

EMPLOYEE WELLBEING, CUSTOMER SATISFACTION AND ORGANIZATIONAL PERFORMANCE: AN INTEGRATED MIXED-METHODS ANALYSIS

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Abstract: *Employee wellbeing has emerged as a critical factor linking internal organizational dynamics with external market outcomes, particularly in shaping customer satisfaction and loyalty in contemporary management contexts. This article examines the extent to which employee wellbeing functions as a strategic driver of customer-related outcomes, addressing the research problem of whether it can be considered a key determinant of customer trust and long-term loyalty. The main objective of the study is to analyse how employee wellbeing—as a multidimensional construct encompassing engagement, motivation, and work experience—translates into measurable customer satisfaction and loyalty within an integrated empirical framework. The study adopts a mixed-methods approach, combining qualitative analysis of international secondary datasets (Gallup, Deloitte, Eurofound, PwC) with quantitative primary data collected through a survey of 162 employees across different sectors. The findings indicate a strong positive association between employee wellbeing and customer satisfaction, suggesting that higher levels of engagement, organizational support, and work–life balance are associated with improved customer trust and loyalty. The results highlight the strategic importance of investing in employee wellbeing as a driver of both internal performance and external competitiveness, offering valuable implications for managers seeking to enhance organizational effectiveness and sustainable business success.*

Keywords: *Employee wellbeing; Customer satisfaction; Employee engagement; Service-Profit Chain; Organizational performance*

Introduction

In an increasingly complex and competitive business environment, organizations are required to move beyond traditional performance-oriented models toward more integrated and human-centered approaches to management. Within this context, employee wellbeing has emerged as a critical factor influencing not only internal organizational dynamics but also external market outcomes. Contemporary research highlights that employees represent a key interface between the organization and its customers, and their level of wellbeing significantly shapes service quality, customer satisfaction, and long-term loyalty (Harter, Schmidt & Hayes, 2002). Accordingly, understanding the mechanisms through which employee wellbeing translates into customer-related outcomes has become an important area of inquiry. This study builds on this premise by examining the relationship between employee wellbeing and customer satisfaction within a comprehensive theoretical and empirical framework.

Contemporary Management, Marketing, and Employee Wellbeing

Contemporary management extends beyond operational coordination to a holistic and adaptive system integrating leadership, sustainability, and stakeholder orientation, evolving

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through systemic and contingency perspectives to address complex organizational and societal challenges (Kast & Rosenzweig, 1972; Carroll, 1999; Northouse, 2018; Bass & Riggio, 2006). Successful management has evolved from a purely performance-oriented concept toward a multidimensional approach that integrates long-term value creation, stakeholder orientation, and human capital development, where employee motivation and satisfaction are recognized as critical drivers of organizational effectiveness (Drucker, 1954; Freeman, 1984; Wright & Cropanzano, 2000). Building on this, contemporary research increasingly highlights that employee wellbeing is not only a determinant of internal productivity but also a key antecedent of customer satisfaction and loyalty, thereby revealing a crucial yet still insufficiently explored linkage between internal organizational practices and external market outcomes (Harter, Schmidt & Hayes, 2002). Contemporary management literature emphasizes that the integration of managerial functions and leadership capabilities—combining structural efficiency with inspiration and employee-centered approaches—is essential for fostering employee wellbeing and, consequently, enhancing organizational performance and customer satisfaction (Fayol, 1916; Kotter, 1990; Yukl, 2013; Bass, 1990).

Marketing, conceptualized as an integrated, value-creation and relationship-building process that connects organizational capabilities with customer needs, plays a strategic role in shaping customer perceptions and loyalty, while simultaneously acting as a mechanism through which internal factors such as employee wellbeing are translated into external market outcomes (American Marketing Association, 2017; Kotler & Keller, 2016; Simonović, Miletić & Miletić, 2012). Successful marketing, understood as a holistic and value-driven process that integrates customer experience, relationship-building, and internal organizational alignment, increasingly depends on employee-related factors—particularly wellbeing—as employees act as key carriers of brand value and directly influence customer satisfaction and loyalty (Kotler, 2016; McCarthy, 1960). Marketing professionals, as key actors in value co-creation and organizational–market interface, play a strategic role in translating internal organizational realities—particularly employee wellbeing—into authentic external communication and customer perceptions, thereby reinforcing trust and long-term relationships (Aleksić, 2021; Godin, 2005; Edelman, 2022).

