the overall workplace culture (Kohli 2025:1). Consequently, by investing in wellness initiatives, organisations can improve employee satisfaction, reduce absenteeism and maintain a competitive advantage. As Ott-Holland, Shepherd and Ryan (2019) suggest, wellness programmes are perceived as a key human resource management strategy, demonstrating their impact beyond individual health to drive overall organisational success.

In customer-facing industries, wellness initiatives offer organisations a multitude of benefits, including enhancing employee physical, mental and emotional health, fostering a positive shared climate for wellness, increasing engagement and empowering employee agency (Kohli 2025:1; Solnet et al. 2020). These improvements lead directly to enhanced employee-customer interactions and overall organisational effectiveness. However, research on the specific interplay between wellness initiatives and service quality is still emerging and presents significant opportunities for exploration, particularly in developing comprehensive evaluation systems and fostering collaborative, interdisciplinary research efforts (Asa, Böck & Natwima 2024; Uysal, Sirgy & Kim 2020). In addition, as suggested by Varga et al. (2021:3346), future research should explore aspects of wellness programmes with the most significant impacts on employee outcomes.

Building on these suggestions and identified gaps, this study aimed to explore the relationship between workplace

wellness initiatives and service quality by examining how specific initiatives (e.g. mental health support, flexible work arrangements and stress management programmes) enhance employee well-being and, in turn, influence key service quality indicators (e.g. customer satisfaction, customer loyalty and sales performance) in customer-facing industries.

### Problem statement and research objectives

In the highly competitive landscape of customer-facing industries, organisations increasingly recognise the importance of employee well-being and service quality (Benítez, Peccei & Medina 2019). However, there is a significant lack of comprehensive, synthesised research examining *how* workplace wellness initiatives influence employee well-being and, in turn, impact service quality outcomes (Solnet et al. 2020:3346). More specifically, there is a scarcity of research that explains how wellness initiatives (e.g. mental health support, stress management programmes and work-life balance policies) translate into better customer service (customer satisfaction, loyalty and sales performance) in diverse customer-facing industries. This research, therefore, aimed to address this gap by systematically reviewing existing literature on how workplace wellness initiatives influence employee well-being and, in turn, shape the quality of service across various sectors. It explored how different wellness initiatives influence employee behaviour and, subsequently, also customer interactions, highlighting strategies that organisations can adopt to enhance customer service outcomes.

As shown in the discussion above, this review contributed to the existing body of knowledge by synthesising and analysing relevant studies to achieve the following research objectives:

### Primary research objective

The primary research objective was to explore the relationship between workplace well-being, initiatives, their impact on employee well-being, and the resulting effects on service quality in customer-facing industries.

### Secondary research objectives

The secondary research objectives included:

- To explore the influence of specific workplace wellness initiatives (e.g. mental health support, flexible work arrangements and stress management programmes) on employee well-being and, in turn, on measurable service quality indicators (e.g. customer satisfaction, customer loyalty and sales performance) in customer-facing industries
- To compare industry-specific differences in the relationship between workplace well-being initiatives, their influence on employee well-being and service quality
- To assess customer perceptions of how employee well-being influences the quality of service they receive
- To identify and evaluate the limitations and challenges of implementing and assessing workplace well-being initiatives in retail settings and to explore how these may shape perceptions of service quality.

## Literature review

### Characteristics and challenges of customer-facing industries

Customer-facing industries are segments of the economy where businesses interact directly with customers, such as retail, healthcare, hospitality, travel and tourism, education and financial services. These industries depend heavily on service quality to maintain customer satisfaction, foster loyalty, facilitate value co-creation and enhance overall business performance (Anderson 2025:1; Asa et al. 2024:2). Service quality, which is defined as the extent to which a service encounter meets or exceeds customer expectations and perceptions, plays a significant role in shaping customer satisfaction and ensuring the long-term sustainability of a business (Cayo-Velásquez et al. 2025:116; Huang & Lin 2020:29). In competitive industries, such as retail, banking and hospitality, delivering high-quality service is essential for attracting and retaining customers, maintaining a competitive edge (Tamanna 2020:483) and building brand reputation and trust (Asa et al. 2024:2), as these industries serve as the primary touchpoint with society. Their success often relies on the ability to deliver exceptional service, adapt to changing customer demands and create memorable experiences.

As customer-facing industries are characterised by high levels of interaction between employees and customers, emotional regulation and management are necessary to meet organisational expectations. The interaction between employees and customers often involves emotional labour, where employees must regulate their emotions to meet organisational display rules to maintain a positive image (Grandey & Sayre 2019:131; Sharma & Prakash 2024:10279). According to Choi and Lawry (2020:585), emotional labour involves either surface acting, where employees fake emotions, or deep acting, where they internally adjust their feelings to align with required displays. Both forms can increase job stress (Choi & Lawry 2020:585), emotional exhaustion (Borah, Saikia & Begum 2024:290) and burnout (Riforgiate, Howes & Simmons 2021:396) when poorly managed. Kang et al. (2019:1) also report that employees of customer-facing industries experience higher rates of anxiety, depression and sleep disturbances because of emotional suppression and dealing with difficult customers. Mayr and Teller (2023:8) concur that negative customer behaviours, such as complaints and deviance, contribute to emotional exhaustion and job dissatisfaction among employees.

Moreover, employees in customer-facing roles are required to manage customer participation and expectations, which can be ambiguous and demanding. Employees are encouraged to express positive emotions to foster customer satisfaction, leading to emotional contagion where customers mirror these emotions (Vincent & Munthe 2023:66). Liu, Chi and Gremler (2019:265) argue that employees' positive emotions increase customer satisfaction, willingness to return and positive word-of-mouth. However, Grandey and

Sayre (2019:131) maintain that while appearing sincere enhances overall work performance, falsifying these emotions can have personal implications for employees' well-being. The pressure to display positive emotions constantly can lead to emotional exhaustion, especially when customer demands are high and ambiguous (Borah et al. 2024:290). While emotional contagion can enhance customer satisfaction, it may lead to negative outcomes for employees, such as burnout and emotional dissonance, highlighting the need for a supportive organisational practice to mitigate these effects.

