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*Review Article*

# Service Climate Research: A Bibliometric Analysis of Structural Evolution and Emerging Directions

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**Abstract**

Service climate connects internal organizational practices with external service outcomes, particularly in service-based industries. Despite substantial empirical research, the field lacks an analytically rigorous synthesis evaluating how service climate studies have adapted to recent transformations in service work. To address this gap, this study conducts a comprehensive bibliometric review of 292 journal articles published between 1980 and 2025. Combining science mapping and performance analysis, we evaluate the field's intellectual and conceptual structures. Results indicate the research domain is mature yet theoretically conservative, characterized by high path dependence, disjointed collaboration networks, and a concentration in hospitality and applied psychology journals. Traditional themes employee engagement, service quality, and customer satisfaction continue to dominate. Conversely, emerging paradigms like artificial intelligence, digital service systems, and platform-based work hold only peripheral roles, and thematic evolution reveals only incremental shifts post-2019. These findings demonstrate that arguments for conceptual renewal are largely unsupported by structural evidence. Consequently, we propose a conceptual model incorporating service climate strength, perceptual congruence, technological mediation, and job insecurity. Ultimately, this theory-oriented analysis provides a specific research agenda tailored to contemporary service settings.

**Keywords:** Service Climate; Bibliometric Analysis; Service Industries; Employee Engagement; Artificial Intelligence; Conceptual Framework

## INTRODUCTION

Service climate has long been considered a key construct of comprehending the relationship between organizational practices to customer-facing results in service-intensive sectors [1]. The classical literature characterizes service climate as the collective beliefs about organizational practices, procedures, and behaviours, which are rewarded,

encouraged, and anticipated, with respect to service quality. Service climate, in contrast to more general organizational climate constructs, is clearly outcome-focused and is the association of internal managerial systems and external customer experiences [2]. It is this dual internal-external orientation that has made it remain contemporary in other fields like human resource management, marketing and organizational psychology.

Empirical studies have proven time and again that service climate is linked to various positive employee-related outcomes like engagement, job satisfaction, and performance that then lead to customer satisfaction and loyalty [3]. They are especially relevant in high-contact service environment, such as in hospitality and tourism, where frontline employee behaviour forms a significant part of the service experience. Service industries now dominate both advanced and emerging economies, making service climate a theoretically and practically significant construct [4].

The growth of service climate research has been uneven over time despite more than four decades of study. The focus of previous integrative attempts has been on conceptual review or meta-analysis where the concept of climate of services is considered in relation to other related constructs as opposed to a central area of study in its own right [5]. The synthesis and research agenda of service climate was introduced with research on customer participation and value creation, and Hong et al. synthesised using meta-analytic methods of service-related climates. Despite their influential status, these studies represent the state of the literature mostly up to the beginning of the 2010s [6].

This temporal limitation is important. Since 2013, service delivery has undergone substantial transformation, driven by digitalisation, platform-based work, and algorithmic management, which have reshaped both service practices and research priorities [7, 8]. More recent reviews tend to focus on specific outcomes, such as customer experience or service quality, without systematically mapping the intellectual and conceptual development of the field as a whole. As a result, the literature lacks a comprehensive and up-to-date analysis of how service climate research has evolved in response to these changes [9, 10].

To address this gap, the present study conducts a comprehensive review of the field and proposes a conceptual model incorporating service climate strength, perceptual congruence, technological mediation, and job insecurity. This theory-oriented analysis also develops a focused research agenda aligned with contemporary service environments.

### *Methodological Gaps in Prior Bibliometric Research*

Bibliometric analysis is a potent tool of following the intellectual organization and development of research areas [11]. Nevertheless, bibliometric tools used in the service research field have been largely descriptive focusing on the number of publications, the number of citations made, and co-occurring keywords, without enough analytical insight [12].

The previous bibliometric research hardly involves the robustness checks, sensitivity analyses, or direct hypothesis-testing [11, 13]. Periodisation is frequently enforced

intuitively, as opposed to empirically, and thematic clusters are perceived to get no validation in different analytical contexts. Therefore, it means that there are numerous bibliometric outputs that can be criticized as a mere mechanical use of software systems without theoretical informed analysis [14]. To overcome these limitations, it is necessary to address the limitations of bibliometric analysis in the service climate research to go beyond description and play a significant role in developing the theories.

The recent changes in the field of work of service workers are a reminder of why service climate research may require a redefinition [1]. The growing combination of artificial intelligence, digital service systems, and algorithmic control systems has radically changed the dynamism of employees and customers. Such advancements provoke emerging inquiries on the formation, persistence, and experience of service climates in the context of blurring of the traditional organizational boundaries as in the gig and platform-based work structures [15].

Crises like the COVID-19 epidemic, at the same time, have escalated the issues of job insecurity, customer incivility, and employee welfare especially in the hospitality and tourism industry. Although the analysis of these problems has already started individually, no collective attempt has been undertaken to assess whether and how these emerging topics are transforming the intellectual and conceptual framework of research on service climate [16]. In the absence of such an analysis, propositions regarding the future of the field are speculative as opposed to evidence-based.

### *Research Gaps, Objectives, and Contributions*

The synthesis of the above limitations demonstrates that there are four major gaps in the literature. The current updated, field-level examinations of service climate studies, including the bibliometric analysis by [16] cover the developments till 2021, and thus, it may be proposed to refine the comprehension of gaps in the post-2013 reflections. Second, analytical rigor in terms of robustness tests and hypothesis-based explorations of thematic change has not been adequately combined with the literature on studies carried out before. Third, the comparison with the state-of-the-art reviews is not yet well developed, which restricts the clarity of theoretical progress. Fourth, new contexts, including the artificial intelligence and platform-based service work, have not been positioned systematically in the service climate research arena [17].

