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Customer-Environment Interaction and Its Influence on Wellness Tourism in Rishikesh

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Abstract

Purpose – This study assesses the value co-creation process in wellness tourism by developing and testing a structural equation model (SEM) that examines how tourists' interactions with the environment, service personnel, and fellow customers influence tourist engagement and perceived wellness impact, within the context of Rishikesh, India.

Design/methodology/approach – Data were collected via self-administered questionnaires from visitors at prominent yoga centres and spa facilities in Rishikesh. The survey measured interactions with the environment, with service staff, and with other customers, along with perceived value and engagement. A total of 300 valid responses were analysed using structural equation modelling.

Findings – The results indicate that customer-perceived value (CPV) has a positive effect on customer engagement (CE), and that CPV itself is significantly influenced by three types of interaction: customer-environment interaction, customer-service-staff interaction, and peer (customer-customer) interaction. Based on these insights, managerial recommendations are offered to enhance engagement in wellness tourism settings in Rishikesh.

Originality/value – By focusing on CPV and its antecedents in the wellness tourism domain, this study addresses a relatively underexamined area. It contributes to the understanding of how value co-creation processes in wellness environments shape both perceived value and engagement among tourists.

Keywords – wellness tourism; customer-environment interaction; customer-service employee interaction; customer-customer interaction; customer perceived value; customer engagement

Paper type – Research paper



1. Introduction

The rapid advancement of technology—particularly the proliferation of the Internet, social media, and smartphones—has transformed how businesses engage with customers. These developments have intensified focus on customer engagement (CE) across industries. CE refers to interactive relationships in which customers actively participate in a brand's activities, fostering deeper connections with both the company and its offerings (Schee et al., 2020). In recent years, this concept has gained widespread attention. For example, Harmeling et al. (2017) report that before 2007, there was almost no interest (as measured by Google searches) in “customer engagement,” whereas by 2017, the number of search queries had risen to over six million. Vohra & Bhardwaj (2019) also note that in the twenty-first century, CE has become a central motif in marketing discussions.

In the hospitality and tourism sectors, CE plays an especially important role. These sectors are defined by high levels of customer involvement, emotionally-rich experiences, and strong visual, sensory, and hedonic components (Hao, 2020; Liu et al., 2019; So et al., 2020; Zhang et al., 2021). Tourists engage with destinations via their experiences, through interactions with service personnel, and increasingly through sharing their experiences on social media. Engaged tourists are more likely to build emotional attachments to destinations, which in turn strongly influences loyalty and intentions to revisit. Some studies indicate that gender may moderate these effects—behavioral and psychological differences between males and females can lead to different levels of engagement (Kim, Chiang, & Tang, 2017).

Wellness tourism has emerged as a particularly fast-growing segment that magnifies the importance of CE. Defined as travel undertaken primarily to improve physical, mental, or spiritual wellbeing—often through holistic activities that do not require medical intervention—wellness tourism includes spa treatments, yoga retreats, nature-based wellness activities, and similar offerings (Jolliffe & Cave, 2012). As wellness tourism expands globally, understanding how tourists engage in this domain becomes increasingly critical.

Existing research in wellness tourism has largely focused on motivations for seeking wellness travel, characteristics of wellness tourists, demand trends, and impacts on local communities (e.g., Chen et al., 2008; Hun Kim & Batra, 2009; Lehto et al., 2006; Mak et al., 2009; Medina-Muñoz & Medina-Muñoz, 2013). For example, destinations such as hot springs, forest parks, and spa resorts are frequently chosen for their relaxing, restorative qualities (Thal & Hudson, 2019). However, a gap remains in the literature in terms of how engagement arises from specific types of interaction within wellness tourism—namely interactions with the environment, with service personnel, and with other tourists.

In the broader tourism literature, several antecedents of tourist engagement have been identified—destination quality and electronic word of mouth (eWOM) being among them (Jraisat et al., 2015; Yoon, 2015). Destination quality often encompasses the physical environment, the standard of service, and the wellness-aligned activities available. When these elements are strong, they tend to foster deeper engagement because tourists are able to more fully immerse in rejuvenating, relaxing, or spiritually meaningful experiences.



Despite these findings, there is limited empirical work examining how different types of interaction (environment-, staff-, peer-based) contribute to perceived value in wellness tourism, and thus influence engagement. Because wellness tourists often desire more meaningful, holistic, and immersive experiences than typical leisure tourists, understanding these interaction effects is important. Moreover, though the tourism and hospitality fields have studied CE in relation to outcomes like satisfaction, loyalty, revisit intention etc., the unique qualities of wellness tourism may mean that interaction effects and value perceptions operate differently in this sub-domain.

Research Question

Given this gap, this study poses the following research question:

How do customer-environment interaction (CEI), customer-service employee interaction (CSI), and customer-customer interaction (CCI) influence customer-perceived value (CPV) and customer engagement (CE) in wellness tourism?

2. Literature Review and Hypotheses

The Stimulus–Organism–Response (S-O-R) theory offers a solid foundation for understanding how external environmental stimuli (S) influence internal emotional and cognitive states (O), which in turn lead to observable behavioral responses (R) (Mehrabian & Russell, 1974; Surovaya et al., 2020). In disciplines such as environmental psychology, consumer behaviour, and pro-environmental tourism, S-O-R has been widely used to examine how external factors (stimuli) trigger internal states (organism) that result in responses like satisfaction, engagement, or behaviour change (Kim et al., 2020; Su & Swanson, 2017; Tang et al., 2019).