### The influence of employee well-being on service quality

Employee well-being, which is defined as the absence of illness and the promotion of a positive environment that fosters happiness, engagement and personal development, is a crucial determinant of service quality. Research has shown that there is a positive association between employee well-being and service delivery. For instance, Benítez et al. (2019:859) state that employees exhibiting high job satisfaction and low burnout levels tend to provide superior service quality. Building on the service-profit chain theory, which states that employee satisfaction and well-being enhance service quality and subsequently customer satisfaction and organisational performance, Benítez et al. (2021) emphasise that employee satisfaction and well-being are vital for improving service quality and overall performance.

Furthermore, Huang and Lin (2020:29) highlight the important role of frontline employee interactions in shaping customer perceptions of service quality and subsequent satisfaction. Specifically, positive interactions stemming from enhanced employee well-being contribute to favourable customer evaluations. In addition, the implementation of wellness programmes has been shown to mitigate job stress and turnover intentions among employees, fostering a more stable and effective service environment (Varga et al. 2021). This stability is essential for maintaining consistent service quality.

However, the effectiveness of wellness programmes depends on the alignment between organisational wellness initiatives and employee engagement. Solnet et al. (2020:9–10) emphasise that both the organisation and its employees must prioritise well-being to achieve the best service outcomes. In essence, effectively integrating these wellness initiatives into the organisation's overall strategy is vital for enhancing service quality and organisational success.

### Enhancing employee well-being: The strategic benefits of workplace wellness initiatives

Employee wellness programmes take many different forms, but generally include the following (Arevin et al. 2024; Chawla, Sareen & Gupta 2022; Kohli 2025; Varga et al. 2021): *physical health initiatives* such as exercise classes and health screenings, which aim to improve fitness and reduce healthcare costs;

*mental health support* through counselling and stress management workshops, fostering a supportive environment; *community engagement programmes* that enhance satisfaction and team cohesion via volunteer work; and *personalised wellness solutions* that use technology to offer tailored health plans that adapt to individual needs and lifestyles. On the other hand, employee assistance programmes (EAPs) are workplace initiatives designed to support employees in managing personal, family and work-related issues that may affect their job performance and overall well-being. These programmes typically include confidential counselling and support services, work-life balance support (e.g. childcare and legal referrals), crisis support and resources for mental health issues (Cai 2022; Couser et al. 2023; Kohli 2025).

Workplace wellness programmes are therefore strategic efforts by organisations to foster workplace wellness, creating an environment that promotes their employees' physical, mental and emotional well-being (Arevin et al. 2024:606). Identified as essential tools (Chawla et al. 2022), these programmes aim to empower employees' personal and professional lives by helping them maintain an active and stress-free lifestyle that facilitates personal health and reduces healthcare-related costs (Solnet et al. 2020:3). Wellness programmes have been linked to numerous benefits for both employees and organisations (Arevin et al. 2024; Kohli 2025; Varga et al. 2021), including enhanced productivity and performance, improved employee motivation and engagement, increased job satisfaction and higher employee morale. These programmes contribute to significant return on investment (ROI) through reduced healthcare costs, decreased absenteeism and improved employee retention (Kohli 2025:2). Moreover, wellness initiatives create a positive organisational culture, promote collaboration and inclusivity, enhance corporate reputation and support employee well-being and stress management (Arevin et al. 2024:607).

### Theoretical integration and framework

As mentioned, this systematic review examined the relationship between workplace wellness initiatives, their impact on employee well-being and, in turn, service quality in customer-facing industries. To provide a robust theoretical foundation, this study integrated the JD-R model, social exchange theory (SET) and the service performance (SERVPERF) model.

Customer-facing industries are characterised by high levels of employee–customer interaction and present unique challenges that can significantly impact both employee well-being and service quality. As highlighted by Anderson (2025) and Asa et al. (2024), these industries rely heavily on delivering exceptional service to maintain customer satisfaction and loyalty. However, the demanding nature of customer interactions often involves emotional labour (Grandey & Sayre 2019; Sharma & Prakash 2024) and introduces significant job demands. The JD-R model suggests that job demands, such as emotional regulation, service variability and managing customer expectations, can lead to negative outcomes such as job stress, emotional exhaustion

and burnout (Borah et al. 2024; Choi & Lawry 2020; Riforgiate et al. 2021). Furthermore, Mayr and Teller (2023) emphasise the impact of negative customer behaviours on employee well-being, further exacerbating these job demands.

To mitigate these demands, organisations can implement workplace wellness initiatives, which serve as crucial job resources (Princewill 2024:12). The JD-R model predicts that by providing resources such as physical health programmes, mental health support and EAPs, organisations can enhance employee well-being and reduce the negative impact of job demands. This, in turn, is expected to positively influence service quality.

The SET confirms this relationship. When employees perceive that their organisation values and invests in their well-being, they are more likely to respond through enhanced job performance and service delivery. As Benítez et al. (2019, 2021) demonstrate, higher employee well-being, characterised by job satisfaction and low burnout levels, correlates with improved service quality. Thus, by fostering a supportive and caring work environment, wellness initiatives can enhance employee motivation and commitment, ultimately leading to improved customer interactions (Arevin et al. 2024).

In addition to understanding how employee well-being impacts the perceived performance of service quality, this review utilised the SERVPERF model. This model focuses on the customer's perception of service performance, emphasising that service quality is best measured by assessing actual service delivery rather than the gap between expectations and perceptions (Cronin & Taylor 1994). SERVPERF assesses service quality based on the exact dimensions as service quality (SERVQUAL) (tangibles, reliability, responsiveness, assurance and empathy), but only measures perceptions of performance. As Huang and Lin (2020) observe, positive employee interactions from enhanced well-being significantly influence customer perceptions of service quality. Employees with high levels of well-being are more likely to exhibit empathy, responsiveness and reliability, thereby improving customer satisfaction and loyalty (Kori 2024:3), which SERVPERF measures directly.

In conclusion, by integrating the JD-R model, SET and SERVPERF, this review provides a comprehensive framework for understanding how workplace well-being initiatives influence employee well-being and, in turn, shape service quality in customer-facing industries (see Figure 1). This theoretical foundation will guide the analysis of empirical evidence, highlighting the strategic benefits of investing in employee well-being to achieve superior service outcomes as perceived by the customer.