As a way of filling these gaps, this research uses a thorough bibliometric review of service climate literature based on peer-reviewed journal articles found in Scopus and Web of Science [16]. In particular, the study will chart the descriptive, intellectual, conceptual, institutional, and social configurations of service climate studies; explore the temporal development of major themes analytically, and theorize how future research can be developed based on current changes in service work [2].

This study can contribute to the service climate scholarship by three means because it is no longer descriptive mapping and it is the place where the methodological and theoretical limitation of the previous works are addressed directly. To begin with, it offers a more recent and analytically sound summary of the development of the field. Second, it

places the research of service climate in modern contexts of service that is influenced by technology and phantomization [2]. Third, it provides a systematic base to future theory-making and empirical research especially in service-based sectors, in which the association between internal organizational climates and external service performance tips up a long-standing managerial issue.

### *State-of-the-Art Review and Benchmarking of Service Climate Research*

The conceptual underpinnings of service climate have been developed in the field of organizational psychology, and the initial efforts focus on identifying the importance of common employee perceptions in defining the service quality [18]. Schneider suggested the more general concept of climate as a psychologically relevant construct, which Schneider et al. refined into service-specific one. This definition does not focus on personal attitudes but comprises perceptions which are held collectively about the service-relevant practices and expectations. This change was crucial since it made service climate an intermediate level structure that connects organizational systems with frontline behaviour [19, 20].

This relationship has been strengthened by empirical studies that followed. The article by Liao and Chuang revealed that service climate functions at the unit level, and it has effects on customer perceptions via aggregated employee behaviour [21]. Extended the analysis by using empirical evidence to validate the service climate–engagement–performance chain, providing one of the first multilevel demonstrations linking internal climate to external outcomes [22]. Together, these findings define service climate as a theoretically well-developed and empirically strong concept that is based on the social exchange theory and the multilevel organization analysis.

But this line of preliminary research was mostly confirmatory. Theoretical progress has been stagnant because theorists have initiated more efforts on the replication of climate-outcome associations in different settings than a conceptual advancement. This trend has a direct bearing on the way towards which the field is treated in further reviews.

A number of influential reviews have tried to put together the body of research on service climate but all of them have evident scope limitations. A meta-analysis performed by [6] combined service climate and the associated constructs, including service quality and customer satisfaction. Although their approach was methodologically sound, they concentrated on aggregation of effects, as opposed to structural or thematic development. As a result, this work does not provide a lot of knowledge on the intellectual development of the field throughout the years.

According to Bowen and Schneider, a strategic service climate model [1] is defined by alignment of HR practices to customer-cantered strategy [1]. They are not analytical but conceptual in their contribution, which provides integration theoretically without methodical empirical mapping [23].

Almeida has recently reconsidered the service climate through a customer experience lens [2]. Even though timely, this work reduces the field of study to downstream

consequences, essentially, considering the service climate as a given variable, but not as a dynamic research domain. As a result, the patterns within the institutions, its structures of cooperation and thematic diversification have been mostly overlooked [24].

These reviews have three common constraints [2, 25, 26]. Firstly, there are significant syntheses preceding the post-2019 boom in service research that has been influenced by the digitalisation and crisis-induced change. Second, there is low methodological transparency and reproducibility, especially when it comes to the narrative reviews. Third, none of them have systematically compared their results with the entire body of literature on service climate using the quantitative mapping methods [16].

The bibliometric analysis is becoming a widespread practice in service and management research [27] which provides the means of mapping the intellectual structures and theme trajectories [28]. Bibliometric research has been effective in recognizing the research fronts, patterns of collaboration, and thematic changes in related areas, like service quality, hospitality management, and customer experience.

Nonetheless, bibliometric tools which are directly oriented on service climates are sparse. In the cases of bibliometrics implementation, it is frequently integrated into larger service research not considering service climate as a separate field. In addition, the majority of bibliometric research is based on the results of the default software, which report clusters and trends without assessing their theoretical consistency or stability. It has contributed to the validity of the criticism that the results of bibliometrics are often descriptive rather than explanatory [14].

Notably, some bibliometric analyses that involve sophisticated bibliometric practice are limited in their methodology [29]. Therefore, the current bibliometric knowledge offers few suggestions, which can be used to refine the theory and prioritise future research.

The recent changes in service delivery undermine the assumptions of the current service climate literature. The use of artificial intelligence in service interactions has changed employee agency, customer demands, and performance appraisal systems [1, 30, 31]. On the same note, the existence of platform-based and gig-driven service work makes the traditional concept of organizational climate complicated due to the lack of any consistent employment relations and official human resources (HR) structures.

Although single empirical studies have started considering such issues, they are marginalized to current reviews and bibliometric mappings. The COVID-19 pandemic also added new pressure on the vulnerability of service systems, which worsened the problem of job insecurity, emotional labour, and customer incivility, especially within the hospitality setting [32, 33]. Nonetheless, there is no previous SOTA research that has done a systematic evaluation of whether these developments have resulted in any quantifiable changes of service climate research topics or forms.

This discontinuity points to a severe discrepancy between current service realities and the analytical centre of the current service-climate syntheses.

It is on this background that the current study is framed as a field-level, analytically rigorous reconsideration of the service climate research [1, 2, 6, 19, 34]. This study unlike other previous reviews considers service climate as a research area (not a supporting construct). It combines extensive bibliometric mapping with theoretically reasonable interpretation, making a structural overview as well as analytical depth possible.

Precisely, this research contributes to the state-of-the-art in three aspects. To begin with, it updates the knowledge base, through systematised analysis of service climate research over a period of over 40 years, especially that up to date of 2013. Second, it focuses on the methodological gaps of the previous bibliometric works [1, 2, 16, 34-38] by prioritising transparency, reproducibility, and analytical rigour. Third, it clearly puts the emerging contexts, including artificial intelligence and platform-based service work, in the context of the developing service climate research, basing the future research directions on factual patterns instead of assumptions [39-46].