Theoretical Foundations: Service-Profit Chain and Wellbeing as a Driver of Customer Outcomes

Human resources, as a strategic source of competitive advantage, play a dual role in fostering employee wellbeing and transmitting organizational values to customers, whereby investments in employee satisfaction and engagement directly enhance productivity, loyalty, and ultimately customer satisfaction (Barney, 1991; Harter, Schmidt & Keyes, 2003; Aleksić, 2021). The relationship between employee wellbeing and customer satisfaction is theoretically grounded in the Service-Profit Chain model, which demonstrates that investments in internal organizational climate and employee satisfaction drive service quality, customer loyalty, and ultimately superior business performance (Heskett et al., 1997; Anderson, Fornell & Rust, 1997). Employee wellbeing is a multidimensional construct encompassing physical, mental, emotional, and social aspects of work life, and prior studies show that psychologically well and engaged employees achieve higher job satisfaction, stronger performance, lower absenteeism, and more positive customer-related outcomes (Wright & Cropanzano, 2000; Harter, Schmidt & Hayes, 2002; PwC, 2021). Employee wellbeing functions as a critical driver of customer experience and loyalty, as engaged and satisfied employees demonstrate higher empathy, service quality, and relational commitment, thereby directly influencing customer satisfaction and long-term business success (Heskett et al., 1997; Harter, Schmidt & Hayes, 2002).

The effective implementation of employee wellbeing as a structured, multi-phase strategic process—encompassing needs analysis, planning, execution, and evaluation—not

only enhances employee productivity and satisfaction but also translates into improved customer satisfaction and organizational performance, confirming its role as a measurable driver of business outcomes (Robertson & Cooper, 2011; Harter, Schmidt & Keyes, 2003; PwC, 2021). The application of integrated wellbeing techniques—ranging from mental health support and flexible work arrangements to digital health tools and team-based interventions—demonstrates that systematic investment in employee wellbeing enhances engagement, reduces stress, and ultimately contributes to improved customer satisfaction and business performance (Harter, Schmidt & Keyes, 2003; PwC, 2021). Strategically aligned and systematically implemented wellbeing initiatives—supported by leadership, measurable outcomes, and continuous adaptation—are shown to enhance employee productivity and engagement while simultaneously increasing customer satisfaction and organizational profitability, positioning wellbeing as a core driver of competitive advantage (PwC, 2021; Gallup, 2020). Integrated methodological approaches that combine preventive, corrective, and motivational wellbeing practices are essential for achieving sustainable employee engagement and performance, which in turn translates into higher customer satisfaction and organizational success, confirming that no single method is sufficient without a holistic framework (Robertson & Cooper, 2011; Harter, Schmidt & Keyes, 2003; PwC, 2021).

Overall, employee wellbeing has both theoretical and practical significance as a multidimensional and strategic construct that links individual health, engagement, and organizational culture with productivity, customer loyalty, profitability, and sustainable business development (Harter, Schmidt & Keyes, 2003; Seligman, 2011; Gallup, 2020; PwC, 2021).

Scope and Research Framework of the Study

Building on prior research, employee wellbeing has been consistently established as a multidimensional and strategic organizational resource that directly influences employee engagement, performance, and, through mechanisms such as the Service-Profit Chain, customer satisfaction and organizational profitability (Heskett, Sasser & Schlesinger, 1997; Harter, Schmidt & Hayes, 2002; Wright & Cropanzano, 2000; Deloitte, 2019; Eurofound, 2021). However, despite these advances, recent research increasingly highlights the need for integrated, context-sensitive and interdisciplinary approaches that examine the bidirectional relationship between employee wellbeing and customer satisfaction—particularly within digitally transformed, sector-specific and culturally diverse environments—thereby revealing a clear research gap in linking internal employee experience metrics with external customer outcomes in a systematic and empirically grounded manner. While previous studies have predominantly examined employee wellbeing and customer satisfaction as separate constructs, fewer studies have attempted to integrate these dimensions within a single analytical framework combining international secondary datasets and regional employee perceptions. This study contributes to the literature by linking internal wellbeing indicators with customer-related outcomes through a mixed-methods approach and by providing evidence from the Southeast European context.