## Methods

### Research approach

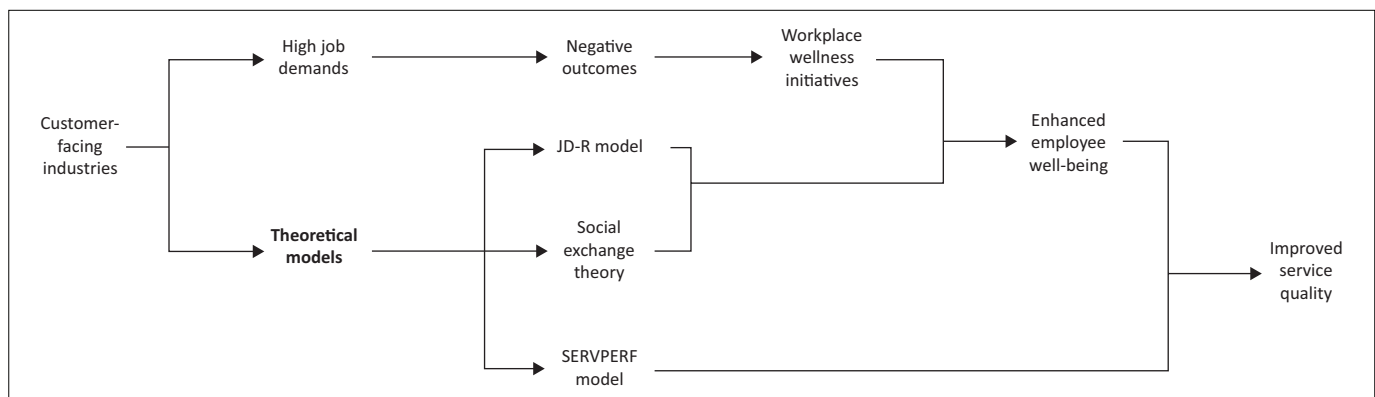
This study employed a systematic review methodology to synthesise existing research. This method involves a comprehensive process of identifying, critically appraising and synthesising relevant research to achieve a specific research objective (Snyder 2019:334). In this context, the systematic review aimed to identify and analyse all empirical evidence that met predefined inclusion criteria to explore the influence of workplace wellness initiatives on employee well-being and, in turn, on customer service quality.

The systematic review followed the PRISMA 2020 statement, ensuring transparency, replicability and reliability. This structured approach guided the research, from defining the research questions and developing a search strategy to selecting studies, extracting data and synthesising the results. According to Snyder (2024:551), a systematic review strengthens research by synthesising diverse studies, providing a powerful, meta-level review of evidence. This approach further structures disparate research, identifies gaps and informs theory and practice.

### Research method

#### Eligibility criteria

The eligibility of studies for this systematic review was determined by a set of clearly defined inclusion and exclusion criteria. Studies were *included* based on the following criteria: studies published in English between 2015 and 2025 that examined the impact of workplace well-being initiatives on employees in customer-facing industries (including hospitality and tourism, retail and financial



JD-R, job demands-resources; SERVPERF, service performance.

**FIGURE 1:** Theoretical model: The interplay between workplace well-being and service quality in customer-facing industries.

services), how these initiatives influenced employee well-being and the subsequent effects on customer-related outcomes, particularly perceptions of service quality. These initiatives included, but were not limited to, workplace mental health support programmes, flexible work arrangements, stress management programmes and physical wellness programmes. The review considered quantitative, qualitative and mixed-methods research designs that reported on at least one of the following service quality indicators: customer satisfaction, loyalty, retention, sales, feedback and customer-centric behaviours. In addition, studies reporting on relevant employee outcomes such as morale, job satisfaction and absenteeism were included. The types of publications considered were peer-reviewed journal articles, dissertations and theses.

The *exclusion* criteria were set as follows: (1) Studies older than 10 years or not in English were excluded. (2) Studies that did not specifically investigate workplace wellness initiatives or lacked a clear description of interventions were excluded. (3) Research that focused on employees in industries other than customer-facing industries was excluded. (4) Theoretical articles without empirical data, opinion pieces, editorials, non-peer-reviewed publications, duplicate studies and those lacking sufficient data were excluded.

### Search strategy

The following electronic databases were searched: EBSCOhost, PsycINFO, Business Source Ultimate, Scopus, ProQuest, Emerald Insight, Web of Science, Science Direct and Sage Direct. A comprehensive search strategy was developed using relevant keywords and Boolean operators. For example, a sample search string in EBSCOhost was: (“workplace well-being” OR “employee wellness” OR “employee morale”) AND (“service quality” OR “customer satisfaction” OR “customer loyalty”) AND (“retail” OR “hospitality” OR “customer service”). Reference lists of included studies were reviewed to identify additional relevant articles.