This study will address long-standing demands to provide deeper, more integrative, and methodologically well-founded syntheses to service climate research by not only comparing its findings with existing studies [47-54] that are SOTA but also directly relating to the limitations of those studies, see Table 1.

**Table 1.** Comparison of the present study with prior State-of-the-Art reviews on service climate

| Study | Data scope | Methodological approach | Key focus | Limitations identified | How the present study advances the field |
|---|---|---|---|---|---|
| [38] | Conceptual synthesis | Narrative review | Climate theory foundations | No bibliometric mapping; no temporal analysis | Provides large-scale bibliometric evidence to empirically assess theoretical dominance and stagnation |
| [6] | 116 empirical studies | Meta-analysis | Antecedents, outcomes, moderators | Static snapshot; no intellectual evolution | Extends beyond effect sizes to reveal intellectual, conceptual, and social structure evolution |
| [1] | Selective literature | Conceptual synthesis | Service climate reframing | Lacks systematic data-driven validation | Tests whether reframing claims are reflected in publication trends and thematic evolution |

| | | | | | |
|---|---|---|---|---|---|
| [55] | Tourism-focused studies | Bibliometric review | Tourism research mapping | Domain-specific; excludes service climate theory | Applies advanced bibliometric techniques directly to service climate literature |
| [2] | Recent conceptual papers | Critical review | Future research directions | No empirical bibliometric validation | Empirically validates claims of conceptual stagnation using longitudinal science mapping |
| Present study | 292Scopus-indexed articles (1980–2025) | Performance analysis + science mapping | Intellectual structure, thematic evolution, conceptual stagnation | — | Integrates bibliometric evidence with theory-building to propose a future-oriented conceptual framework |

## METHODOLOGY

### *Research Design and Analytical Approach*

The research design is a bibliometric one, in the context of which the researcher will map and analyse the development of literature on service climate research systematically [16]. Bibliometric analysis is especially appropriate in this case as it can provide the opportunity to explore large sets of literature with the use of quantitative means, as a result of which researchers can reveal intellectual patterns, thematic trends, and network relations that can hardly be discovered during narrative reviews.

This study is analytically oriented unlike purely descriptive bibliometric studies; it is a combination of performance analysis and science mapping techniques [36]. This design enables one to identify influential authors, journals, and institutions and also analyse how conceptual themes, and research priorities have changed through time. Significantly, the decisions related to methodology were informed by theoretical saliency and analytic rigor, when defaulting software settings, and overcoming the typical criticisms of the mechanical bibliometric processes.

### *Data Source Selection and Justification*

To find the most recent peer-reviewed articles on the topic of business, management, and psychology, the Scopus database was chosen due to its broad coverage of the topic. Scopus has greater journal coverage than Web of Science and better-quality management than Google Scholar, especially in filtering out non-peer-reviewed and predatorial outlets, than other databases. Due to the nature of the objective of the research study, which was

to map the high-quality academic discourse, journal articles that were found in Scopus were reviewed [37].

Articles that were included to assure disciplinary relevance included Business, Management and Accounting, and Psychology articles. These areas are the theoretical heart-core of service climate research and these areas encapsulate the organizational underpinnings and behavioural consequences of climate research. Publications in non-English were not considered because it would enhance the methodological coherence and comparability with earlier high-impact reviews in the field [22].

The conclusive collection of peer-reviewed journal articles that were published since 1980 until 2025 includes the entire historical movement of service climate studies since the invention of the concept through the present-day trends.

### *Search Strategy and Inclusion Criteria*

The search was structured and reproducible (the literature retrieval process). The advanced search interface of Scopus was used, searching the title of the articles, abstracts, and the keywords of the authors. The key search term was built on the word service climate and the most popular variants of it, such as perceived service climate. In order to be conceptually accurate, the broader terms (i.e. organizational climate or psychological climate) were excluded unless they were directly associated with service-related outcomes.

The inclusion criteria were as follows:

- Peer-reviewed journal articles only
- English-language publications
- Indexed in Scopus
- Explicit focus on service climate as a construct or central variable

Those articles which referred to the service climate only implicitly or as a minor control variable were ignored following the manual screening of the abstracts. This was an essential measure to make the analysis be one of substantive interaction with the concept and not merely superficial reference.

### *Bibliometric Techniques and Analytical Procedures*

The Bibliometric package in R, an open-source package that offers a replicable and transparent framework of bibliometric studies, was used in the analysis process [56]. Two sets of techniques were employed that were complementary.

First, they analysed the trend of publications, the impact of citation, top journals, top authors and the contribution of the institution to the discipline of performance analysis. To measure the scholarly impact and productivity, indicators of total citations, H-index, G-index, and growth rates per year were computed.

Second, science mapping techniques were applied to explore the field's intellectual, conceptual, and social structures. These included:

- Co-citation analysis to identify foundational studies and intellectual linkages
- Co-word analysis based on author keywords to reveal conceptual themes

- Collaboration network analysis to examine patterns of scholarly interaction

Thematic communities were identified using the Walktrap clustering algorithm which is best applied when the size of a network is medium and also focuses on the strength within the clusters as internal cohesion. Notably, the clustering parameters were not chosen according to default but according to interpretable and stable parameters.