Accordingly, this study examines how employee wellbeing—as a multidimensional construct encompassing engagement, motivation and overall work experience—translates into measurable customer satisfaction and loyalty outcomes, thereby advancing existing models by integrating internal organizational indicators with external market perceptions within a unified empirical framework.

The central research problem addressed in this study is *whether employee wellbeing can be considered a significant determinant of customer satisfaction, loyalty, and trust, and to what extent internal employee experiences translate into external customer-related outcomes.*

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In this context, the study seeks to address the broader issue of the role of human resources and organizational culture in achieving long-term business success.

Accordingly, the research is structured around the following variables:

- the *independent variable is employee wellbeing*, encompassing physical, mental and emotional wellbeing, as well as employee motivation, engagement and job satisfaction;
- the *dependent variable is customer satisfaction and loyalty*, reflected in perceived service quality, satisfaction with the company relationship, and the propensity for long-term trust.

Based on this framework, the main hypothesis (H_0) is defined as: *Employee wellbeing has a positive effect on customer satisfaction and loyalty*, while additional hypotheses further explore the relationship between employee motivation and consumer loyalty:

- H1: Employees with a higher perceived level of workplace wellbeing report higher levels of work motivation and engagement.
- H2: Higher levels of employee satisfaction are positively associated with higher levels of customer loyalty and customer trust.

Methodology

This study adopts a mixed-methods research design, combining quantitative and qualitative approaches to examine the relationship between employee wellbeing and customer satisfaction. The empirical analysis is primarily based on secondary data sources, complemented by primary survey data and qualitative insights derived from previously conducted interview-based studies. The research covers the period 2019–2023 and integrates data from international reports published within this timeframe. Since the datasets originate from different years and sources, a harmonization procedure involving scale standardization and temporal alignment was applied to improve comparability across indicators.

Research Design, Data Sources and Data Harmonization

The methodological framework was adapted from the research design developed in the author's master thesis on employee wellbeing and customer satisfaction (Hadžihafizović, 2025). The study combines secondary quantitative indicators, secondary qualitative evidence, and primary survey data in order to triangulate findings and strengthen the validity of conclusions. The research design follows a convergent mixed-methods logic in which quantitative and qualitative findings are analysed separately and subsequently integrated during interpretation.

The study relies on secondary empirical data obtained from globally recognized research institutions, including Gallup, Deloitte, Eurofound, and PwC. These sources provide standardized indicators related to employee wellbeing, engagement, and customer satisfaction. The datasets include both quantitative indicators (e.g., engagement rates, Net Promoter Score, trust indices) and qualitative findings (e.g., interview insights), enabling a comprehensive analysis. The target population consists of employees and customers across various industries at global and European levels, enhancing the external validity of the findings.

A harmonization process was applied to ensure consistency across data sources, including standardization of measurement scales, temporal alignment through aggregated intervals, and classification of indicators into independent (employee wellbeing) and dependent (customer satisfaction and loyalty) variables. This integrated approach enables robust correlational and comparative analysis, supporting the testing of the main hypothesis that employee wellbeing positively influences customer satisfaction.

Overall, the methodological framework ensures analytical rigor and validity, while effectively linking theoretical models with empirical evidence from contemporary organizational contexts.

Qualitative Approach: Interview-Based Analysis

The qualitative component is based on secondary analysis of interview data from prior studies conducted by organizations such as Deloitte (2019) and Gallup (2020). These interviews, involving employees, managers, and Human resource (hereinafter: HR) professionals, provide in-depth insights into employee experiences, organizational culture, and perceived impacts of wellbeing initiatives. The qualitative analysis follows an interpretative approach, focusing on identifying recurring themes such as work–life balance, psychological safety, leadership support, and employee engagement. These findings are used to contextualize quantitative results and explain underlying mechanisms linking employee wellbeing to customer satisfaction.