### Study selection

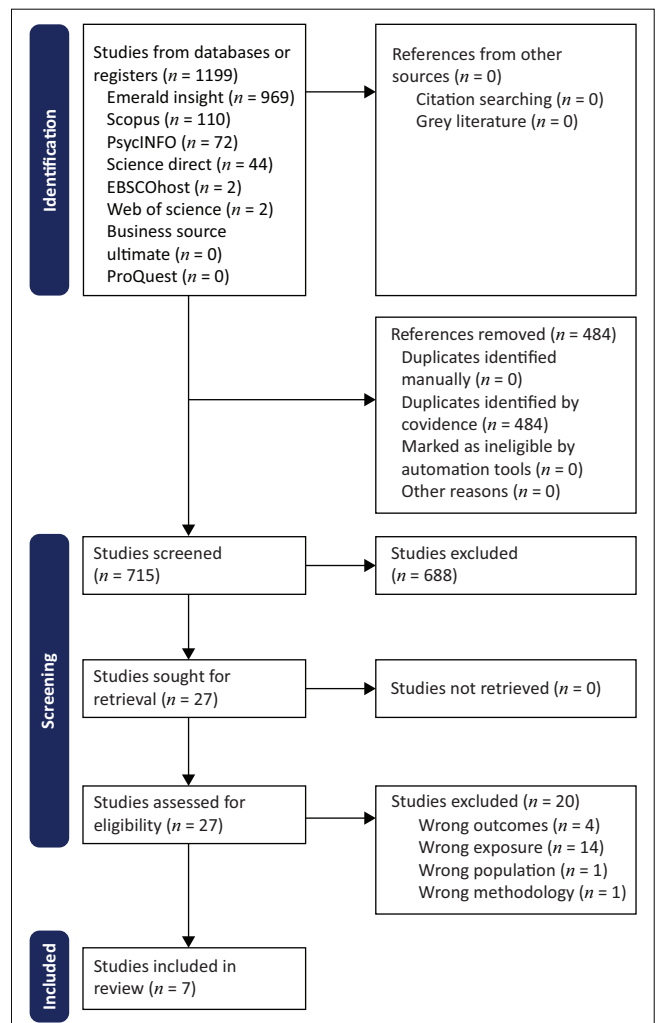
The selection of studies for this review followed a systematic process involving multiple stages of screening and eligibility assessment in accordance with the PRISMA guidelines. A comprehensive search was conducted across several electronic databases, including Emerald Insight ( $n = 969$ ), Scopus ( $n = 110$ ), PsycINFO ( $n = 72$ ), Science Direct ( $n = 44$ ), EBSCOhost ( $n = 2$ ) and Web of Science ( $n = 2$ ), yielding a total of 1199 records. No records were identified from Business Source Ultimate, ProQuest, Sage Direct, citation searching, grey literature or other sources. Duplicate records ( $n = 484$ ) were automatically identified and removed using Covidence (2025) software, resulting in 715 unique records for screening. Title and abstract screening was conducted, resulting in the exclusion of 688 records that did not meet the predetermined inclusion criteria, based on the reviewers’ discretion and expertise. The remaining 27 full-text articles were retrieved and assessed for eligibility; 20 of these were excluded because of reasons such as wrong exposure ( $n = 14$ ), wrong outcomes ( $n = 4$ ), wrong population

( $n = 1$ ) and wrong methodology ( $n = 1$ ). Ultimately, seven studies were included in the final review.

The PRISMA process is illustrated in Figure 2. Comprehensive records of the screening process, including justifications for exclusion, were maintained to ensure transparency and replicability. Following successful full-text screening, data extraction commenced for the included studies. To ensure consistency and reliability in the screening process, a pilot test was conducted on a sample of articles among the reviewers before the full-scale screening.

### Data extraction

Following the full-text screening of the included studies, data extraction was conducted using Covidence (2025). A tailored data extraction template was developed to capture relevant information about study characteristics, participant details, intervention specifics (including workplace mental health support programmes, flexible work arrangements, etc.) and reported outcomes (service quality indicators and employee outcomes). The two authors independently extracted data from each included study using this template within the Covidence interface.



**FIGURE 2:** PRISMA flowchart illustrating the study identification, screening and selection process.

Any discrepancies in the extracted data were resolved through discussion and consensus among the authors. Upon completion of the data extraction and consensus process, the finalised dataset was exported from Covidence to MS Excel for further analysis and synthesis.

### Quality appraisal

The quality of evidence was assessed using the Grading of Recommendations, Assessment, Development and Evaluation (GRADE) system (<http://www.gradeworkinggroup.org/>), considering study limitations, ambiguity, inconsistency, indirectness and publication bias to determine the certainty of findings and inform the strength of recommendations. An understanding of the evidence quality allowed for a more informed and cautious interpretation of the findings. While some studies statistically ruled out common method bias using techniques such as the variance inflation factor ( $VIF < 3.3$ ) (Kristiana et al. 2025) and Harman's single-factor test (Öksüz, Tosyali & Tosyali 2023), most relied on self-reported data, introducing risks of social desirability, recall and response bias (Marshall 2020; Torres & Zhang 2021; Varga et al. 2021; Yu, Zhang & Zhang 2024). Selection bias was also prevalent because of convenience or purposive sampling approaches (Öksüz et al. 2023; Solnet & Golubovskaya 2023; Torres & Zhang 2021), with some studies acknowledging researcher or narrative bias resulting from selective interpretation (Solnet & Golubovskaya 2023). The use of platforms such as Amazon Mechanical Turk further raised concerns about generalisability (Varga et al. 2021), and the lack of control groups in quasi-experimental designs limited causal inference (Torres & Zhang 2021).

### Data analysis

Thematic analysis, a widely recognised qualitative research method (Braun & Clarke 2019; Naeem et al. 2023), was employed to systematically identify, analyse and report recurring patterns or themes in the textual data of the included studies. This approach involved a crucial interpretive process to uncover the inherent meaning of these patterns and generated new insights relevant to the research question. Adhering to a structured six-step framework (Naeem et al. 2023), the analysis proceeded through the following steps: (1) thorough data familiarisation; (2) initial keyword identification; (3) the systematic selection and application of relevant codes; (4) the development of overarching themes from the coded data; (5) in-depth conceptualisation through the interpretation of keywords, codes and emergent themes; and (6) the final development of a conceptual model to illustrate the relationships between these key themes. This systematic application of thematic analysis provided a clear and rigorous roadmap for processing the qualitative data, ultimately enhancing the depth and trustworthiness of the research findings (Naeem et al. 2023).

### Ethical considerations

This systematic review received ethical approval from the University of South Africa College of Economic and

Management Sciences, ERC, Marketing and Retail Management (ethical clearance number: #8215). This approval confirms adherence to ethical research standards, including responsible data handling and academic integrity.

## Results

A total of seven articles were included, predominantly comprising quantitative studies ( $n = 6$ ) utilising cross-sectional survey designs ( $n = 5$ ) or longitudinal and quasi-experimental approaches ( $n = 1$ ). Common quantitative analysis methods included SEM, specifically Partial Least Squares Structural Equation Modeling (PLS-SEM); ANOVA, Mann-Whitney  $U$  tests and paired-sample  $t$ -tests; and mediation and moderation analyses. The remaining article ( $n = 1$ ) was a qualitative or non-systematic review of industry publications, employing methodologies such as practitioner interviews with narrative analysis and thematic extraction of practitioner insights.