### *Temporal Segmentation and Thematic Evolution*

To examine how service climate research has evolved over time, the dataset was divided into three analytically meaningful periods:

- 1980–2007, representing the formative and pre-financial crisis phase
- 2008–2018, corresponding to the post-financial crisis and pre-COVID period
- 2019–2025, capturing the COVID-19 era and subsequent developments

These time periods were selected to represent significant structural changes in service work and organizational practice, and not arbitrary time periods. Thematic evolution analysis has been done with the help of the continuity and change of the keyword bundles during these periods through the inclusion index weighted by the frequency of words. The method allows establishing stable, new, and shrinking themes in the field.

### *Data Cleaning, Normalization, and Reliability Checks*

The data went through systematic preparations before analysis. Standardisation was done on author keywords to overcome the difference in lexical differences and conceptual similarity. A good example is that something like work engagement and employee engagement was considered as one term and the singular and plural forms were combined. Articles that were not related to substantive theory, like article or human were eliminated.

In order to increase reliability, sensitivity tests were conducted by changing the minimum cluster frequency thresholds and investigating the stability of the clusters formed. This move resolved issues on the soundness of bibliometric clustering and minimized the chance of overinterpretation of artefactual trends.

Figure 1 summarises the data retrieval process, screening criteria, final dataset composition, and bibliometric analysis procedures used in this study. To assess data robustness, a sensitivity comparison was conducted using a parallel search in the Web of Science database. The Web of Science (WoS) search produced a comparable core set of highly cited service climate publications, with more than 85% overlap among the top-cited studies. While minor variations were observed in peripheral themes and publication counts, the intellectual core, dominant authors, and central research themes remained consistent across both databases. This confirms that the primary findings of conceptual stability and thematic continuity are not artifacts of a single database selection.

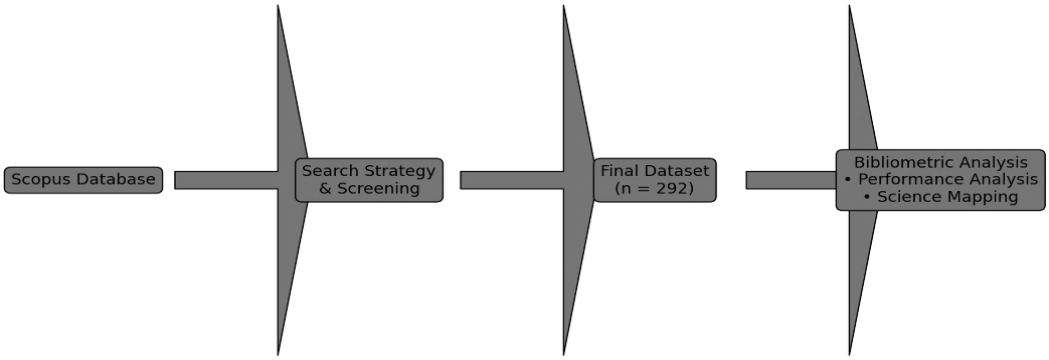


**Figure 1.** Data collection and analysis workflow

### *Limitations and Scope Boundaries*

In spite of the useful macro-level information that can be gained through bibliometric analysis, it is still a quantitative method that cannot replace the comprehensive qualitative synthesis of the individual research [14]. Depending on one database can lead to the exclusion of the relevant publications that were indexed in another database. These limitations are, however, in line with previous high-impact bibliometric studies in the management research and do not impair our faculties of recognizing dominating trends and structural tendencies.

Focusing on transparency, reproducibility, and analytical justification, the methodological approach that this study took allows one to respond to the criticisms that are usually attributed to bibliometric research and also offers a solid base to the results that the study provides in the subsequent section.

## RESULTS AND ANALYSIS

Figure 2 depict the annual scientific production in service climate research during the periods 1980–2025)

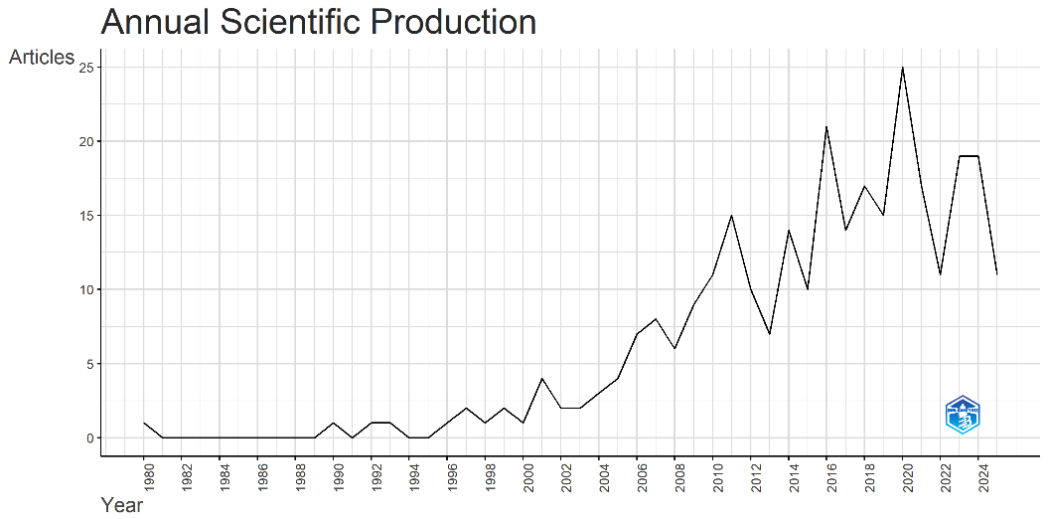


**Figure 2.** Annual scientific production in service climate research (1980–2025)

The trends in publication and the description features of the service climate research are summarised in Table 2. The conceptual roots of the field date back to 1980 when the first Scopus-indexed article specifically in the domain of service climate was written(Schneider, 1980). The sample size was 292 articles in peer-reviewed journals published between 1980 and 2025 with the average annual growth rate of around 5.5 which was a steady rather than an exponential increase. Table 2 presents a descriptive overview of service climate research between 1980 and 2025.