In tourism and service management, this model is especially useful for exploring how tourists' interactions with their environment—including physical surroundings, service atmospherics, social interactions—shape their feelings and cognitions, which then influence outcomes like engagement, loyalty, or value perception. For example, store atmospherics has been shown to influence emotional responses (pleasure, arousal, etc.) that mediate outcomes such as satisfaction or purchase behavior (Jin et al., 2021; Loureiro et al., 2021). Another theoretical lens relevant here is Service-Dominant Logic (S-D Logic), proposed by Vargo & Lusch. This framework emphasises that value is co-created—not delivered unilaterally by the service provider, but through the interactive participation of all actors in the service ecosystem. Value arises through integrating both operand resources (tangible, physical) and operant resources (intangible: skills, knowledge, engagement) in collaborative exchange. S-D Logic thus provides a strong underpinning for studying how various interactions contribute to perceived value.

In tourism specifically, S-D Logic has been used to show how tourists, service providers, and even other tourists or local community actors act as resource integrators. Through interactions among these actors—and between them and the environment—value emerges in use, is experienced, and contributes to outcomes like loyalty or satisfaction. Additionally, social contact—face-to-face interactions between tourists, hosts, service staff, and other customers—is often a key element in how tourists perceive and experience destinations (Cushner & Brislin,



1996; Yu & Lee, 2014). Social contact helps build authentic destination experiences, strengthens emotional bonds, and enriches the sense of value co-created in the tourist's journey (Choi & Sirakaya, 2005; Fan et al., 2017; Maoz, 2010; Maruyama et al., 2017).

2.1 Integration of S-O-R and S-D Logic in Wellness Tourism Interaction

By integrating S-O-R and S-D Logic, a coherent theoretical basis emerges for examining how specific interaction types in wellness tourism act as stimuli (S) that influence internal states of perceived value and engagement (O), leading to behavioural responses such as deeper engagement or positive wellness outcomes (R). In wellness tourism settings, stimuli may include environmental elements (natural surroundings, ambiance, cleanliness), service staff behaviour (empathy, competence, professionalism), and interaction with other tourists (peers).

Engagement in the wellness context is likely to result when these stimuli are favourable, leading to higher perceived value (i.e., when tourists believe the experience is worth their time / investment) which then drives stronger behavioural responses—such as higher involvement, loyalty, or positive word-of-mouth.

2.2 Hypotheses Development

Drawing from the above theoretical foundations and existing literature, the following hypotheses are proposed for the wellness tourism context:

H1: Customer-environment interaction (CEI) positively influences customer-perceived value (CPV).

Rationale: Natural and built-environment stimuli—such as serenity, cleanliness, ambiance, scenic beauty—are key in wellness tourism. When these environmental factors are favourable, they are likely to enhance the value tourists perceive in their wellness experience.

H2: Customer-service employee interaction (CSI) positively influences CPV.

Rationale: Interactions with service staff (competence, attitude, responsiveness, care) often mediate tourists' perceptions of service quality and contribute to value in experience-oriented settings. In wellness tourism, where personal attention and service are critical, these interactions become even more important.

H3: Customer-customer interaction (CCI) (i.e., interaction with peers / other tourists) positively influences CPV.

Rationale: Peer interactions can provide social support, shared experiences, and even co-learning (e.g. in yoga classes or group wellness activities), enhancing the perceived value of the overall wellness experience.



H4: CPV positively influences customer engagement (CE).

Rationale: When tourists perceive high value in their wellness experience (value in environment, staff interactions, peer interactions), they are more likely to become engaged—emotionally, cognitively, behaviorally—with the wellness service or destination.

H5: CPV mediates the relationships between CEI, CSI, CCI and CE.

Rationale: The effect of interactions (environment, service staff, peers) on engagement is expected to occur through the perceived value. In other words, favourable interactions enhance perceived value, which in turn drives engagement.

2.3 The Role of Tranquility Experience in Wellness Tourism

Tranquility is a cornerstone of wellness tourism, offering a sanctuary for mental serenity and emotional balance. However, its interpretation is deeply influenced by cultural and linguistic contexts. For example, Hu et al. (2020) examine tranquility within the framework of Chinese culture, illustrating how concepts such as peace and serenity vary cross-culturally. This highlights the importance of being cautious when generalizing tranquility, especially in tourism studies based on English-language research (Blasi et al., 2022).

In English, the Oxford English Dictionary (2023) defines tranquility as both a state of mind and a characteristic of weather or environmental elements. The word originates from the Latin *tranquillitas*, famously discussed by the Stoic philosopher Seneca, who focused on tranquility as a mental state. Shakespeare is credited with popularizing its use in English through his plays like *Othello* and *Henry IV* (Collins Dictionary, 2016), where he explored tranquility's psychological aspects. During the 17th and 18th centuries, the term began to be applied to physical environments such as gardens and rural landscapes, connecting peaceful surroundings with mental well-being (Zhuang, 2021). Parry-Jones (1972) elaborates on this connection by describing how some British asylums were built in scenic rural areas to promote tranquility and aid the mental recovery of patients, reinforcing the link between serene environments and mental health.

This relationship between environment and tranquility was further explored in psychological studies. Russell et al. (1981) studied participants in outdoor environments in Vancouver and found that the adjective "tranquil" was frequently used to describe natural settings, often alongside other positive terms like "peaceful" and "calm." This led to a growing interest in disentangling the subjective meanings of such terms in different environmental contexts. Herzog and Bosley (1992) further examined the concept by showing American undergraduates images of predefined environmental settings, asking them to rate these settings using adjectives like tranquility, pleasantness, spaciousness, and mystery. This research suggests that tranquility is deeply connected to how people perceive their surroundings, making it an essential component of wellness tourism.



