

The role of employee wellness programme in the hospitality industry: a review of concepts, research, and practice

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In the hospitality industry, employees are critical to firm success, through their intimate interactions with customers to create memorable experiences and relationships. A nascent strategy adopted by many hospitality firms seeks to increase employee engagement and commitment through employee wellness programmes. Despite growing recognition of the concept of wellness in the workplace, limited studies discuss the topic systematically. This nascent research stream requires a better understanding of the role of wellness programmes and their influences on employees, customers, firms, and society. Therefore, this study offers a detailed review and synthesis of key concepts and existing knowledge in the industry, which produces a framework for further research, as well as managerial implications.

Keywords: corporate wellness, corporate social responsibility (CSR), employee engagement, customer engagement, profitability, health promotion

Introduction

In the highly competitive hospitality industry (Wang et al. 2014), customers have long been the central focus of hoteliers and restaurant managers (Van Doorn et al. 2010), whereas consideration of employees as key success factors has emerged only relatively recently (Mirvis 2012). Yet hospitality services inherently require frequent, intimate interactions with customers (Tsai et al. 2012), and employees have an important role in ensuring the achievement of customer satisfaction (Tsai 2013), which leads to repeat business and customer loyalty (Van Doorn et al. 2010). Employees act as brand ambassadors (Veleva et al. 2012) and deliver on the value that may be locked in other corporate resources (e.g., financial, physical, technology) by conveying a corporate or brand image to consumers (De Roeck et al. 2013, Kuokkanen et al. 2009).

Because they recognise the importance of employees for delivering superior service (Gollan 2012, Saks and Gruman 2011), researchers and practitioners explore various means to improve employee satisfaction (Argenti and Forman 2004, Kuokkanen et al. 2009) and engagement (Saks and Gruman 2011). For example, many firms hope to enhance employee commitment through employee wellness programmes (Smith and Duffy 2013). Wellness refers to practices aimed at facilitating people's ability to adopt healthy behaviours, abandon unhealthy lifestyles, and ultimately attain optimal health (i.e., good balance of physical, emotional, social, spiritual, and intellectual health) (Employee Health Promotion 2014, Jack and Brewis 2005, Smith and Duffy 2013). The concept of workplace wellness also has grown in popularity worldwide (Byrne et al. 2011). According to a Hewitt Associates (2010) survey, 88% of the more than 500 US companies surveyed indicated their commitment to instituting long-term wellness programmes for their employees, which represented a 25%

increase compared with 2007 (Employee Health Promotion 2014).

Despite these increased practices by business (Carnethon et al. 2009), few studies discuss employee wellness programmes with a systematic view (Watson and Gauthier 2003). This nascent area of study requires a clear summary of what aspects have been studied, what remains unknown, and what the future research agenda should include. To fill this gap, this study provides a systematic review of key concepts and research findings; it also presents several case studies of industry practices related to employee wellness programmes. In turn, it reveals several important implications for individual workers, firms, and society. Specifically, the next section identifies concepts related to employee wellness programmes and their outcomes, both theoretically and empirically, from the perspective of employees, companies, customers, and society. After reviewing business practices pertaining to three existing employee wellness programmes in the hospitality industry, this article concludes with some research priorities and key managerial implications.

Literature review

Employee wellness programmes and health promotion

As demonstrated by reports that nine of ten large companies in the United States offer employee wellness programmes (Gemignani, 1997), these care practices have become very common in workplaces (Byrne et al. 2011), though programme scopes vary widely. For example, some workplaces offer employees fitness centres, health education programmes, health testing, or incentive/disincentive programmes targeted at health behaviours (e.g., dieting, smoking) or outcomes (e.g., lowered cholesterol, body fat) (Carnethon et al. 2009, Pelletier

2009). Generally, action plans for initiating employee wellness programmes include (Employee Health Promotion 2014): (1) surveys of the health status and needs of employees, (2) identification of suitable programmes and interventions, according to the survey findings, (3) implementation and promotion of chosen wellness programme, (4) incentives to motivate participation; (5) measures of programme impact (Burton et al. 2005), and (6) adjustment or modification of programmes in response to the outcomes. Company policies and procedures can be established to support employees' participation in the worksite wellness activities (e.g., flexible work hours) (Carnethon et al. 2009). Ultimately, though, the goal of any employee wellness programme is to transform employees' unhealthy lifestyles into healthy ones, through a combination of efforts that enhance their awareness, change their behaviour, and develop supportive environments for positive health practices (Sorenson and Quintilliani 2009). Of these three components, a supportive environment likely has the greatest impact for producing lasting changes (Sorenson and Quintilliani 2009).