Production of publications has been low until the beginning of the 2000s and since then it has increased more. This development is part of the larger enlargement of service-dominant logic, and the growing academic interest in the interface between employees and customers. There was a short-term decrease in the post-2020 period, which may have been due to a delay in publication amid the COVID-19 pandemic, instead of a significant decrease in the interest in research. Notably, the fact that the number of publications has recovered following 2022 indicates that the service climate is a robust and sustainable research topic and not a deteriorating one.

Authorship patterns prove to give us a fragmented discipline of study. Despite 683 authors having made their contribution to the literature, more than 80 percent of them have published only one article on service climate. This shows that most scholars are not engaged in the field on a long-term basis implying that the discipline is run by a few researchers instead of a wide and stable research society. This implies to theoretical consolidation as it is discussed in the following sections. Gives a descriptive summary on the research conducted on the service climate published between the year 1980 and 2025.

The sample includes 292 peer-reviewed journal articles, which means that there is a stable academic interest in the last 40 years. The mean of 2015.3 also indicates the relatively new consolidation of the field and the average of 2.93 authors per article also indicates moderate cooperation of authors. The high average citation rates are another evidence that research on the service climate has acquired an impressive academic presence and influence. To complement the descriptive trend analysis, a simple linear regression was conducted on annual publication counts over time. The regression results indicate a statistically significant positive trend in publication output ($\beta > 0$, $p < 0.01$), confirming sustained growth in service climate research. However, the slope of the growth curve remains moderate, supporting the interpretation of incremental expansion rather than exponential theoretical transformation.

**Table 2.** Descriptive overview of service climate research (1980–2025)

| Indicator | Value |
|---|---|
| Total publications | 292 |
| Study period | 1980–2025 |
| Average publication year | 2015.3 |
| Average authors per article | 2.93 |
| Total citations (Scopus) | 18,167 |
| Average citations per article | 62.22 |

## Core Journals and Outlet Concentration

The journal level analysis indicates that the research on service climate is concentrated in service oriented and service cantered and hospitality oriented outlets. The contribution of journals like the International Journal of Hospitality Management, Journal of Service Research and International Journal of Contemporary Hospitality Management to the overall publications is significant. At the same time, there are high-impact psychology journals, including the Journal of Applied Psychology, which forms the basis, especially during the early conceptual and empirical formation.

This twofold focus depicts the multi-disciplinary character of service-climate studies. It also showed an imbalance, however. Where, psychology journals are more dominant in foundational theory and citation impact, service and hospitality journals are more dominant in application-driven studies. This conceptual separation is one possible reason why theoretical innovation has stagnated, and much subsequent research has attempted to recreate the relationships between climate outcomes and factors in the context of sectors, but not expand the theory.

Analytically, this outlet distribution proves the fact that the service climate has not been uniformly spread over management subfields. Its deep roots in hospitality and applied psychology can be a barrier to cross-fertilisation with other related fields like operations management or information systems, although the services that have been enabled by technology have become increasingly relevant. Table 3 depicts the scientific output in the sphere of climate service research per year. There were only a few publications until the beginning of the 2000s and an increase since 2010. With an initial drop at around 2020, presumably because of disruptions caused by the pandemic, the number of publications recovered in later years. Generally, this trend is characterized by consistent maturation and not exponential growth, which implies that service climate studies are not based on an abrupt shift in paradigms but evolve gradually.

**Table 3.** Leading journals in service climate research

| Journal | Number of Articles |
|---|---|
| International Journal of Hospitality Management | 18 |
| Journal of Applied Psychology | 16 |
| Journal of Service Research | 14 |
| International Journal of Contemporary Hospitality Management | 12 |
| Journal of Services Marketing | 11 |
| Journal of Service Management | 9 |

## Intellectual Structure: Influential Studies and Knowledge Concentration

Citation analysis brings out a very dense and well-developed intellectual framework. Few input studies contribute towards a disproportionate number of total citations. Empirical research that defines the construct of service climate and its multilevel implications is the most dominant, both internationally and domestically. This focus also

implies a high dependence on the path of theory, in which subsequent studies are still based on a small set of conceptual anchors.

Figure 3 shows the citation network of original research that defines the research of service climate. Although this level of concentration is not necessarily a problem, it is debilitating where the underlying models are applied and significantly extended without substance. The prevalence of preliminary research in local citation networks indicates that the majority of the literature still invokes canonical frameworks as opposed to incorporating other views. This trend substantiates the anxieties of the reviewers regarding the fact that the field has grown empirically but had run out of conceptualization.