The populations and samples varied across studies. The quantitative studies focused mostly on the hospitality industry, specifically hotels in Indonesia ( $n = 259$  hotel managers), Turkey ( $n = 421$  frontline employees), and hospitality ( $n = 30$ – $500$ ) and foodservice ( $n = 55$ ) employees in the United States. The qualitative study involved the managers of frontline service employees in Australia with no specific sample size (Solnet & Golubovskaya 2023).

The types of well-being initiatives investigated included service-oriented job crafting, comprehensive wellness programmes, supervisor support and practitioner-driven interventions such as debriefing and training. They also explored the use of wearable technology and broader holistic employee wellness programmes. The studies measured a range of behavioural outcomes, including employee perceptions of support, job autonomy, feedback and team collaboration, as well as extrinsic and intrinsic job satisfaction. Other outcomes examined were physical activity, caloric intake, sleep hours, employee engagement, organisational citizenship behaviour and turnover intention. Service quality was influenced indirectly through improvements (or declines) in employee well-being, engagement, satisfaction and retention. Well-being initiatives that enhanced these employee outcomes likely contributed positively to service quality, while insufficient support, high stress or turnover risked reducing it. The characteristics of the included articles are summarised in Table 1.

## Discussion

This systematic review aimed to explore how workplace wellness initiatives influence employee behaviour and, as a result, customer interactions in customer-facing industries. The findings contribute to closing the gaps identified in the literature by analysing the interplay between employee well-being and customer service outcomes across diverse customer-facing industries.

**TABLE 1:** Comparative summary of reviewed studies.

Study ID	Authors (year)	Main research objective	Research approach and design	Population, sample size and geographic location	Well-being initiative explored	Service quality indicators (Outcomes)	Main findings
210	Kristiana et al. (2025)	To examine how job demands and resources influence employee well-being via service-oriented job crafting in hospitality	Quantitative, cross-sectional survey design	Indonesia Hospitality (five-star hotels) Managerial-level employees <i>n</i> = 259	Service-oriented job crafting	Evaluated through employee perceptions of support, job autonomy, feedback and team collaboration	Job demands and resources positively affect service-oriented job crafting and employee well-being, with job crafting mediating this relationship
273	Marshall (2020)	To assess the impact of wellness programmes on job satisfaction among hospitality employees	Non-experimental, quantitative comparative study using survey data	Northeastern US Hospitality (contract foodservice organisation) Employees <i>n</i> = 55	Comprehensive wellness programme including physical health, fitness, nutrition, emotional well-being and financial wellness support	Measured through extrinsic and intrinsic job satisfaction indicators	Employees participating in comprehensive wellness programmes had significantly higher extrinsic and intrinsic job satisfaction, indicating that wellness programmes contribute to satisfaction, productivity and retention
44	Öksüz et al. (2023)	To explore supervisor support, servicing efficacy and job satisfaction, testing mediation effects	Quantitative, cross-sectional survey design	Turkey Hospitality (four- and five-star hotels) Frontline hotel employees <i>n</i> = 421	Supervisor support as a job resource: Enhances well-being through increased servicing efficacy and job satisfaction	Not directly measured, but servicing efficacy implies an employee's self-perceived ability to deliver quality service, which indirectly relates to service quality	Supervisor support positively influences efficacy and satisfaction, with servicing efficacy partially mediating the relationship between supervisor support and job satisfaction
41	Solnet and Golubovskaya (2023)	To understand practitioner perspectives on frontline employee challenges and well-being initiatives	Practitioner insights via a non-systematic review; qualitative consultation with managers	Australia Service industries Managers responsible for frontline service employees <i>n</i> = n/a	Practitioner-driven and informal initiatives (e.g. policies, training programmes and mental health support)	Well-being is critical to service delivery, employee retention and organisational performance, but is often insufficiently supported by structured, evidence-based practices in industry	The effectiveness of wellness programmes stems from the interaction of organisational support and employee wellness orientation, proposing four configurations ranging from 'avoidance or neglect' to ideal 'coproduction or harmony' for achieving positive wellness outcomes
1238	Torres and Zhang (2021)	To monitor Fitbit-facilitated EWPs' impact on health and work metrics	Quantitative, field investigation with a quasi-experimental, longitudinal design	US Hospitality Full-time hospitality employees from multiple entities <i>n</i> = 30	Fitbit Charge 2 wearable devices	Employee wellness outcomes and work-related attitudes were measured, including physical activity, caloric intake, sleep, employee engagement, OCB, turnover intention and job satisfaction	Wearables can promote health and engagement
6	Varga et al. (2021)	To examine the impact of wellness programmes on employee and organisational outcomes	Quantitative, cross-sectional survey design	US Hospitality employees working for companies offering wellness programmes <i>n</i> = None specified	Holistic wellness programmes	High employee turnover can reduce service quality; emotional labour and job stress are important factors that affect well-being, which subsequently influence the ability to provide quality service	Positive perceptions of wellness programmes reduced turnover intention and job stress, and fostered perceived organisational support (POS); POS mediated the relationship between wellness programmes and job stress
24	Yu et al. (2024)	To analyse the effect of EWPs on employee engagement, the mediating role of CSR and the moderation by health	Quantitative, cross-sectional survey design	US Hospitality Employees in 77 four- and five-star hotels <i>n</i> = 500	Employee wellness programmes (EWPs)	Not explicitly mentioned, but employee engagement reflects how emotionally, cognitively and physically invested employees are in their work; CSR perception serves as a secondary outcome, indicating employees' evaluation of the employer's social responsibility through wellness initiatives	EWPs positively influence employee engagement, a relationship fully mediated by employees' CSR perception and moderated by their health conditions

Note: Please see full reference list of this article, Du Plessis, M. & Rabie, C., 2025, 'Workplace wellness initiatives and service quality in customer-facing industries: A systematic review', *South African Journal of Economic and Management Sciences* 28(1), a6428. <https://doi.org/10.4102/sajems.v28i1.6428>, for more information.  
CSR, corporate social responsibility; US, United States.