Quantitative Approach

The quantitative component combines secondary data analysis with primary research conducted through an online questionnaire in March 2025. The survey included 162 respondents from various industries, with a particular focus on the retail and IT sectors due to their differing organizational cultures and HR practices. A convenience sampling approach was used due to accessibility considerations and the exploratory nature of the study.

The questionnaire consisted of 14 closed-ended items measuring employee perceptions of workplace wellbeing factors. Respondents evaluated each statement using a four-point scale ranging from 1 (not important) to 4 (very important). Participation was voluntary and anonymous. The survey was conducted among employees in the Republic of Srpska and included respondents of different ages, educational backgrounds, and employment sectors.

The aim was to assess employees' perceptions of working conditions, interpersonal relationships, professional development opportunities, and managerial support, and to examine how these dimensions influence motivation, job satisfaction, and organizational commitment.

To ensure comparability across heterogeneous data sources, all indicators were standardized to a 0–100 scale, including the transformation of Likert-scale data. Two composite indices were constructed:

- the WB-Index (employee wellbeing) and the
- CS-Index (customer satisfaction and loyalty).

The WB-Index was operationalized as a composite indicator incorporating employee engagement, work–life balance, perceived organizational support, and flexible working arrangements. The CS-Index integrated customer-related indicators including satisfaction, loyalty, trust, and recommendation measures. Prior to index construction, all variables were standardized to a common 0–100 scale to ensure comparability across heterogeneous datasets.

Descriptive statistics and comparative analysis were applied to identify patterns and relationships between variables.

Results

Qualitative Part: Empirical Evidence on the Relationship Between Employee Wellbeing and Customer Satisfaction

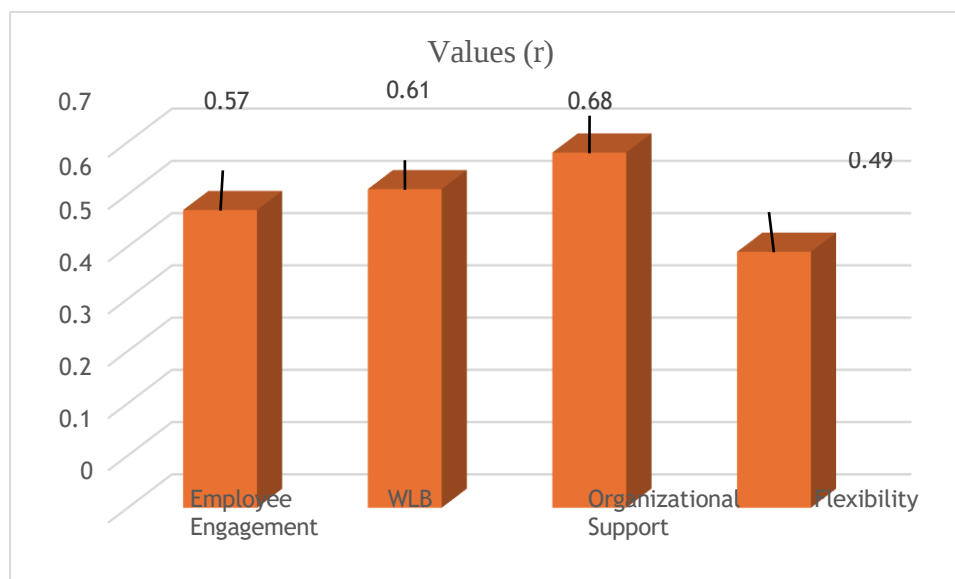
The empirical findings derived from international datasets confirm a consistent and empirically observable positive relationship between employee wellbeing and customer satisfaction, thereby supporting the theoretical assumptions of the Service-Profit Chain model (Heskett, Sasser & Schlesinger, 1997) and its contemporary extensions in global research (Gallup, 2022; Deloitte, 2019; Eurofound, 2021; PwC, 2021). Specifically, the results indicate that low levels of employee engagement—evidenced by only 23% of highly engaged employees and 44% experiencing daily stress (Gallup, 2023)—coexist with increasing organizational awareness of wellbeing, as reflected in the importance of work–life balance (61%) and perceived employer support (68%) (Deloitte, 2019; Eurofound, 2021), suggesting that wellbeing remains unevenly distributed but strategically recognized.