Academic studies often refer to wellness programmes as health promotion programmes, and researchers categorise health promotion as a form of social marketing (Cugelman et al. 2011). Various social marketing scholars have studied health promotion, mainly from a social welfare perspective (e.g., Mistry et al. 2012, Titterton 2006, Wong et al. 2010) or in relation to community campaigns (Coulon et al. 2012, Kaplan and Stone 2013). Fewer investigations establish relationships between health promotion and the economic gains it offer firms. To address this link, the current research considers the role of health promotion and its impact on hospitality businesses.

Positive outcomes of employee wellness programmes

The positive outcomes of wellness programmes for hospitality businesses can be classified into three levels: individual (employees and customers), corporate, and society. Employees, as targeted participants of wellness programmes, represent the direct beneficiaries of the campaigns. When they launch employee wellness programmes, companies tend to provide better health insurance coverage for employees (Aldana et al. 2005), create a supportive environment for nurturing healthy lifestyles (Person et al. 2010), and improve employees' overall health conditions (Watson and Gauthier 2003). Employees thus receive many benefits related to improving their health and living conditions (Kruger et al. 2006; Racette et al. 2009). Furthermore, employees who benefit from such programmes exhibit greater interest in and passion for their jobs (O'Rourke and Sullivan 2003), such that they become engaged employees (Saks and Gruman 2011). Customers, who interact closely with employees and serve as co-producers of the service (Argenti and Forman 2004), also benefit from wellness programmes, because they enjoy a higher probability of interacting with engaged, passionate employees who deliver better services (Saks and Gruman 2014). Accordingly, customers likely are more satisfied when they have been served by an engaged employee who is passionate about her or his job (Deng et al. 2010).

In turn, among the many factors that influence customers' positive word of mouth (Van Hove and Lievens 2007) and repatronage intentions (Hollebeek 2011), satisfied customers

likely generate positive feelings about the company (Deng et al. 2010), which encourages a long-term relationship and customer loyalty (Hollebeek 2011). Both customer loyalty and positive word of mouth help secure greater profitability (Cheng et al. 2013) and revenue growth (Brodie et al. 2011) for firms, which is crucial for their corporate sustainability (Ang 2011). In this sense, firms are key beneficiaries of employee wellness programmes (O'Rourke and Sullivan 2003). For example, Johnson & Johnson estimated that its wellness programmes, implemented since 1995, have helped more than two-thirds of its employees quit smoking and reduced the number of employees who suffer from high blood pressure by more than half (Berry et al. 2010). With these trends, Johnson & Johnson saved a cumulative \$250 million on health care costs over a decade; the return on every dollar spent on the wellness programmes was \$2.71 (Berry et al. 2010).

Previous researchers also identify, empirically or theoretically, several tangible benefits that companies might gain from employee wellness programmes, such as increased productivity (Patterson et al. 2004), employee trust (Gilson 2006), commitment (Makrides et al. 2007), and citizenship behaviours (González and Garazo 2006), as well as reduced turnover (Mosadeghrad 2014) and absenteeism (Ho, 1997). Thus firms acknowledge that maintaining the health of their employees can influence their corporate success (Mokaya et al. 2013). In line with Rosen's (1986, 100) suggestion that 'Healthy people make healthy companies', with greater profitability and returns on investment, industry practitioners appear to concur that healthy people and relationships are central to business success (Pelletier, 1993). This consideration is particularly important in the hospitality industry, because of its challenging working conditions (e.g., night shifts, long working hours, work pressure (Economics 2002). Up to 80% of hotel employees indicate health-related problems related to their work (Economics 2002). The need to understand the role of health promotion programmes thus is especially acute in the hospitality industry, to provide practical implications for practitioners and researchers. Table 1 lists the key studies that have identified consequences of employee wellness programmes that benefit the company; Figure 1 also depicts specific benefits achieved through employee wellness programmes.

Employee wellness programmes implemented by various organisations can have beneficial impacts on society at large (Guzik and Guzik 2013). Employees come from families, whatever form they take, and healthy employees generally bring more happiness to their families, which in turn affects the community and society as a whole. In this sense, sound employee wellness programmes may lead to greater societal happiness. Furthermore, wellness programmes that succeed in one organisation can be applied for the benefit of employees in other firms and the entire community (Saini and Mukul 2012; Whitehead 2005).