## Current trends in managing employee well-being in customer-facing industries

Literature on employee well-being initiatives in customer-facing industries, particularly in the hospitality sector, reveals a growing emphasis on holistic approaches that extend beyond physical health to include emotional, social, financial and psychological dimensions (Marshall 2020; Varga et al. 2021). Wellness programmes increasingly incorporate technology, such as wearable devices, to promote behavioural changes and increase self-awareness (Torres & Zhang 2021). Service-oriented job crafting emerged as a critical mechanism linking job demands and resources with enhanced employee well-being, allowing employees to reshape their tasks and interactions meaningfully (Kristiana et al. 2025). Organisational support plays a pivotal role in the success of these initiatives, with perceived support positively influencing outcomes such as job satisfaction, stress reduction and retention (Öksüz et al. 2023; Solnet & Golubovskaya 2023; Varga et al. 2021). Furthermore, wellness programmes are consistently associated with improved employee engagement, organisational commitment and job satisfaction, especially when framed as part of broader corporate social responsibility (CSR) efforts (Yu et al. 2024). Mediating variables such as CSR perception, servicing efficacy and perceived organisational support, along with moderators such as employee health, influence the effectiveness of these initiatives (Öksüz et al. 2023; Yu et al. 2024). Despite these positive trends, a notable gap remains between academic research and the structured implementation of well-being initiatives in practice, with many interventions still informal and lacking evidence-based evaluation (Solnet & Golubovskaya 2023). This highlights the need for more strategically integrated and empirically supported well-being practices, specifically in the hospitality sector. Table 2 presents a summary of the current trends in managing employee well-being in customer-facing industries (specifically the hospitality industry), highlighting key practices, supporting literature and the outcomes associated with each trend.

## Impact of workplace well-being initiatives on employee well-being and service quality in customer-facing industries

Based on the findings from the comprehensive systematic review, one could conclude that there is a positive relationship between workplace well-being initiatives and service quality outcomes in customer-facing industries, particularly in the hospitality sector. While direct measurement of service quality is not always explicit, the research consistently demonstrates that wellness programmes and supportive work environments enhance employee attitudes and behaviours that contribute indirectly to improved service delivery. This conclusion aligns with the service-profit chain theory, which posits that internal service quality (characterised by supportive policies, resources and employee well-being) leads to higher employee satisfaction, increased retention and improved employee performance (Stobierski 2025). In turn, these employee outcomes enhance

**TABLE 2:** A summary of emerging trends in employee well-being management in customer-facing industries.

Trend	Description	Key outcomes	Supporting studies
Holistic well-being	Programmes address not only physical but also emotional, financial, social and psychological health	Increased job satisfaction, reduced stress, lower turnover intention and higher perceived organisational support	Marshall (2020); Torres and Zhang (2021); Varga et al. (2021); Yu et al. (2024)
Technology integration	Use of wearables (e.g. Fitbit) to encourage and track healthy behaviours	Improved physical activity, health awareness, job satisfaction and organisational commitment	Torres and Zhang (2021)
Service-oriented job crafting	Employees reshape their work to improve well-being and service outcomes	Enhanced employee well-being; significant mediation between job demands and resources and well-being; higher job satisfaction and engagement	Kristiana et al. (2025)
Importance of organisational support	Perceived support enhances the effectiveness of wellness initiatives and reduces job stress and turnover	Lower stress and turnover; higher job satisfaction and service efficacy; greater perception of employer care	Öksüz et al. (2023); Solnet and Golubovskaya (2023); Varga et al. (2021)
Importance of informal mechanisms	Introduction of policies and informal mechanisms to support psychological well-being	Better coping with customer mistreatment; improved mental health awareness and support; greater voice and inclusion	Solnet and Golubovskaya (2023)
Influence of internal and external factors	Factors such as CSR perception, servicing efficacy and employee health influence programme outcomes	CSR perception and organisational support mediate outcomes like engagement and stress; wellness impact is stronger among less healthy employees	Öksüz et al. (2023); Varga et al. (2021); Yu et al. (2024)

Note: Please see full reference list of this article, Du Plessis, M. & Rabie, C., 2025, 'Workplace wellness initiatives and service quality in customer-facing industries: A systematic review', *South African Journal of Economic and Management Sciences* 28(1), a6428. <https://doi.org/10.4102/sajems.v28i1.6428>, for more information.

CSR, corporate social responsibility.

customer satisfaction, loyalty and ultimately organisational profitability.

The findings of this review support this chain of relationships by showing that well-being initiatives such as service-oriented job crafting (Kristiana et al. 2025), comprehensive wellness programmes (Marshall 2020), supervisor support (Öksüz et al. 2023) and the use of wearable technologies (Torres & Zhang 2021) lead to increased job satisfaction, reduced turnover intention, greater employee engagement and improved self-perceived ability to deliver high-quality service. For example, employees participating in comprehensive wellness programmes report significantly higher extrinsic and intrinsic job satisfaction, which supports productivity and retention and subsequently also service quality (Marshall 2020). Similarly, supervisor support enhances service efficacy and job satisfaction, positively influencing employees' ability to meet service demands (Öksüz et al. 2023). Perceived organisational support, fostered by wellness programmes, also reduces job stress and turnover intention, both of which are critical for maintaining consistent and high-quality service delivery (Varga et al. 2021). Employee wellness programmes further enhance engagement, particularly when perceived as part of an organisation's CSR, leading to more committed and

emotionally invested employees (Yu et al. 2024). These findings are reinforced by Solnet and Golubovskaya (2023), who emphasise that the effectiveness of well-being initiatives depends on the alignment between organisational support and employee commitment to wellness. Their framework shows that optimal service outcomes arise when both parties are actively engaged – an ideal they call ‘coproduction/harmony’. This supports the service-profit chain by highlighting the value of a shared wellness culture that enhances employee satisfaction, service quality and business performance and consequently addresses the primary research objective set for this study.