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At the same time, customer-related indicators demonstrate that organizations with higher levels of employee wellbeing achieve superior outcomes, including increased customer satisfaction (+10%) and loyalty (+12%) (Gallup, 2020), as well as high trust indices (up to 82/100) and recommendation rates (68%) (Deloitte, 2019; Eurofound, 2021), which aligns with the positive correlation identified in earlier models ($r = 0.45$) (Heskett et al., 1997). Furthermore, the findings reveal that specific dimensions of wellbeing—such as employee engagement, perceived organizational support, and work–life balance—differentially influence customer experience, with engagement primarily affecting perceived service quality, while psychological safety and organizational support contribute to long-term trust and loyalty.

Overall, the results provide robust empirical evidence that employee wellbeing functions as a critical mediating mechanism between internal organizational conditions and external market performance, confirming that investments in employee wellbeing simultaneously enhance workforce motivation and customer satisfaction, thereby reinforcing sustainable competitive advantage (PwC, 2021). The descriptive statistics and correlation analysis provide clear empirical support for the relationship between employee wellbeing and customer satisfaction. As shown in Table 1 and Figure 1, all observed wellbeing indicators demonstrate a positive correlation with the CS-Index, confirming that improvements in employee wellbeing are consistently associated with higher levels of customer satisfaction and loyalty. The strongest relationship is identified for the WB-Index ($r = 0.66$) and employee engagement ($r = 0.62$), indicating that overall wellbeing and active employee involvement are the most influential drivers of customer-related outcomes.

Figure 1. Correlation of Wellbeing Indicators with the CS-Index



Source: Author's calculation based on Gallup (2023), Deloitte (2019), Eurofound (2021), Regional Cooperation Council (2020).

Work–life balance ($r = 0.58$) and perceived organizational support ($r = 0.55$) also show substantial correlations, highlighting the importance of systemic organizational practices in shaping both employee experience and external service quality. Although flexible working arrangements ($r = 0.47$) exhibit a comparatively lower correlation, they remain a relevant complementary factor within a broader wellbeing strategy.

The findings provide consistent empirical support for the proposed hypotheses. However, due to the exploratory nature of the study and the use of aggregated secondary

indicators, the results should be interpreted as evidence of positive associations rather than proof of causal relationships. First, the results directly confirm the main hypothesis (H_0), as consistently positive correlations across all wellbeing indicators demonstrate that higher levels of employee wellbeing are consistently associated with higher levels of customer satisfaction and loyalty. Second, the strong relationship between wellbeing dimensions—particularly engagement, support, and work–life balance—and organizational outcomes is consistent with H_1 , indicating that employees with higher perceived wellbeing exhibit greater motivation and engagement. Finally, the observed increases in customer satisfaction, trust indices, and loyalty metrics in organizations with stronger wellbeing practices confirm H_2 , demonstrating that higher levels of employee satisfaction are positively associated with customer loyalty and trust. Overall, the qualitative and secondary-data findings collectively confirm that employee wellbeing not only enhances internal motivation and engagement but also translates into improved customer satisfaction, trust, and long-term loyalty.

Table 1. *Descriptive Statistics and Correlations (2019–2022)*

Indicator	Mean Value	SD	Min–Max	Correlation with CS-Index (r)
Employee Engagement (Gallup)	23	5.2	18–30	0.62
Work–Life Balance (Eurofound)	77.1	4.5	70–82	0.58
Perceived Organizational Support (Deloitte/EF)	68	6.3	60–75	0.55
Flexible Working Arrangements (SEE)	42	7.1	35–50	0.47
WB-Index (Composite)	52.5	6.0	45–62	0.66

Source: Author’s calculation based on Gallup (2023), Eurofound (2021), Deloitte (2019), Regional Cooperation Council (2020).

In Table 1, the correlation coefficients are based on aggregated secondary indicators obtained from international reports and should be interpreted as exploratory associations at the organizational level rather than individual-level relationships.