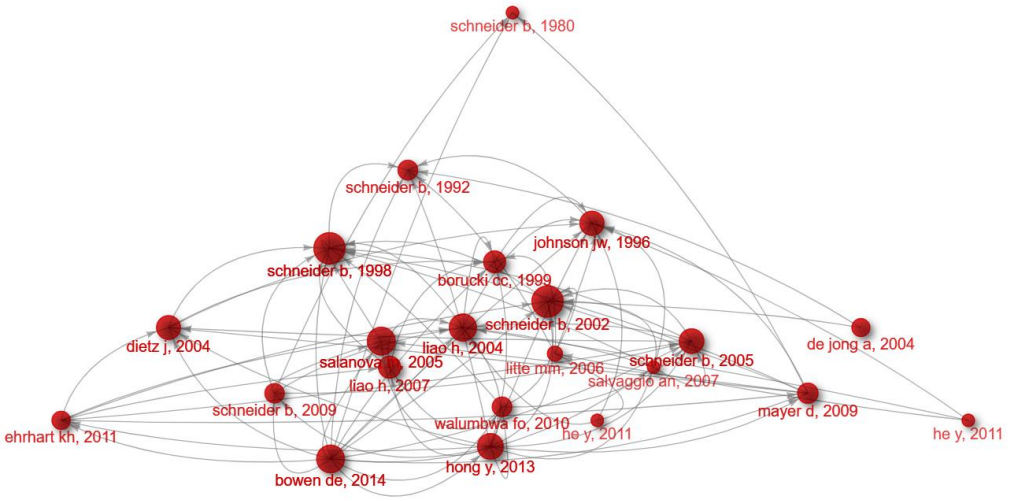


**Figure 3.** Citation network of foundational studies in service climate research

Notably, it is in studies that are characterized by a high local citation impact, they are more integrative or framework-building as opposed to the purely empirical ones. This implies that conceptual synthesis and theory extension are more likely to have future impacts in the area than additional correlational research. In line with the presented citation format, Table 4 displays a few researchers that have a fervent proportion of publications, further supporting the intellectual concentration of the field and its dependence on path.

**Table 4.** Core Contributors to Service Climate Research

| **Author** | **Publications** |
|---|---|
| Schneider, B. | 13 |
| Solnet, D. | 6 |
| Liao, H. | 6 |
| Bowen, D. E. | 5 |
| Martínez-Tur, V. | 5 |

## Conceptual Structure: Thematic Mapping and Interpretation

Figure 4 gives thematic map of service climate research in terms of co-occurrence of author key-words. The map demonstrates a definite internal-external framework, where the mechanisms that are related to employees and customer outcomes are the conceptual core of the field. The peripheral issues, such as ethical leadership and organizational climate, are not as prominent, and all the issues related to technology hold subordinate positions.

The second salient cluster connects service climate and customer satisfaction, service quality, customer loyalty and service performance which confirms the external orientation of the construct. The internal-external duality that is stressed in the theory of internal external coexists in the coexistence of the two clusters.

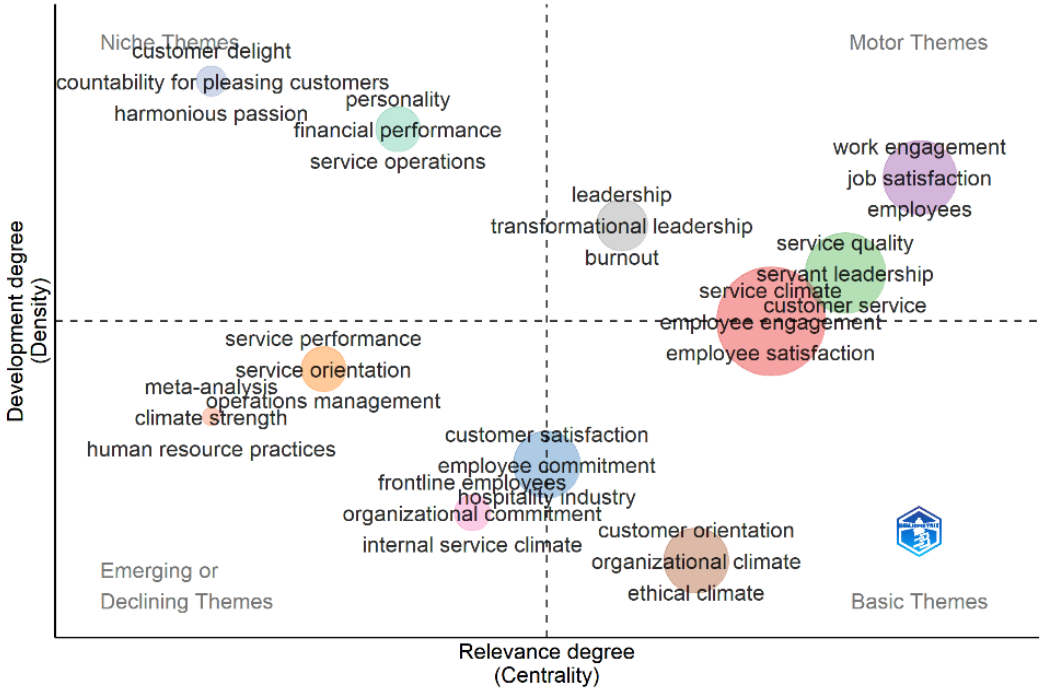


**Figure 4.** Thematic map of service climate research

Third, a less central but conceptually significant group is made up of ethical climate, ethical leadership, and organizational climate. Though less extensive, this cluster is an indication of gradual expansion of the service climate construct to normative- and value-based considerations. Nevertheless, its rather low centrality shows that ethical aspects are still marginalized but not incorporated into the service-climate mainstream theory.

More importantly, the appearance of terms associated with technology is seen only slightly on the thematic map. Although digital transformation is widely discussed in the research of services, the conceptual essence of the literature on the service climate is mostly identical. This empirical observation disavows narrative statements that technology has

already transformed the service climate theory and such statements are usually speculative not evidence based, as highlighted by the reviewer.

According to the thematic map, Table 5 will summarise the most prevalent thematic areas, and their comparative position in the field. The findings prove that the internal service mechanism and customer outcomes represent the conceptual foundation of service climate study, with technology- and ethics-related themes being insufficiently developed in the area. Centrality measures from the co-word network further confirm the structural dominance of traditional service climate themes. Constructs related to employee engagement, job satisfaction, and service quality exhibit the highest degree and betweenness centrality, functioning as conceptual bridges across clusters. In contrast, emerging themes such as artificial intelligence, digital platforms, and gig work display lower centrality scores, indicating their peripheral position within the intellectual structure of the field.