2.4 Personalized Service Interaction and Employee Well-being

Wellness tourism, particularly in hospitality, relies heavily on service employees who interact with guests in creating personalized experiences. These workers play a crucial role in ensuring customer satisfaction but often face challenging work environments. Hospitality employees, including those working in wellness communities, are known to experience high stress levels due to frequent customer interactions (Blomme et al., 2009) and are expected to maintain a positive demeanor despite the challenges (Jung & Yoon, 2014). Heart-of-house employees, such as cooks and housekeepers, endure physically strenuous and sometimes hazardous working conditions (Zhang et al., 2020), further exacerbating their stress. The combination of low wages, irregular schedules, and poor work-life balance adds to the difficulty of maintaining personal well-being (DiPietro & Condly, 2007; Deery, 2008).

The wellness of these employees is vital to their performance and to the overall success of wellness tourism enterprises. Studies suggest that employee wellness programs can enhance job performance, motivation, and engagement (Ott-Holland et al., 2019; Mattke et al., 2013). Furthermore, wellness programs are financially beneficial to companies, offering potential savings through reduced absenteeism and turnover (Osilla et al., 2012). In the hospitality industry, access to wellness programs has been linked to higher levels of subjective well-being among employees (Gordon & Adler, 2017), which is also associated with lower turnover intention (Aboobaker et al., 2019; Gordon et al., 2019). These findings emphasize the importance of prioritizing employee wellness in wellness tourism, where service providers' emotional and physical health directly impacts their ability to deliver quality personalized services.

Peer Engagement in Wellness Communities

Peer engagement also plays a crucial role in fostering community and enhancing the wellness experience. Peer specialists, individuals with lived experience of mental health challenges, are increasingly recognized as valuable members of wellness communities. They provide emotional and social support to individuals undergoing similar challenges, offering a unique form of care rooted in shared experience (Solomon, 2004). These peer specialists have been shown to improve treatment engagement, self-efficacy, and community integration through individual and group-based psychosocial interventions (Chinman et al., 2014; Davidson et al., 2012).

The role of peers in wellness communities is particularly relevant in contexts where formal healthcare systems fail to address culturally specific needs, as seen in community-based participatory research focusing on marginalized groups (Corrigan et al., 2015). Peers often "speak the same language," both literally and socioculturally, which allows them to offer companionship that validates experiences of structural oppression and exclusion (Repper, 2013; Faulkner & Basset, 2012). This empathetic and trust-based peer engagement is integral to wellness communities, creating spaces where participants feel understood and supported on their wellness journeys.

Tranquility, personalized service interaction, and peer engagement all play pivotal roles in the experience of wellness tourism. By fostering tranquil environments, ensuring the well-being of service employees, and emphasizing peer support, wellness tourism can effectively cater to the physical, mental, and emotional needs of participants. These components work in tandem to create holistic wellness experiences that go beyond the surface level of relaxation to promote deeper well-being and community connection.



2.5 Research Model

Building upon the foundational principles of value co-creation and S-D Logic, this study posits that interactions among customers, the environment, service employees, and fellow tourists collectively influence the Perceived Wellness Impact. This perceived impact, in turn, is hypothesized to enhance Wellness Involvement. The conceptual framework is grounded in Vargo and Lusch's (2016) assertion that value is co-created through dynamic interactions within a service ecosystem. Additionally, the model integrates findings from recent research indicating that wellness tourism experiences significantly affect tourists' hedonic and eudaimonic well-being, with tourist satisfaction serving as a mediating variable MDPI.

2.6 Hypotheses

H1: Customer–Environment Interaction and Perceived Wellness Impact

While traditional views emphasize the importance of natural surroundings in wellness tourism, recent studies suggest that environmental beauty alone may not suffice to ensure a positive wellness experience. For instance, Dolnicar et al. (2020) argue that tourists often seek more dynamic and engaging activities, and Li and Zhang (2021) note that environmental beauty alone is insufficient to deliver long-term wellness benefits. Therefore, it is hypothesized that:

H1: Positive interactions with the environment (e.g., natural landscapes, tranquility) positively influence the Perceived Wellness Impact.

H2: Personalized Service Interaction and Perceived Wellness Impact

The quality of personalized service is a critical determinant of wellness tourism experiences. Research indicates that service quality and staff expertise significantly influence perceived wellness. For example, Zhang and Tseng (2021) highlight the strong impact of service quality on perceived wellness, and He et al. (2020) emphasize that personalized, attentive service enhances overall wellness experiences. Thus, it is hypothesized that:

H2: High-quality personalized service interactions positively influence the Perceived Wellness Impact.

H3: Peer Engagement and Perceived Wellness Impact

Peer engagement plays a crucial role in fostering community and enhancing the wellness experience. Peer specialists, individuals with lived experience of mental health challenges, provide emotional and social support, improving treatment engagement and community integration PMC. Therefore, it is hypothesized that:

H3: Positive peer engagement positively influences the Perceived Wellness Impact.

H4: Perceived Wellness Impact and Wellness Involvement

Building upon the bottom-up spillover theory, which suggests that positive experiences in one domain can enhance well-being in other domains MDPI, it is hypothesized that:

H4: A higher Perceived Wellness Impact leads to increased Wellness Involvement.