Quantitative Part: Employee Perceptions of Workplace Wellbeing Factors

The quantitative sample consisted of 162 respondents, predominantly female (74%), with males representing 26%. Most participants were employed in the private sector (79%), followed by the public sector (17%) and a smaller share of entrepreneurs (4%). A high proportion of respondents (85%) held permanent employment contracts, indicating relatively stable working conditions. In terms of age, the majority (approximately 75%) were between 25 and 45 years old, representing the most economically active population. Regarding education, the sample was balanced, with around 40% holding secondary education and 40% higher education degrees, while a smaller share held postgraduate qualifications.

The quantitative survey results provide a comprehensive insight into how employees perceive the importance of different wellbeing dimensions within the workplace. As presented in Table 2, all analysed items achieved relatively high average scores, ranging from 3.05 to 3.84 on a four-point scale, indicating that respondents generally consider all listed factors as important or very important for their job satisfaction and overall wellbeing.

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Table 2. *Quantitative Overview of Survey Respondents' Responses*

No.	Statement	Mean Score
1	Working fewer hours for the same pay	3.45
2	Having meals at work adapted to dietary preferences	3.10
3	Having access to high-quality healthcare	3.73
4	Having training and development opportunities that facilitate job performance	3.60
5	Receiving support and understanding from supervisors	3.80
6	Receiving support and understanding from colleagues	3.77
7	Having a pleasant working environment	3.84
8	Not being exposed to noise during working hours	3.40
9	Having access to recreational activities	3.20
10	Organizing team-building activities to strengthen relationships with colleagues	3.30
11	Having access to psychological support	3.05
12	Having a designated person responsible for workplace atmosphere	3.25
13	Having a person responsible for internal communication with employees	3.28
14	Having a person responsible for conflict prevention and management	3.35

The highest-rated factors are strongly related to interpersonal relationships and the overall work environment. In particular, a pleasant working atmosphere ($M = 3.84$), support and understanding from supervisors ($M = 3.80$), and support from colleagues ($M = 3.77$) stand out as the most significant contributors to employee wellbeing. These findings clearly emphasize the importance of social interaction, organizational culture, and emotional support in shaping positive employee experiences.

In addition to interpersonal factors, employees also place high importance on structural and developmental aspects, such as access to quality healthcare ($M = 3.73$) and opportunities for training and professional development ($M = 3.60$). These results suggest that wellbeing is perceived as a multidimensional construct that integrates both personal security and professional growth.

Moderately high scores are observed for working conditions, including shorter working hours for the same salary ($M = 3.45$) and reduced exposure to workplace noise ($M = 3.40$), indicating the relevance of work–life balance and physical working conditions. Meanwhile, somewhat lower scores are associated with additional organizational initiatives such as recreational activities ($M = 3.20$), team-building ($M = 3.30$), and formal roles related to communication and conflict management ($M \approx 3.25$ – 3.35). The lowest-rated factor is psychological support ($M = 3.05$), suggesting that although recognized, it is still less emphasized compared to other dimensions.

These findings are consistent with H1 and suggest that employees perceive workplace wellbeing factors as important antecedents of motivation, engagement, and job satisfaction. Employees who perceive supportive relationships and a positive work environment report higher satisfaction, which is a key antecedent of engagement. Furthermore, the results indirectly support H2, as dimensions such as communication quality, trust, and organizational support—identified as critical by respondents—represent foundational mechanisms through which employee satisfaction can translate into improved customer relationships. In this context, the results indicate that employees prioritize immediate interpersonal support and a positive work climate over more formalized or institutional wellbeing measures, highlighting the critical role of organizational culture in influencing employee wellbeing.

Discussion

The findings of this study confirm that employee wellbeing is not merely an internal human resource practice, but a strategic organizational resource that significantly shapes customer satisfaction and loyalty. The research problem—whether and to what extent employee wellbeing influences customer satisfaction and whether it can be considered a key factor in building customer trust and loyalty—was addressed through the integration of theoretical models, secondary international and regional data, and primary survey findings. The results support the main hypothesis that employee wellbeing has a positive effect on customer satisfaction and loyalty.