The findings of this study align closely with the literature review, which emphasises that employee well-being is a key predictor of service quality and organisational performance (Benítez et al. 2019; Huang & Lin 2020; Kohli 2025; Solnet et al. 2020). The empirical evidence further enriches current theoretical perspectives by identifying mediators such as service efficacy, perceived organisational support and CSR perception, and moderators such as employee health (Öksüz et al. 2023; Yu et al. 2024), which influence the strength of the well-being-service quality link.

### Specific well-being initiatives influencing service quality

The well-being initiatives that are most strongly linked to service quality outcomes because of their direct and indirect influence on key employee outcomes are service-oriented job crafting (Kristiana et al. 2025), comprehensive wellness programmes (Marshall 2020), supervisor support (Öksüz et al. 2023) and CSR-framed wellness programmes (Yu et al. 2024):

- *Service-oriented job crafting* empowers employees to redesign their roles and interactions, fostering ownership, control and higher job satisfaction, which lead to better service. This is evaluated based on employee perceptions of support, autonomy, feedback and team collaboration.
- *Comprehensive wellness programmes* enhance extrinsic and intrinsic job satisfaction. Satisfied employees are more engaged, productive and committed, improving service quality and retention by addressing holistic well-being.
- *Supervisor support* directly influences an employee’s ‘servicing efficacy’ (ability to deliver high-quality service) and boosts job satisfaction, which bring about better service interactions.
- *CSR-framed wellness programmes* tap into employees’ sense of value, significantly boosting engagement when seen as a genuine commitment to well-being and social responsibility. Engaged employees are more invested, leading to superior service, with a stronger impact on those with poorer health.
- *Perceived organisational support* acts as a crucial mediator. While not an initiative itself, it underscores why wellness programmes are effective. When employees perceive organisational care for their well-being, it reduces job stress and increases satisfaction. This positive perception encourages greater commitment and effort, directly benefiting service quality.

In essence, these findings address secondary research objective 1 by highlighting how these initiatives nurture fundamental aspects of the employee experience – autonomy, support, satisfaction and a sense of value – all of which serve as critical drivers of motivation and performance in service-oriented roles.

### Industry-specific similarities and broader differences

A key similarity across the reviewed studies is their predominant focus on the *hospitality* sector, including five-star hotels (Kristiana et al. 2025), contract foodservice organisations (Marshall 2020) and hotel workers in general (Öksüz et al. 2023; Torres & Zhang 2021; Varga et al. 2021). This consistent focus highlights the hospitality sector’s growing recognition of employee well-being as essential to organisational performance. Common challenges in all these contexts include job demands, supervisor support, emotional labour, job satisfaction, engagement, turnover intention and job stress (Borah et al. 2024; Choi & Lawry 2020; Grandey & Sayre 2019; Huang & Lin 2020; Mayr & Teller 2023; Öksüz et al. 2023). Similarly, the well-being initiatives explored – such as comprehensive wellness programmes (Marshall 2020; Varga et al. 2021), supervisor support (Öksüz et al. 2023) and CSR-framed employee wellness programmes (Yu et al. 2024) – are widely applicable to the hospitality sector (secondary research objective 2). However, Solnet and Golubovskaya (2023) expand the scope beyond hospitality to include tourism, healthcare and government sectors, illustrating that frontline well-being concerns extend across service industries. Varga et al. (2021) also imply broader relevance by describing wellness programmes as common across various sectors. Although the hospitality industry is the primary focus of these studies, the findings suggest that well-being initiatives and their associated challenges are widely applicable across customer-facing sectors.

### Limitations and challenges in implementing and evaluating wellness initiatives in customer-facing settings

The final secondary objective was to explore the challenges in implementing and evaluating workplace wellness initiatives in customer-facing industries and to examine how these challenges may shape perceptions of service quality. Several limitations impact the effectiveness of wellness initiatives in customer-facing industries, particularly in the hospitality sector. Short intervention periods, like the 14-day programme studied by Torres and Zhang (2021), are insufficient to bring about long-term changes in well-being. Many initiatives focus narrowly on physical wellness, neglecting emotional, social and financial aspects critical in retail environments that are marked by emotional labour and job insecurity (Torres & Zhang 2021). A lack of employee involvement in programme design further limits the relevance and effectiveness of these initiatives, particularly in diverse retail workforces with varying roles, schedules and needs (Varga et al. 2021). Additionally, wellness efforts are often reactive and informal and lack evidence-based assessments, as observed by Solnet and Golubovskaya (2023). These authors also raise concerns

about the long-term impact and effectiveness of wellness programmes. Table 3 provides a consolidated summary of the key themes identified in this systematic review, illustrating how various workplace wellness initiatives influence service quality outcomes in customer-facing industries.

## Implications, limitations and future directions

### Implications for theory and practice

This systematic review provides crucial insights for customer-facing industries, demonstrating that wellness initiatives are not merely supplementary benefits but rather strategic interventions that significantly improve employee outcomes and, consequently, service quality.

Theoretically, the findings contribute to the SET by illustrating that when organisations invest in employee well-being, employees reciprocate through heightened engagement and service performance. Furthermore, from a JD-R perspective, well-being initiatives such as job crafting and supervisor support act as vital job resources that can mitigate demands and enhance overall employee outcomes.

Practically, organisations in customer-facing industries (especially in the hospitality and retail sectors) should strategically integrate wellness initiatives that address holistic well-being (physical, emotional, social and financial well-being) (Varga et al. 2021). By addressing physical, mental, social and other dimensions of health, holistic strategies lead to higher job satisfaction, productivity, engagement and organisational resilience (Murtaza, Kun & Molnár 2023; Pawar & Kunte 2022). Effective strategies – as identified in this systematic review – include comprehensive wellness programmes, service-oriented job crafting, supervisor support and EAPs, which all contribute to employee satisfaction, retention and service excellence (see Table 3).

In addition, to be effective, wellness initiatives must be aligned with the diverse needs of an organisation's workforce, taking into consideration the various job roles, schedules and work environments. Incorporating employee input during design and offering flexible delivery formats are crucial (Varga et al. 2021), as programmes that ignore employee voices or adopt a one-size-fits-all approach often result in low participation and limited success.