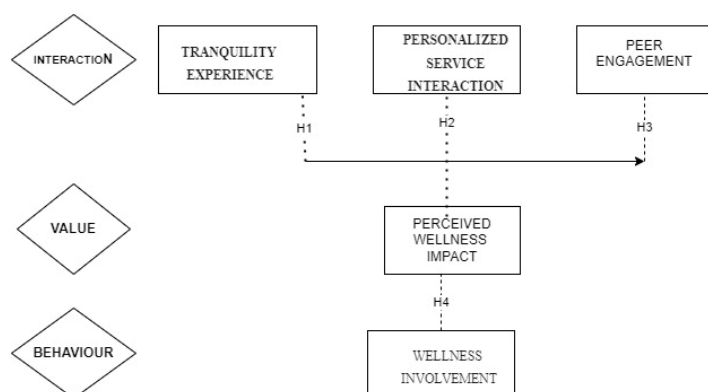


Figure 1: Conceptual model of this study

Source: Authors Own

3. Methodology

3.1 Measurements

To accurately measure the constructs depicted in Figure 1, a survey instrument was meticulously designed and validated through a comprehensive review of relevant literature. The questionnaire was crafted in English and then translated into Hindi to ensure linguistic accuracy and cultural appropriateness. The survey consisted of three primary sections: the introduction, the scale details, and demographic questions.

Customer–Environment Interaction:

The scale for measuring customer–environment interaction was adapted from Lin and Liang (2011). This scale includes seven items designed to capture the extent to which customers interact with and perceive the value of their natural and built environment during their wellness tourism experience. The items assess aspects such as the ambiance, scenic beauty, and tranquility of the environment, which are crucial in wellness tourism.

Customer–Employee Interaction:

Customer–employee interaction was measured using a six-item scale adapted from Harris and Ezech (2008). This scale evaluates the quality and effectiveness of interactions between customers and service personnel, including aspects like staff responsiveness, expertise, and friendliness. The interaction with employees is crucial in wellness tourism as it directly impacts the overall experience and perceived value.

Peer Engagement:

To gauge customer-to-customer interactions, Yoo et al. (2012) provided a four-item scale. This scale measures the nature and quality of interactions among customers, such as sharing experiences and socializing during their wellness activities. Positive interactions between customers can enhance the overall perceived value of the wellness experience.



Perceived Wellness Impact:

The CPV scale, developed by Walsh et al. (2014) based on the PERVAL model, includes 12 items that capture various dimensions of perceived value: value for money, social value, emotional value, and functional value. This scale assesses the relative benefits customers perceive from their wellness tourism experience compared to the costs involved. The four dimensions help in understanding how different aspects of the experience contribute to overall perceived value.

Wellness Involvement:

Wellness Involvement was measured using a scale adapted from Vivek (2009), which includes three characteristics: social connection, conscious participation, and enthusiasm. These dimensions reflect the depth of involvement and interaction customers have with the wellness service, highlighting their commitment and emotional connection.

Each question in the survey was rated on a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree) to capture varying levels of agreement and perceptions. The final section of the survey collected demographic information to profile respondents and understand their backgrounds.

3.2 Data Collection

Research Design

This study employed a quantitative research design utilizing a self-administered survey to collect data from wellness tourists. The survey aimed to assess various factors influencing the wellness tourism experience, including customer-environment interaction, customer-employee interaction, peer engagement, perceived wellness impact, and wellness involvement. The data collection process was structured to ensure reliability and validity, adhering to ethical standards in research.

Sample and Sampling Method

The study targeted tourists who had recently participated in wellness tourism activities. A total of 299 respondents were surveyed, all of whom were in-house guests at 34 wellness centers. These centers were strategically selected from popular wellness tourism destinations to capture a diverse range of participants. The sampling method employed was non-probability purposive sampling, allowing the researchers to specifically target individuals who had experienced wellness tourism and could provide relevant insights. Researchers approached wellness centers and obtained permission to interact with their guests, ensuring that participants had firsthand experience of the wellness services offered.

Data Collection Procedure

Data collection was conducted through face-to-face interactions with wellness tourists during their stay at the wellness centers. One of the authors approached in-house guests, explained the purpose of the study, and invited them to participate in the survey. Each respondent was provided with a self-administered questionnaire designed to capture their motivations, preferences, and experiences related to wellness tourism. The questionnaire was structured to be completed within 10–15 minutes, ensuring minimal disruption to the participants' wellness activities.

Ethical Considerations and Consent to Participate

Ethical guidelines were strictly adhered to throughout the study. Prior to collecting any data, ethics approval was obtained from the appropriate institutional review board. During the data collection process, all participants were informed about the purpose of the research, their voluntary participation, and their right to withdraw at any time without any consequences. Informed consent was obtained from each participant before they completed the survey. To ensure privacy, all data were anonymized, and personal identifiers were not collected, ensuring confidentiality and safeguarding participant information. This ethical approach ensured that participants were fully aware of their involvement in the research, their rights, and the secure handling of their data throughout the study.

This methodology aligns with best practices in tourism research, emphasizing ethical data collection and participant engagement. By adhering to these standards, the study aimed to provide reliable and valid insights into the factors influencing wellness tourism experiences.

4. Results

4.1 Respondents' Profile

The survey engaged 300 wellness tourists who visited prominent wellness destinations in Rishikesh, including Parmarth Niketan, Triveni Ghat, and various yoga centers. Demographic analyses revealed a diverse participant pool, encompassing various age groups, genders, occupations, and educational backgrounds. Detailed descriptive statistics on these variables provide a comprehensive understanding of the sample population.