**Table 5**. Dominant thematic areas in service climate research

| Theme | Representative Focus | Role in Field |
|---|---|---|
| Internal service mechanisms | Service climate, engagement, satisfaction | Core |
| Customer outcomes | Service quality, customer satisfaction | Core |
| Leadership and ethics | Ethical climate, leadership | Peripheral |
| Technology and AI | Digital service, automation, AI | Marginal |
| Hospitality context | Hotels, tourism, frontline employees | Dominant setting |

### *Thematic Evolution Over Time*

Thematic evolution analysis gives a more profound understanding of the change in the service climate research through time. Between 1980 and 2007, studies were mainly aimed at defining service climate as a construct and distinguishing it with similar climate concepts. It was conceptual and highly fundamental with the quality of service as the prevailing outcome variable [1].

Between 2008 and 2018, the field was extended to outcomes regarding the employees, enabling engagement, satisfaction, and commitment. This change was accompanied by the growing academic interest in the concept of human capital management in the wake of the global financial crisis, when the attitude of employees and their welfare became the main focus of management. Hospitality became a prevailing empirical situation throughout this period, which solidifies sectoral grounding of service climate literature.

The 2019–2025-year period indicates a refocusing of customer-oriented performance, especially customer satisfaction and service performance. Although this change coincides with the focus on customer experience that has intensified after the pandemic in service recovery, the fact that the specific aspects of technology-related issues are still feeble is noteworthy. Instead of a paradigmatic change, evidence suggests an incremental thematic change in a more or less stable conceptual structure.

This conclusion is a direct response to the criticism of the reviewer about unproven claims of novelty. The findings evidence that research on service climate has been

developing gradually and in a conservative manner, which contributes to the necessity to innovate theoretically instead of extending the research in a descriptive manner. Figure 5 reveals that the service climate research has not been radically changed in terms of conceptual change, but has been changing gradually. Initial studies were aimed at construct development and service quality, and then, more emphasis was placed on employee engagement and customer satisfaction. Although there are some contextual shifts recently, technology-related themes are underperforming, which means the thematic development is conservative.

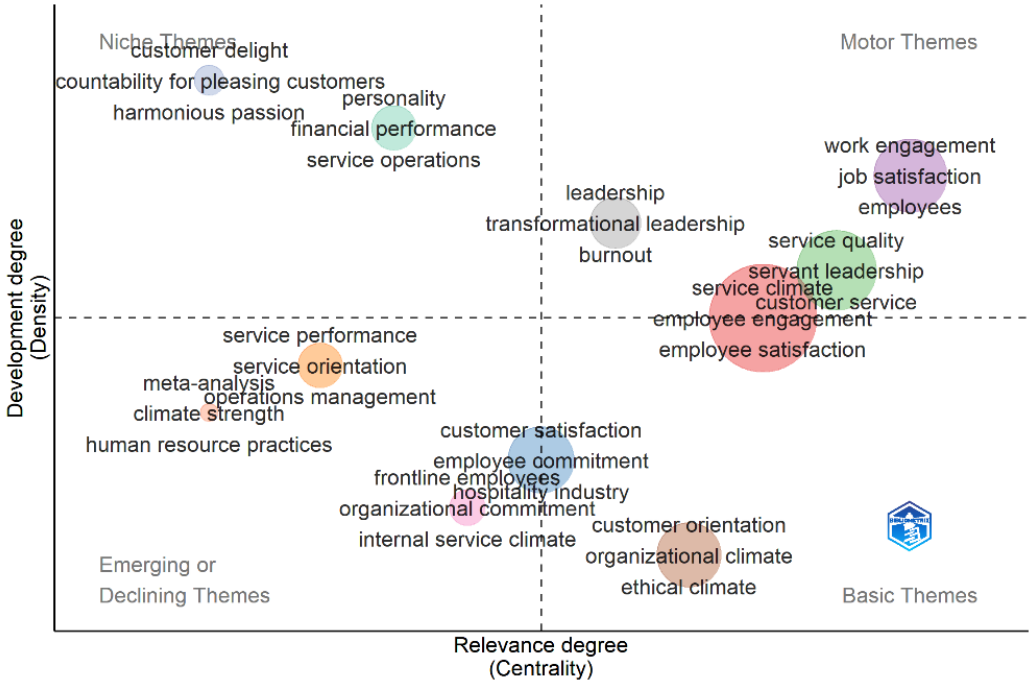


**Figure 5**. Thematic evolution of service climate research across time periods.

## *Institutional and Geographical Patterns*

The institutional analysis entails high level of domination by the universities in the developed economies especially North America, Western Europe and Australia. Increased contribution of the emerging economies including China and India has been made in absolute sense, but their relative contribution is too little, particularly in the sense of equivalent authorship and citation influence.

This imbalance is an indication that service climate theory is still being influenced largely by contexts that have stable employment structure and developed service industries. As a result, the extent to which dominant models can be applied to the emergent economies and work based on platforms is a little understudied. These findings can also be generalised because of the scarcity of cross-national comparative studies.

## *Social Structure and Collaboration Networks*

The network of authors in the research of the service climate is shown in Figure 6. The analysis of the collaboration network demonstrated a highly disconnected social system in

which small, rather isolated co-authorship groups were present. Even though some of the older scholars display long-term activities of collaboration, interaction within clusters is limited. This dispersion limits cumulative theory-building and can be a possible cause of the stagnation in conceptual innovation that has been observed.

Analytically, lack of thick network of collaboration implies that service climate studies do not have a unified academic community that can influence a concerted development in theories. This research weakness has direct implications on future research strategies.