Employee wellness programmes and corporate wellness culture

Healthcare costs are high, for both firms and their employees (Stave et al. 2003). No company can afford unlimited, comprehensive healthcare coverage for all their employees (Naydeck et al. 2008), which suggests that relying on companies to offer health insurance coverage is not sustainable in the long term (Stave et al. 2003). Corporate wellness programmes offer an

effective means to manage health care costs, as an operational issue (O'Rourke and Sullivan 2003). Unlike traditional health-care benefits, these programmes focus on prevention and the goal of a healthy workplace (O'Rourke and Sullivan 2003). Employee health promotion initiatives might include offering employees an attendance bonus, instead of paid sick days, each year; rewarding them for their successful completion of an alcohol or smoking cessation or weight-loss programme; granting hiring and promotion preference to employees with healthy habits; or promoting alternative, complementary health therapies such as chiropractic, acupuncture, yoga, and massage. Medical research has demonstrated that people who use such complementary health treatments maintain healthier lifestyles, take fewer medications, are more productive, and have lower absenteeism than the average worker (Cahill and Lancaster, 1996; Wardle et al. 2012). A corporate wellness culture seeks to promote the notion of self-care (Godfrey et al. 2011), such that to promote wellness, firms provide employees with sufficient tools to manage their own health, while offering support and resources. In contrast, traditional health care programmes for employees tend to fail because of the increased healthcare costs involved (Naydeck et al. 2008).

Employee wellness programmes and corporate social responsibility (CSR)

Implementing employee wellness programmes might be a form of corporate social responsibility (CSR), focused on employees (Porter and Kramer 2004). Socially responsible corporations launch various wellness programmes for employees to facilitate their voluntary behavioural changes or improve the overall wellbeing of the workforce (Carroll and Shabana 2010). The European Agency for Safety and Health at Work (2004) reports a close relationship between worksite wellness programmes and CSR, according to 11 in-depth case studies of European corporations that have integrated their wellness activities in their overall CSR agenda. Because strong worker wellness can be attributed to a company's social actions, wellness programmes are integral to CSR. Therefore, we propose that companies that offer employee wellness programmes practice CSR. In turn, as previous studies indicate, firms with sound CSR practices can enhance their corporate image among employees (Mirvis 2012).

In the hospitality industry in particular, firms operate in highly competitive environments (Wang et al. 2014), which makes it difficult for them to maintain their competitive advantages. As service providers, hospitality businesses cannot achieve this goal without the assistance of their employees (Xin and Mattila 2013). Therefore, employee attitudes and behaviours relate closely to hospitality firms' performance. Previous studies of human resource and stakeholder management examine employees' attitudes and behaviours using constructs such as organisational trust (Lin 2010), organisational commitment (Ali et al. 2010), or job satisfaction (Valentine and Fleischman 2008). Sound CSR, such as that associated with a company that ensures health and safety at work, can enhance such positive perceptions among employees (Mirvis 2012), in line with social and legislative expectations that corporations act in socially responsible ways (Petersen 2008). For example, the World Health Organization (2007) stresses the need for corporations to promote employees' wellness: 'the development of the health promoting workplace will be a prerequisite

for sustainable social and economic development' (Petersen 2008, p. 118). Similarly, the Luxembourg Declaration on Workplace Health Promotion in the European Union (2007) emphasised that an employee wellness programme is 'a modern corporate strategy' (Battel-Kirk et al. 2009, p. 14), vital to social legitimacy and effectiveness. In the face of high absenteeism and turnover rates, due to stress, burnout, and other health problems related to job demands (Baum, 1998; Blaxter, 1990), employee wellness programmes constitute an important CSR approach, by which employers can contribute to their employees' health and well-being, and to society as a whole. Figure 2 summarises these connections among employee wellness programmes, CSR, and a corporate wellness culture.

Successful business practices

Marriott International's Takecare Wellness Initiative

If you take great care of your employees, they'll take good care of the guests and the guests will return again and again. (John Willard Marriott, founder of Marriott Inc.)

The founder of the Marriott hotel chain proposed a basic wellness programme in the 1930s, when the company existed solely as a root beer stand and restaurant. When the cook failed to show up to work one day, JW Marriott decided to initiate a programme to help keep his employees healthy and happy. He hired a doctor to provide healthcare; a few years later, he added a surgeon to the payroll.