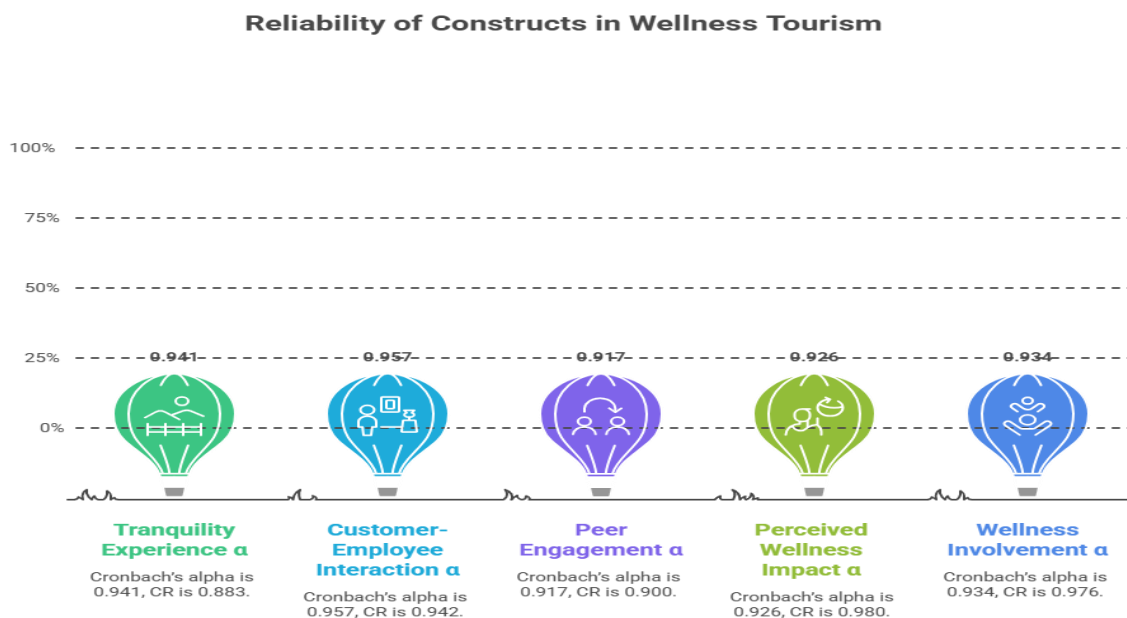


Figure 2: Reliability of Constructs in Wellness Tourism

Source: Authors Own



4.2 Reliability and Validity Analysis

1. Common Method Bias (CMB)

To assess potential common method bias, Harman's single factor test was conducted. The confirmatory factor analysis (CFA) results indicated that the single-factor model exhibited poor fit indices: $\chi^2 = 7,560.098$, NFI = 0.648, TLI = 0.650, CFI = 0.669, RMSEA = 0.136. In contrast, the five-factor model, representing distinct constructs—Customer-Environment Interaction, Customer-Employee Interaction, Peer Engagement, Perceived Wellness Impact, and Wellness Involvement—demonstrated a good fit: $\chi^2 = 1,901.599$, NFI = 0.912, TLI = 0.936, CFI = 0.941, RMSEA = 0.058. The chi-square difference test ($\Delta\chi^2 = 5,658.499$, $\Delta d.f. = 17$, $p < 0.001$) confirmed that the five-factor model fit significantly better than the single-factor model, indicating that common method bias is not a major concern in this study.

2. Reliability Analysis

Reliability of the constructs was assessed using Cronbach's alpha and Composite Reliability (CR). All constructs demonstrated high internal consistency:

Tranquility Experience: $\alpha = 0.941$, CR = 0.883

Customer-Employee Interaction: $\alpha = 0.957$, CR = 0.942

Peer Engagement: $\alpha = 0.917$, CR = 0.900

Perceived Wellness Impact: $\alpha = 0.926$, CR = 0.980

Wellness Involvement: $\alpha = 0.934$, CR = 0.976

Cronbach's alpha values and CR scores exceeding 0.7 indicate good internal consistency across all scales.

3. Convergent Validity

Convergent validity was assessed using Confirmatory Factor Analysis (CFA). The five-factor model showed a good fit to the data, with $\chi^2 = 1,901.599$, NFI = 0.912, TLI = 0.936, CFI = 0.941, RMSEA = 0.058. The Average Variance Extracted (AVE) for each construct exceeded the recommended minimum value of 0.50, and all standardized factor loadings were significant ($p < 0.01$), ranging from 0.630 to 0.965. This confirms that convergent validity was achieved for all constructs.

4. Discriminant Validity

Discriminant validity was tested by comparing the AVE for each construct with the highest



shared variance with other constructs. For instance, the AVE for Customer-Environment Interaction was 0.520, which was less than the highest shared variance with Customer-Employee Interaction (0.702), but higher than other constructs. Additionally, chi-square difference tests between constrained and unconstrained models showed significant differences (e.g., $\Delta\chi^2 = 42.010$, $p < 0.001$) for comparisons between Customer-Environment Interaction and other constructs, further confirming discriminant validity.

4.3 The Structural Model

The structural model was evaluated using Structural Equation Modeling (SEM) to test the proposed hypotheses. The model demonstrated a good fit to the data, with the following fit indices:

Chi-square (χ^2) = 1,957.593

Normed Fit Index (NFI) = 0.909

Tucker-Lewis Index (TLI) = 0.934

Comparative Fit Index (CFI) = 0.939

Root Mean Square Error of Approximation (RMSEA) = 0.059

These indices indicate that the model adequately represents the relationships among the constructs.

Hypotheses Testing

H1: Customer-Environment Interaction → Perceived Wellness Impact

Path coefficient ($\gamma = 0.511$)

Statistical significance ($p < 0.001$)

This result supports the hypothesis that interactions with the environment positively influence the perceived wellness impact.

H2: Customer-Employee Interaction → Perceived Wellness Impact

Path coefficient ($\gamma = 0.389$)

Statistical significance ($p < 0.001$)

This finding confirms that interactions with service employees positively impact the perceived wellness impact.