The findings are consistent with the Service-Profit Chain model, which argues that satisfied and engaged employees provide higher-quality service, leading to more satisfied and loyal customers and, ultimately, stronger business performance (Heskett, Sasser & Schlesinger, 1997). In this study, this theoretical assumption was supported by the positive correlation between the WB-Index and CS-Index, where the composite wellbeing indicator showed the strongest relationship with customer satisfaction and loyalty. This confirms that wellbeing should not be understood through isolated measures only, but as an integrated construct combining engagement, work–life balance, organizational support and flexibility.

The results also correspond with earlier findings by Harter, Schmidt and Hayes (2002), who demonstrated that employee engagement is closely linked to productivity, customer satisfaction and profitability. In the present study, employee engagement showed one of the strongest correlations with customer satisfaction, indicating that motivated and emotionally connected employees are more likely to create positive customer experiences. Similarly, Wright and Cropanzano (2000) emphasized the role of psychological wellbeing in employee performance, which is also reflected in the survey findings, where respondents rated a pleasant working environment, support from supervisors and support from colleagues as the most important wellbeing factors.

The first supporting hypothesis was broadly supported by both secondary evidence and employee perceptions collected through the survey. International findings from Gallup and Deloitte show that organizations with engaged employees achieve higher productivity and lower turnover, while the survey conducted among 162 respondents in the Republic of Srpska showed that interpersonal support, professional development and healthcare are perceived as highly important for job satisfaction. This indicates that wellbeing is strongly rooted in everyday organizational culture, communication and managerial support.

The second supporting hypothesis, that employee satisfaction contributes to customer loyalty and trust (H2), was also supported. The findings are aligned with Eurofound and PwC reports, which indicate that companies investing in wellbeing achieve stronger customer recommendation rates and higher levels of trust. This confirms that employee wellbeing has an external dimension: customers often experience the internal climate of an organization through employee behaviour, communication and service quality.

The added theoretical value of this study lies in connecting management, marketing and human resource perspectives within a single framework. While previous studies often examined employee wellbeing as an internal organizational issue or customer satisfaction as an external marketing outcome, this article demonstrates their interdependence. The use of the WB-Index and CS-Index also offers methodological value by transforming complex and multidimensional concepts into measurable indicators. Beyond human resource management, the findings suggest that employee wellbeing should be viewed as a strategic management issue. Investments in wellbeing influence organizational culture, service quality, customer relationships, and ultimately competitive positioning. Therefore, wellbeing management should be integrated into broader organizational strategy rather than treated solely as an HR function.

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From a practical perspective, the results suggest that managers should treat wellbeing as an investment, not as a cost. Companies that systematically support employees through positive work climate, health protection, training, psychological safety, flexible work arrangements and supportive leadership can expect stronger employee motivation and better customer relationships. This is especially important in service-intensive sectors such as retail, banking, tourism and IT, where employee–customer interaction directly affects perceived service quality.

The regional dimension of the study is also important. In Southeast Europe, wellbeing practices are still developing and are not equally implemented across sectors. The survey results show that employees in the regional context particularly value social and emotional dimensions of wellbeing, such as respectful communication, understanding from supervisors and a pleasant working atmosphere. This suggests that before introducing advanced wellbeing tools, organizations should first strengthen the basic foundations of trust, support and internal communication.

However, the study also has limitations. The secondary data were drawn from different international sources using different scales, timeframes and methodologies, which required standardization and harmonization. Although this enabled comparison, future research should use more unified instruments. In addition, further studies should include larger local samples, longitudinal data and direct customer responses in order to examine how changes in employee wellbeing affect customer loyalty over time. Future research should also explore digital wellbeing, hybrid work, generational differences and the relationship between wellbeing and innovation. Younger employees may value flexibility and development opportunities more strongly, while older employees may prioritize job security and healthcare. Understanding these differences could help organizations design more effective and inclusive wellbeing strategies.

Overall, the study confirms that employee wellbeing functions as a bridge between internal organizational culture and external market success. It strengthens employee motivation, improves service quality, builds customer trust and contributes to long-term competitiveness. Therefore, wellbeing should be understood as a central element of contemporary management and marketing strategy, rather than as a peripheral HR activity.

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