Today, these programmes are greatly expanded. Since 2010, Marriott International Inc. has provided its 'Takecare Wellness Initiative' for employees of all of its 16 hotel brands around the world (Marriott International Inc. 2012a). The Initiative is rooted in Marriott's basic philosophy of taking care of its associates (Marriott 2011); it provides employees with various tools and resources to manage their health and achieve their goals (Marriott International Inc. 2012b), including free smoking cessation programmes, preventive care, comprehensive health assessment, and access to free health coaches (Marriott 2011). A designated network of hotel-based wellness champions supports worksite health challenges and delivers resources and assistance to associates, to nurture their healthy lifestyles (Marriott 2013). Both the health coaches and wellness champions provide suggestions and information about how to make the best use of the healthcare programme and benefits, as well as advice on how to use Takecare Wellness programmes (Marriott 2011). Each hotel and resort also personalises the programme to fit the needs and health status of the employees at that hotel.

The Takecare Wellness Initiative originally was introduced through Marriott's Living Our Core Values programme (Marriott International Inc. 2012b), which also highlights Marriott's clear recognition that many of its employees are working parents. To ensure a pleasant working environment, or 'corporate wellness culture,' Marriott thus offers family-friendly Takecare Wellness Initiatives that help employees maintain a sound balance between work and home, while still granting them opportunities to advance in their careers.

Both its corporate wellness culture and the Takecare Wellness Initiative have earned Marriott widespread accolades. For example, in 2012, *Working Mother* magazine named it the

Table 1: Consequences of Employee Wellness Programmes from the perspective of company benefits

Author/Year	Journal	Constructs	Method	Context	Key findings
Hochart and Lang (2011)	<i>Population Health Management</i>	1. Risk category 2. Blood pressure 3. Total non-fasting cholesterol 4. Body mass index	Experimental	Employee groups that participated in the programme for 3 consecutive years	Worksite wellness programme affected the employer culture and helped healthy employees stay at low risk, while reducing risk levels for those at moderate or high risk.
Baicker et al. (2010)	<i>Health Affairs</i>	1. Wellness programmes 2. Medical spending. 3. Absenteeism	Meta-analysis	Prior peer-reviewed meta-analyses of employee wellness programmes	1. Medical costs decreased about \$3.27 for every dollar spent on wellness programmes 2. Absentee costs decreased about \$2.73 for every dollar spent.
Jensen (2011)	<i>Perspectives in Public Health</i>	1. Healthy worksite food environment (through interventions), 2. Productivity-enhancing effects	Systematic literature review	Systematic search of literature on worksite intervention trials and observational cross-sectional studies	A healthy worksite food environment (through interventions) enhanced productivity.
Loepke et al. (2008)	<i>Population Health Management</i>	1. Employee health risks 2. Health conditions 3. Productivity	Survey	543 employees who completed a health risk assessment in both 2003 and 2005	Integrated population health enhancement positively affected productivity and employees' health risks.
Kaspin et al. (2012)	<i>Population Health Management</i>	1. Wellness interventions 2. Economic outcomes. 3. Health-related outcomes	Systematic review	PubMed, ABI/Inform, and Business Source Premier databases, as well as <i>Corporate Wellness Magazine</i>	Improved economic outcomes were associated with health care costs, returns on investment, absenteeism, productivity, workers' compensation, and utilization, in addition to decreased health risks.
Anderko et al. (2012)	<i>Preventing Chronic Disease</i>	1. Community prevention 2. Clinical prevention 3. Public health infrastructure and training 4. Research and surveillance focused on workforce wellness	Conceptual	General employees	Worksite wellness programmes have cost benefits. saving companies money in health care expenditures and producing positive returns on investments.
Dulebohn et al. (2009)	<i>Human Resource Management Review</i>	1. Context of employer-sponsored benefits 2. Benefit satisfaction 3. Pensions 4. Health care 5. Work family benefits	Literature review	General employees	Five benefit topics were identified as emerging issues for further research.
Henke et al. (2012)	<i>Health Affairs</i>	1. Health spending 2. Return on investment	Comparison study	Medical and drug cost trends of Johnson & Johnson employees compared with those of employees working in a similar industry and firm size	In 2009, average annual per employee savings were \$565, which equaled about \$1.88–\$3.92 saved for every dollar spent on the programme.

Table 1: (cont.)