Moreover, Solnet and Golubovskaya (2023) point out that the most effective outcomes arise when there is a shared commitment between the organisation and employees, which they term 'coproduction/harmony'. A wellness culture, where support is embedded at all levels (from top leadership to direct supervisors), significantly increases the likelihood of sustained behaviour change and service quality improvement. In addition, wellness initiatives that are aligned with organisational values and framed as part of CSR are more likely to enhance employee engagement and loyalty (Yu et al. 2024). This strategic framing strengthens employees' emotional connection to the organisation and fosters service commitment.

**TABLE 3:** Thematic summary of the relationship between workplace well-being initiatives and service quality.

Theme	Key insights	Supporting studies
Relationship between wellness initiatives and service quality	<ul style="list-style-type: none"> <li>There is a positive relationship between workplace wellness initiatives and service quality in customer-facing industries, especially hospitality</li> </ul>	Kristiana et al. (2025); Marshall (2020); Öksüz et al. (2023); Solnet and Golubovskaya (2023); Torres and Zhang (2021); Varga et al. (2021); Yu et al. (2024)
Wellness initiatives are positively related to service quality	<ul style="list-style-type: none"> <li>Service-oriented job crafting</li> <li>Comprehensive wellness programmes</li> <li>Supervisor support</li> <li>CSR-framed wellness programmes</li> <li>Perceived organisational support</li> </ul>	Kristiana et al. (2025); Marshall (2020); Öksüz et al. (2023); Yu et al. (2024); Varga et al. (2021)
Employee outcomes linked to service quality	<ul style="list-style-type: none"> <li>Higher levels of job satisfaction and engagement</li> <li>Increased motivation and affective commitment</li> <li>Reduced turnover intention and job stress</li> <li>Improved self-perceived ability to deliver quality service</li> </ul>	Kristiana et al. (2025); Marshall (2020); Öksüz et al. (2023); Solnet and Golubovskaya (2023); Torres and Zhang (2021); Varga et al. (2021); Yu et al. (2024)
Industry focus	<ul style="list-style-type: none"> <li>The majority of studies focused on the hospitality sector, highlighting common challenges such as emotional labour, job stress and staff turnover</li> </ul>	Kristiana et al. (2025); Marshall (2020); Torres and Zhang (2021); Öksüz et al. (2023); Varga et al. (2021); Solnet and Golubovskaya (2023)
Implementation challenges	<ul style="list-style-type: none"> <li>Short intervention periods hinder the ability to assess long-term impacts on well-being</li> <li>Overemphasis on physical wellness to the neglect of emotional and social dimensions</li> <li>Minimal employee involvement in programme design</li> <li>A lack of structured, evidence-based evaluations of effectiveness</li> </ul>	Torres and Zhang (2021); Varga et al. (2021); Solnet and Golubovskaya (2023)

Note: Please see full reference list of this article, Du Plessis, M. & Rabie, C., 2025, 'Workplace wellness initiatives and service quality in customer-facing industries: A systematic review', *South African Journal of Economic and Management Sciences* 28(1), a6428. <https://doi.org/10.4102/sajems.v28i1.6428>, for more information.

CSR, corporate social responsibility.

Lastly, for wellness initiatives to be effective, they must be implemented over extended periods and their long-term effects must be tracked (Torres & Zhang 2021). Such implementation and monitoring include baseline and follow-up tracking of employee and service outcomes, and adjusting wellness initiatives based on data and feedback to improve relevance and efficacy. Integrating wellness monitoring into regular Human Resources (HR) and performance metrics is crucial for ensuring accountability and continuous improvement.

### Limitations and recommendations for future research

This systematic review presents several limitations that constrain the generalisability and depth of its findings. Firstly, the review focuses predominantly on the hospitality sector, which limits the applicability of results across other customer-facing industries. The small number of included studies ( $n = 7$ ) further restricts the breadth and diversity of insights. Geographical representation is also skewed, with studies primarily conducted in countries such as Indonesia,

Turkey and the United States, and minimal coverage of underrepresented regions like Africa, specifically South Africa. Additionally, the review focuses primarily on employee outcomes and does not incorporate customer perspectives – an essential component of service quality – largely because of the limited number of available studies. Lastly, inconsistent measurement of service quality across studies poses challenges for the comparison and synthesis of results.

To address these limitations, the following recommendation is made: Future research should prioritise empirical, longitudinal studies in customer-facing industries in South Africa to generate robust, empirically validated data on the long-term impact of employee wellness initiatives. Subsequently, qualitative follow-up studies are crucial to capture direct customer perceptions of service quality, thereby bridging the current research gap by integrating the essential customer perspective.

## Conclusion

This systematic review set out to explore how workplace well-being initiatives affect employee well-being and, consequently, influence service quality in customer-facing industries. Drawing on a synthesis of seven empirical studies, predominantly from the hospitality sector, the review provides compelling evidence that wellness initiatives such as comprehensive wellness programmes, service-oriented job crafting, supervisor support and CSR-framed interventions enhance employee well-being, which in turn positively influence service quality outcomes, including customer satisfaction, engagement and organisational performance.

The primary contribution of this review lies in its ability to bridge the gap between employee well-being and customer service quality, offering valuable theoretical insights for scholars and actionable guidance for organisations aiming to enhance customer experiences through employee-centred wellness initiatives. It underscores the importance of supporting employees' mental, emotional and physical health as a strategic driver of improved service delivery and stronger business performance across customer-facing industries. These programmes should be inclusive, holistic and tailored to workforce needs, with shared responsibility across all organisational levels. Given the review's sectoral and geographic limitations, future research should prioritise longitudinal studies in underrepresented regions such as Africa, particularly South Africa, and incorporate customer perspectives to provide a more holistic understanding of how wellness initiatives impact service encounters from both employee and customer perspectives.

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## CRedit authorship contribution

Melissa du Plessis: Conceptualisation, Methodology, Data Curation, Formal Analysis, Writing, Visualisation, Validation. Claudette Rabie: Conceptualisation, Methodology, Formal Analysis, Writing, Validation. All authors reviewed the article, contributed to the discussion of results, approved the final version for submission and publication, and take responsibility for the integrity of its findings.

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## Data availability

The authors declare that all data that support this research article and findings are available in the article and its references.

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