H3: Peer Engagement → Perceived Wellness Impact

Path coefficient ($\gamma = 0.116$)

Statistical significance ($p < 0.001$)

This indicates that customer-to-customer interactions also positively affect the perceived wellness impact, though to a lesser extent compared to customer-environment and customer-employee interactions.

H4: Perceived Wellness Impact → Wellness Involvement

Path coefficient ($\beta = 0.989$)

Statistical significance ($p < 0.001$)

This strongly supports the hypothesis that higher perceived wellness impact leads to greater wellness involvement.

Comparative Analysis

The effects of customer-environment interaction (CEI) and customer-employee interaction (CSI) on perceived wellness impact did not exhibit significant differences ($Z = 1.368$).

Significant differences were found between the effects of CEI and peer engagement (CCI) ($Z = 5.753$), and CSI and CCI ($Z = 5.116$), indicating that interactions with the environment and service employees have a greater influence on perceived wellness impact compared to interactions between customers.

In summary, the structural model analysis provides strong evidence supporting the proposed relationships among customer-environment interaction, customer-employee interaction, peer engagement, perceived wellness impact, and wellness involvement. These findings contribute to a deeper understanding of the factors influencing wellness tourism experiences.

4.4 Discussion

The results of this study show that the Tranquility Experience has negative effects on CPV (see Table 3 with coefficients of -0.41 and a standard error of 0.019). This value however is insignificant which led to the conclusion that CEI has no effect on CPV. Moreover, this research considers not only the effects of the customer-environment interaction but also the influence of the customer-employee and customer-customer interactions.



Table 2 Convergent validity test		
Latent constructs and measures		Factor loading
Customer-environment interaction		
1	The air quality is good	.82
2	The layout is organized	.84.
3	The odor is pleasant	.89
4	The physical facilities are attractive	.86
5	Background music is enjoyable	.81
6	The colors of the interior are pleasant	.79
7	The lighting is comfortable	.85
Personalized Service Interaction		
8	The service staff understands my needs.	.87
9	The service staff shows a commitment to satisfying my need	.89
10	The service staff is friendly to me.	.89
11	The service staff has the professional knowledge to provide support.	.91
12	The service staff provides prompt support.	.90
13	The service staff is helpful.	.87
Peer Engagement		
14	I have established friendships with other tourists met here.	.83
15	I like spending time with other tourists	.93
16	The other tourists in A make my time there happier.	.86
17	There is a good opportunity will run into one of my friends	.82
Perceived Wellness Impact		
Functional value (Cronbach's $\alpha = 0.926$)		
18	The service has consistent quality.	.87
19	The service is well made.	.92
20	The service has an acceptable standard of quality.	.91
Emotional value (Cronbach's $\alpha = 0.927$)		
21	The service is one that would enjoy.	.92
22	The service would make me want to use it	.90
23	The service would make me feel good.	.98
Value for money (Cronbach's $\alpha = 0.930$)		
24	The service is reasonably priced.	.90
25	The service offers value for money.	.89
26	The service is a good product for the price.	.92
Social value (Cronbach's $\alpha = 0.908$)		
27	The service would help me to feel acceptable.	.90

28	The service would improve the way I am perceived	.83
29	The service would make a good impression on other people	.87
Wellness Involvement		
Enthusiasm (Cronbach's $\alpha = 0.942$)		
30	I spend a lot of my discretionary time in	.88
31	I am heavily into A	.93
32	I am passionate about A	.90
33	My days would not be the same without A	.87
Conscious participation (Cronbach's $\alpha = 0.808$)		
34	Anything related to A grabs my attention	.85
35	I like to learn more about A	.93
36	I pay a lot of attention to anything about A	.52
Social interaction (Cronbach's $\alpha = 0.919$)		
37	I love coming to A with my friends	.90
38	I enjoy A more when I am with others	.84
39	It is more fun when other people around me travel to A	.65
Note: "A" refers to the wellness enterprise/resort previously mentioned by the respondents		

Table 3	Results of the tests of the structural model						
Hypothesis	Path	Estimate	S.E.	C.R.	p	Standardized regression weight	Test results
H1	CEI -----> CPV	-.041	.019	-2.222	.026	-.053	Not Supported
H2	CSI -----> CPV	.783	.045	17.601		.874	Supported
H3	CCI -----> CPV	.347	.028	12.471		.397	Supported
H4	CPV -----> CE	.961	.059	16.203		.904	Supported
Notes: CEI = customer-environment interaction; CSI = customer-service employee interaction; CCI = customer-customer interaction; CPV = customer-perceived value; CE = customer engagement; S.E. = standard error; C.R. = critical of ratio. ____ p < 0.001							

The study's findings provide significant insights into the dynamics of customer interactions and their impact on perceived value and engagement in wellness tourism. The results underscore the importance of both customer-employee and customer-customer interactions in enhancing the overall wellness experience.



Customer-Employee Interaction (H2)

The study confirms that interactions between customers and service employees have a substantial positive effect on customer-perceived value (CPV). With a path coefficient of 0.783 and a standard error of 0.045, this relationship is statistically significant. This aligns with the findings of Kandampully and Solnet (2019), who emphasized that employees in wellness tourism settings play a crucial role in co-creating value by understanding customer needs and communicating wellness concepts effectively. Such interactions help in delivering personalized experiences that contribute to the physical, mental, and spiritual well-being of tourists.