Author/Year	Journal	Constructs	Method	Context	Key findings
Goetzel et al. (2005)	<i>Journal of Occupational & Environmental Medicine</i>	1. Worker demographics 2. Job categories 3. Risks 4. Medical expenditures	Case study design	Dow Chemical Company's employees	Successful health risk reduction efforts brought about significant returns on investment to the company.
Yen et al. (2010)	<i>International Journal of Workplace Health Management</i>	1. Return on investment 2. Comprehensive worksite health programme	Time period analysis and historical trend analysis	Employee population	The returns on comprehensive worksite health programme were greater than the programme investment.
Morrison and MacKinnon (2008)	<i>Healthcare Management</i>	1. Stakeholder engagement 2. Employee participation, involvement 3. Organizational culture 4. Direct medical economic outcomes 5. Indirect costs 6. Humanistic outcomes 7. Clinical outcomes	Literature review and interviews	Review of scholarly sources and key informant interviews	1. Employees who participated in wellness programmes over a three-year period showed an almost 50% reduction in annual insurance claims. 2. Workplace wellness programmes had a substantial effect on absenteeism, presenteeism, and productivity.
Naydeck et al. (2008)	<i>Journal of Occupational and Environmental Medicine</i>	Elements of the Highmark Wellness Programme	Survey	Participants of wellness programmes vs. risk-matched nonparticipants	Lower future health care costs and a positive return on investment were achieved through the application of well-designed worksite health promotion programmes.

best company for hourly workers, and the National Association of Female Executives recognised Marriott as one of the top companies for executive women (Marriott International Inc. 2012a). These awards reflect Marriott's commitment to help take care of its associates, as well as the benefits of doing so for the company.

Disney's Center for Living Well

Although only one element of a vast corporation, the Disneyworld Resort in Lake Buena Vista, Florida, is also the largest single-site employer in the United States, with nearly 70 000 employees (or in Disney terms, 'cast members'). It attracts approximately 52.5 million visitors annually. To serve all these visitors, Disney depends heavily on the daily performance of its cast members, which means that the health and wellness of employees is critical to the company's success. All Disneyworld employees have access to health benefit packages that include various medical, dental, and vision coverage options, as well as an on-site gym, free health screenings, personal health assessments, flu vaccinations, physical activity programmes, discounted weight-loss programmes, healthy food options in cafeterias and vending machines, and a

customised wellness website. Specialised care and support groups are available to cast members with chronic illnesses, such as diabetes. In addition, cast members can access various types of preventive care.

As a part its preventive care initiative, Disney offers resources to cast members and their dependents, including a state-of-the-art, on-site health and wellness center called the 'Center for Living Well,' which opened in 2008. Located behind Epcot, this Center is a one-stop health and wellness shop that includes labs and facilities for basic radiology, pharmacy, and urgent care. It also provides behavioural health and wellness tools and resources to promote the long-term health and wellness of participants. In implementing these services, the Center for Living Well strongly emphasises confidentiality: The design and layout proactively minimise the chances that cast members will encounter colleagues while waiting for services, and the room designs carefully protect patient identities. A low buzzing sound carries throughout the rooms, creating just enough noise to reduce the risk of private medical conversations being overheard by others.

The architectural design of the Center for Living Well also aims to encourage participation. Disney designers cleverly

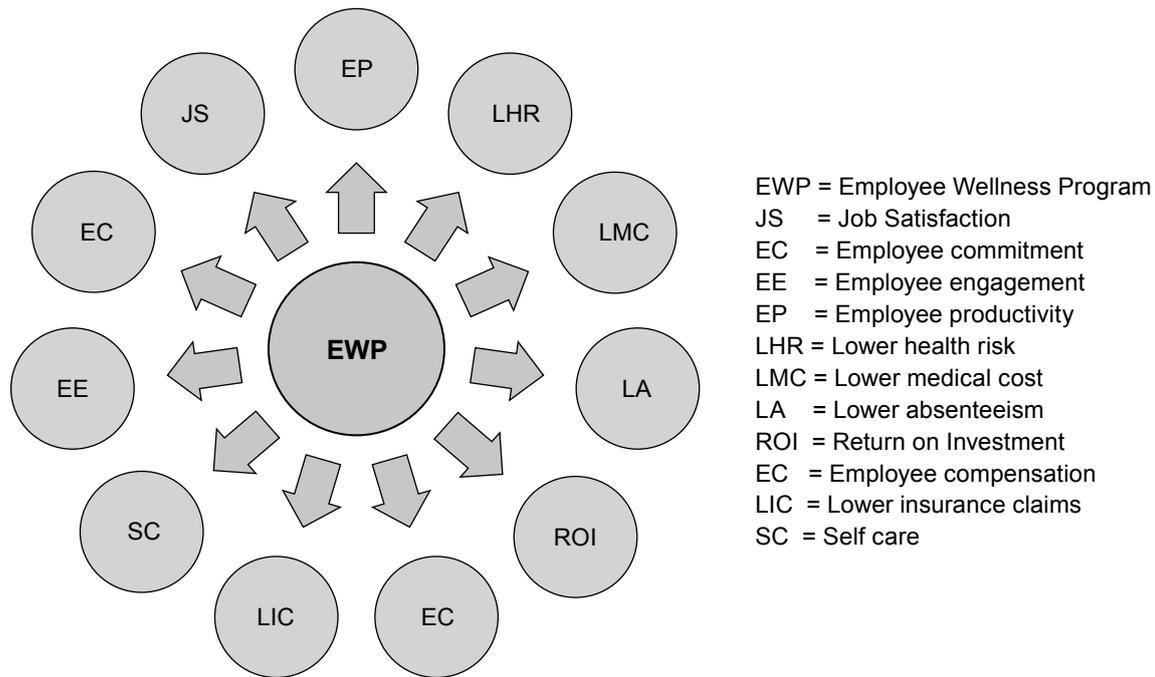


Figure 1: Outcomes of Employee Wellness Programme for company's benefits



Figure 2: Inter-relationship between employee wellness programme, corporate social responsibility, and corporate wellness culture

carved 'hidden Mickey' signatures and inspirational messages into every mural on the clinic walls. Acknowledging the international status of the cast members, these inspirational messages appear in English, Creole, Haitian, Spanish, and Vietnamese, among others. Informational signage at the Center also is displayed in multiple languages; the health staff members not only speak various languages but also have ready translation resources available. Such structural tactics help Disney reach out to engage cast members, though it also has implemented several more direct engagement strategies, including a rewards programme that grants cast members up to \$300 for their participation. Cast members can earn rewards when they meet certain health goals: Those who attain a body mass index of less than 27 or a blood pressure reading of less than 140/90 earn \$150.

Such initiatives mean that Disney largely inspires its cast members to take proactive approaches to their own health and wellness. According to Disneyworld President Meg Crofton, the Center itself 'is a beautiful, warm, inviting place with a focus on helping our cast members think about wellness' (Zanolla 2008), such that in this 'inspirational place ... You walk in there and you can't help but leave thinking, "you know what? I'm going to get on that wellness journey myself".' Similarly, the president of worldwide operations for Walt Disney Parks and Resorts Al Weiss commented, 'There is a lot of momentum around our wellness journey, and we will continue to engage our Cast Members in new and innovative health and wellness opportunities'. Recognising that investing in the health and wellbeing of its people is a smart strategy, Disney and its Center for Living Well combine the best in medical care, pharmacy services, and technology to create a superlative healthcare experience.

Jamba Juice

Jamba Juice strives to promote a healthy, active lifestyle in all that we do as a company. (James D.

White, Chairman and CEO, Jamba Juice Company)

As an active lifestyle company, Jamba Juice operates and franchises stores that offer freshly squeezed juices, whole fruit smoothies, and other healthy menu items. Since its start in California in 1990, the chain has opened 783 outlets globally. In addition, Jamba Juice offers retail products for consumers to enjoy at home, through selected retailers and in some Jamba outlets. In being named, for its second year, as a healthy employer, Jamba Juice was expressly recognised for its innovation and leadership in employee wellness programmes.

The company's underlying concept is to promote healthy living, through a balance among physical activity, good nutrition, and community involvement. Accordingly, the firm

asserts that the key to its internal health is its employee's health and wellness. Jamba Juice thus encourages employees to adopt various wellness practices; provides extensive medical and dental benefits; and offers rewards and incentives to employees who actively participate in wellness programmes. These incentives are extensive and varied, including:

- CEO Health Challenge Programme, which grants participants discounts on various health care benefits, such as gym memberships, and provides opportunities to win rewards (e.g., iPads, gift cards)
- Commuter discount programme, which provides incentives to get employees to use bicycles to commute to work. The company also provides secure indoor bicycle storage for those who use bicycles as alternate vehicles for commuting
- Access to locker and shower facilities at headquarters
- Dedicated lactation lounge for nursing mothers employed there
- Access to a variety of personal health services at a discounted rate
- Employee discount meal programme at workplace
- Pay-for-performance programme with semiannual bonus eligibility
- Paid time off eligibility to allow employees to participate in health related volunteer activities
- Orientation to health issues on their website to help new employees to understand various support mechanisms at the firm
- An intranet site dedicated to employee training, recognition, and engagement in health related activities
- Telecommuting options to alleviate the stress associated with daily commuting.
- Sponsorships of employee teams at various events, such as the Rock N' Roll Marathon Series, San Francisco Marathon, and JPMorgan Chase Corporate Challenge. In the 2012 WIPRO San Francisco Marathon, more than 150 Jamba Juice employees ran, winning the award for the most employees of any company to participate in the event, as well as a second place finish for the corporate team in the half marathon.

Such efforts have earned Jamba Juice Company recognition for promoting health and wellness among its employees. Several news publications collaborated with a wellness-focused research company to identify innovative leaders in employee wellness programmes, and Jamba was among the firms cited. It also won a silver award in the 2012 Health at Work competition, which assesses firms on their comprehensive wellness programmes, promotion, participation rate, and achievement of measurable results. As Vice President of Human Resources Kathy Write explains, 'We strive to promote a healthier world for generations to come'.

Research Priorities

As people pay increasing attention to their health and quality of life, wellness and health promotion have emerged as prominent topics for discussion. Employee wellness programmes not only help reduce healthcare costs but also encourage employees' emotional attachment to their company, customer service performance, and, ultimately, the company's profitability and productivity. However, previous investigations of wellness have adopted mainly social marketing and welfare perspectives, with limited research addressing the business context. A wide range of studies

will be necessary to resolve this literature gap. In particular, the current analysis suggests the following list of topics that demand further research:

- Employee engagement with employee wellness programmes
- Comparative studies of the impacts of various employee wellness programmes on individuals, companies, and society
- Employee-to-employee interactions and their impacts on participation in employee wellness programmes
- Generational differences among employees and their influences on employee wellness programme designs and participation
- Corporate social responsibility and employee wellness programmes
- Corporate culture and employee wellness programmes
- Management style and employee wellness programmes
- Emotional impact of employee wellness programmes
- Innovation in employee wellness programmes
- Technological innovation and employee wellness programmes
- Social networks and employee wellness programmes.
- Service innovation and employee wellness programmes
- Opinion leaders and their effects on employee wellness programmes
- Online social interactions and their effect on employee wellness programme.

Managerial implications

Employee wellness programmes and their related concepts, such as a corporate wellness culture and CSR, are key factors that can influence the success of hospitality businesses. Positive outcomes of employee wellness programmes, such as employee engagement, customer engagement, productivity, profitability, and so forth, emerge from this review of previous literature. In addition, this article presents several successful business practices associated with the employee wellness programmes implemented by leading hospitality firms, for managerial reference. In turn, it offers four main insights.

First, this review should stimulate hoteliers and restaurant managers to recognise the importance of employee wellness programmes, corporate wellness cultures, and CSR, in terms of their benefits for individuals (employees and customers), firms, and society. Hospitality employees have strong, specific wellness needs, because of their challenging working conditions. Launching employee wellness programmes demonstrates the organisation's interest in its employees, which can produce fruitful returns for the firm.

Second, this article lists some useful techniques and action plans for establishing an effective employee wellness programme. Wellness involves more than just physical health; it also encompasses emotional, spiritual, and intellectual health, which contribute to achieving optimal health among employees. Emotional health techniques, alternative and complimentary health modalities, and corporate wellness cultures thus must be included, to facilitate the success of an employee wellness programme and help companies gain positive returns on their investments in it.

Third, though this study focused on the hospitality industry, key points related to wellness programmes likely generalise to other service industries, such as tourism, airlines, retailing, and information technology, or even to manufacturing. Managers

in various industry settings could tailor the findings provided herein to their particular situations to implement effective wellness programmes, build a corporate wellness culture, and engage in CSR.

Fourth, most prior research has focused on the effects of wellness programmes on social welfare and the community. This article instead notes the commercial benefits available from wellness programmes for businesses. Therefore, this study should help inspire social markets and public policy makers to derive effective methods to attract business organisations to join their social campaigns.

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