Customer-Customer Interaction (H3)

The study also highlights the positive impact of customer-to-customer interactions on CPV, with a path coefficient of 0.347 and a standard error of 0.028. This finding is consistent with the research by Gruen et al. (2007), who found that positive customer-to-customer exchanges can enhance perceptions of value creation. In wellness tourism, these interactions often involve sharing wellness knowledge and supporting each other's well-being journeys, leading to improved self-confidence, self-esteem, and social status among participants.

Customer-Perceived Value and Customer Engagement

Furthermore, the study demonstrates that CPV has a direct and strong positive influence on customer engagement (CE), with a path coefficient of 0.961 and a standard error of 0.059. This suggests that when customers perceive high value in their wellness experiences, they are more likely to engage actively with the service provider, participate in wellness activities, and share their experiences with others. This aligns with the findings of Marbach et al. (2016) and Itani et al. (2019), who observed that perceived value significantly influences customer engagement behaviors.

Comparative Analysis

The comparative analysis further reveals that the effects of customer-environment interaction (CEI) and customer-employee interaction (CSI) on CPV are statistically similar, indicating that both interactions are equally important in enhancing perceived value. However, both CEI and CSI have a significantly greater impact on CPV compared to customer-customer interaction (CCI), highlighting the primary role of direct interactions with the environment and service employees in shaping the wellness experience.



5. Conclusion, contributions and suggestions

5.1 Conclusion

In conclusion, the study underscores the multifaceted nature of value creation in wellness tourism, where interactions with the environment, service employees, and fellow tourists collectively contribute to a holistic and engaging wellness experience.

This study underscores the pivotal role of Perceived Wellness Impact (PWI) in shaping the wellness tourism experience in Rishikesh. The city's serene environment, rich spiritual heritage, and diverse wellness offerings significantly contribute to the enhancement of Customer Perceived Value (CPV). Interactions between tourists and their surroundings—such as the tranquil atmosphere, scenic beauty, and variety of wellness options—are crucial in elevating CPV. To further enhance CPV, wellness centers should focus on creating inviting environments that align with visitors' expectations for spirituality and holistic well-being.

The staff at wellness centers, particularly yoga instructors, play a vital role in elevating client satisfaction and CPV through their expertise, attitudes, and personalized guidance. Ongoing training and professional development are essential to ensure that employees provide high-quality interactions and contribute effectively to co-creation processes. Additionally, fostering positive customer interactions through community-building activities, such as workshops and group events, can enhance CPV by promoting shared wellness experiences.

Engaging customers actively through word-of-mouth referrals, repeat business, and participation in wellness initiatives is closely linked to higher CPV. Wellness centers must, therefore, implement strategies to boost Wellness Involvement by offering exceptional service, creating captivating environments, and nurturing a strong sense of community. To remain competitive and attract wellness travelers, wellness facilities in Rishikesh should focus on several practical strategies: designing serene and aesthetically pleasing environments, incorporating customizable features like adjustable lighting and music, investing in staff development, and promoting positive customer interactions through social events and online platforms. Tailoring services to meet diverse customer needs and continuously improving based on feedback will enhance CPV and support customer loyalty and advocacy.

5.2 Research Contributions

This study contributes to the understanding of Perceived Wellness Impact within the context of wellness tourism, particularly through the lens of value co-creation. It fills a gap in the literature by exploring how interactions between customers and various stakeholders influence CPV, applying the Service-Dominant (S-D) logic and value co-creation framework to wellness tourism. While previous research has often examined CPV and value co-creation in general tourism management, this study offers new insights into the unique wellness tourism context of Rishikesh and Uttarakhand. It empirically investigates the relationship between customer interactions and CPV, enhancing theoretical knowledge and practical understanding of these dynamics.

Furthermore, this study examines how CPV impacts Tourist Engagement within wellness tourism. Although previous studies have established a positive correlation between perceived

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value and customer engagement, they have primarily focused on online communities or specific service sectors. This research extends the findings to wellness tourism, providing valuable insights for local operators and policymakers in Rishikesh and Uttarakhand to enhance customer experiences and engagement through value co-creation strategies.

5.3 Recent Developments in Rishikesh's Wellness Tourism Landscape

In recent months, Rishikesh has witnessed significant developments in its wellness tourism sector. On June 21, 2025, President Droupadi Murmu celebrated the 11th International Yoga Day in Dehradun, emphasizing yoga's role in promoting global unity and holistic health. The Chief Minister of Uttarakhand, Pushkar Singh Dhami, unveiled India's first state-level Yoga Policy for Uttarakhand, which includes plans to establish five yoga hubs by 2030 and integrate yoga services in all AYUSH centers by 2026. The policy also aims to transform locations like Rishikesh into global yoga hubs, aligning with the vision of making Uttarakhand a leading destination for yoga, Ayurveda, and wellness tourism. The Times of India

Additionally, diplomats from over 25 countries gathered at Parmarth Niketan Ashram in Rishikesh to participate in International Yoga Day celebrations themed 'Yoga for One Earth, One Health.' This event highlighted yoga's holistic benefits and its alignment with the Indian philosophy of global unity, 'Vasudhaiva Kutumbakam.' The gathering underscored Rishikesh's role as a central hub for global yoga and wellness tourism. The Times of India

These initiatives reflect a concerted effort to position Rishikesh at the forefront of global wellness tourism, leveraging its rich spiritual heritage and serene environment to attract wellness travelers worldwide.

To effectively enhance Perceived Wellness Impact (PWI) and performance in the wellness tourism sector, businesses in Rishikesh and Uttarakhand should focus on several key areas:

Service Environment:

Enhancing the Setting: Wellness tourism businesses should create and maintain serene, aesthetically pleasing environments that align with guests' wellness and spiritual goals. Offering various facilities, such as hot spring pools and health equipment, as well as customizable features like background music and lighting, can meet diverse customer preferences.

Use of Multimedia: Implement multimedia tools to educate customers about wellness products and services, thereby enhancing their immersion in the service environment.

Service Employees:

Professional Knowledge and Skills: Service employees should possess in-depth knowledge and skills related to wellness services. Investing in continuous training will improve their ability to recommend appropriate options and interact with clients effectively, thereby enhancing PWI.



Customer-Customer Interaction:

Encouraging Positive Interactions: Wellness enterprises should promote positive customer interactions by facilitating knowledge and experience sharing. Designing service processes to manage negative interactions, such as creating zones for different customer demographics or needs, can enhance the overall experience.

Online Platforms: Utilize online platforms to enable convenient and high-quality interactions among customers and between customers and the enterprise, integrating these with offline experiences.

Understanding Customer Needs:

Tailoring Interactions: Recognize that different age groups may have varying preferences for interaction. Adapting services and promotions to these preferences, whether for face-to-face or online interactions, will better meet customer needs and enhance their experience.

Promoting PWI and Customer Engagement (CE):

Enhancing Customer Engagement: By focusing on PWI and CE, wellness tourism enterprises can gain insights into improving product and service offerings. Strategies that enhance functional, emotional, social, and monetary value can lead to higher customer satisfaction, loyalty, and engagement, creating a competitive advantage.

Implementing these strategies will help wellness tourism enterprises in Rishikesh and Uttarakhand improve customer experiences, foster value co-creation, and achieve sustainable growth in a competitive market.

5.4 Limitations and Future Research

This study provides valuable insights into the impact of various interactions on PWI in the wellness tourism sector of Rishikesh and Uttarakhand. However, it is subject to several limitations that should be addressed in future research.

Scope of Interactions: The study primarily examines three types of interactions—customer-environment, customer-employee, and customer-customer interactions. However, the service ecosystem perspective suggests that other stakeholders and forms of interaction could also influence CPV. Future research should consider a broader range of interactions, including those with additional stakeholders such as local communities, regulatory bodies, and service providers, to provide a more comprehensive understanding of the factors affecting CPV in the wellness tourism context.

Focus on Hot Springs Tourism: A significant portion of the field survey was conducted in hot springs resorts, which may limit the generalizability of the findings to other forms of wellness

tourism prevalent in Rishikesh and Uttarakhand, such as yoga retreats and spiritual tourism. Future studies should include a more diverse range of wellness tourism experiences to ensure that findings are applicable across different types of wellness activities and settings.

Positive vs. Negative Interactions: The study predominantly focuses on positive interactions and does not account for the potential impact of negative customer interactions. Previous research indicates that negative interactions can significantly influence CPV. Future research should incorporate measures of both positive and negative interactions to provide a more nuanced understanding of how different types of customer interactions affect CPV.

Reciprocal Relationship Between CPV and Customer Engagement: While this study confirms the relationship between CPV and Wellness Involvement, it does not extensively explore the reciprocal relationship between CE and customer interactions. Investigating how CE influences customer interactions and vice versa could offer deeper insights into enhancing customer experiences and loyalty. Future research should examine this reciprocal relationship to better understand the dynamic interactions between CPV and CE. Addressing these limitations in future studies could enhance the understanding of the factors influencing CPV and CE in wellness tourism. This would aid enterprises in designing and delivering more effective, customer-centric services, ultimately contributing to improved customer satisfaction and loyalty in the wellness tourism sector of Rishikesh and Uttarakhand.

Rishikesh Wellness Tourism SWOT Analysis

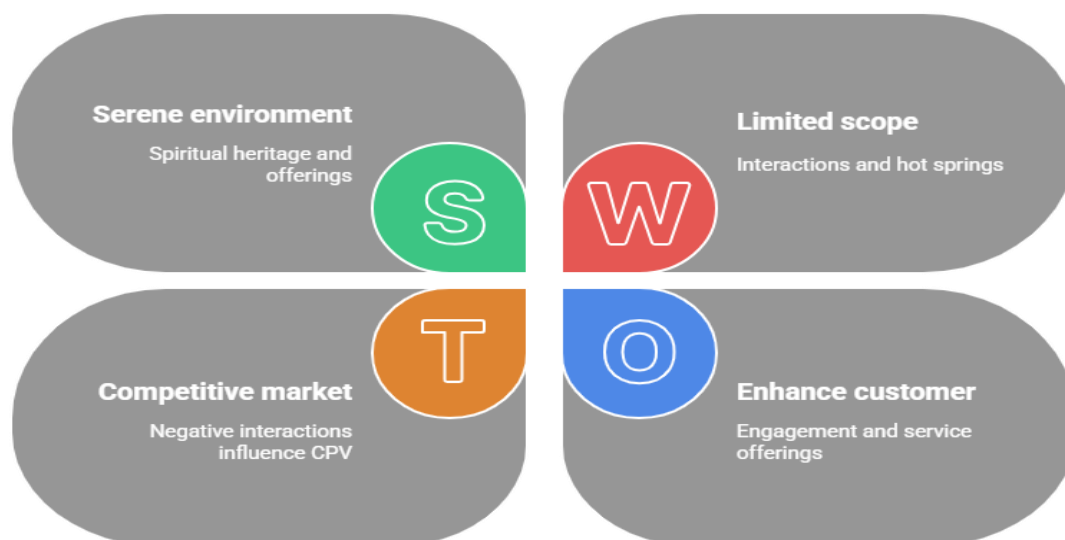


Figure 3: Rishikesh Wellness Tourism SWOT analysis
Source: Authors Own



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