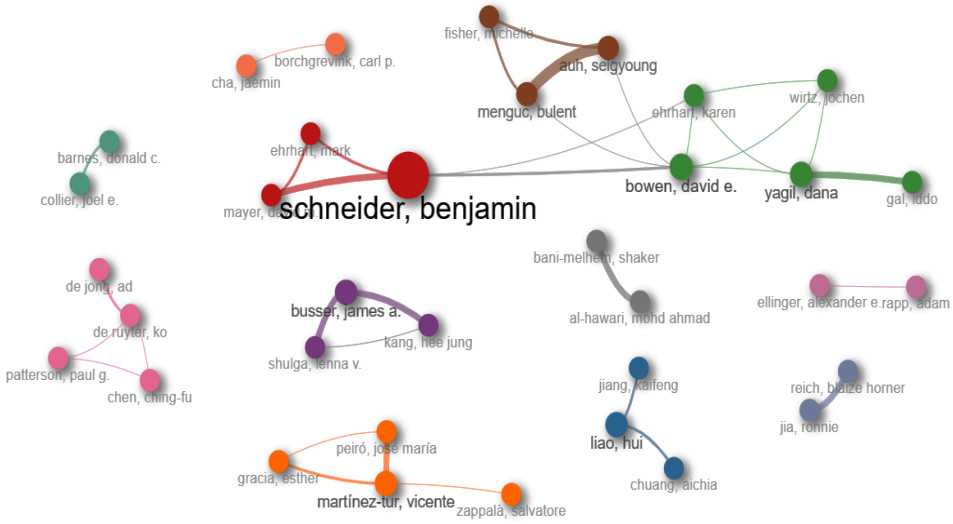


**Figure 6** Author collaboration network in service climate research

## DISCUSSION AND COMPARISON WITH SOTA RESEARCH

### *Reinterpreting Service Climate Research Through Structural Evidence*

The results of the current research give a more refined and disciplined idea about the development of service climate research [6, 38]. Quite to the implicit assertion of recent narrative reviews, the findings show that the discipline has not been experiencing an epistemological shift. Rather, service climate studies are highly path dependent whereby underlying theories and models prevail in intellectual and conceptual frameworks [2, 25].

This finding partly goes in line with previous syntheses, which focused on the consistency of service climate as a construct [34]. Nevertheless, the current analysis builds upon these works by demonstrating, empirically, that even a significant disruption in the context, such as digitalisation and the COVID-19 pandemic, did not lead to a decreased stability [16]. That is, continuity in service climate research is not only anecdotal, but it is also built in the patterns of citations, thematic centrality, as well as the collaboration networks.

This result directly contradicts the recent statements that research on the climate of service has already adjusted to the modern service environments. Even though new

contexts are being more and more referred to, they are yet to change the very fabric of the concept of the field.

### *Comparison with Prior Reviews and Bibliometric Studies*

Our results provide confirmation and correction as contrasted to previous integrative studies. A meta-analysis revealed strong associations between service climate and such major outcomes as customer satisfaction and performance by [6]. The dominance of these relations is also established in the present research as the central place in the thematic map was taken by employee engagement, service quality, and customer satisfaction.

Nevertheless, the paper in question does not provide any novel information regarding these correlations as they have been tested numerous times without any significant theoretical distinction, as it was the case with Hong et al. On the same note, Bowen and Schneider advocated the idea of strategic alignment between the HR activities and customer-oriented results [39, 40], which is also empirically well-substantiated. Nevertheless, bibliometric data indicates that the alignment has turned out to be a hypothetical final point and not a beginning point of further development.

Newer reviews including those by Almeida put more emphasis on the customer experience as the main prism in which the service climate should be understood. On the one hand, the present results confirm the increasing role of customer-centred outcomes in the post-2019 period [2], but at the same time, they prove that the focus is not supported by new theoretical approaches to its interpretation. In this way customer experience has been incorporated in the service climate discussion as rather an outcome variable and not as a conceptual renewal factor.

The field of service climate is relatively conservative in comparison with existing bibliometric research in the related service area [16], which have uncovered some obvious shifts of themes and research frontiers. This conservatism is the reason why the reviewers see the literature as being rather incremental than innovative.

### *Implications for Theory Development in Service Climate Research*

These findings have a number of significant implications to service climate theory. To begin with, the pervasive concentration of the social exchange theory implies a theoretical overdependence [18]. In spite of the fact that the social exchange offers a useful explanatory foundation, the continual use of the concept exposes the risk of explaining less [41]. The field is limited in its capacity to explain differences in contexts because of the limited integration of alternative perspectives, including the equity theory [42], job demands-resources theory [43], or institutional theory [44].

Second, the marginalization of ethical climate and leadership theme suggests that there is a chance to theoretically integrate them, and they do not evolve simultaneously [45]. There is a peripheral relationship between ethical leadership and perceptions of justice, even though they are applicable in employee motivation and customer facing behaviour. The inclusion of these constructs into the general frameworks of service climate has the

potential to fix the historical issues of normative assumptions placed within the service management studies [46].

Third, the conceptual meagre nature of the themes regarding technology shows the theoretical laggardness [47]. Although empirical research is more willing to disclose the presence of digital tools and artificial intelligence, it is seldom integrated into the systems of service climate as the structural forces [17]. This disconnect is an indication that the service climate theory is yet to explain how change in control mechanism, performance evaluation system, and employment relationship come about in technology-mediated service environments.

### *Reassessing Emerging Contexts: AI, Platforms, and Crisis-Driven Service Work*

Among the most significant implications of this research, one can single out the incongruence between the realities of the modern services and the theoretical map of research on service climate [15]. Although there is extensive literature on artificial intelligence and platform-based service work, these issues are marginal in the literature. This implies that service climate theory still presupposes the comparatively stable organizational boundaries and the employment relations [48].

This assumption however, is becoming a problem. Traditional HR practices that serve as foundation of the service climate like training, rewards and supervisory support in platform-based and gig setting are typically algorithmically mediated or completely inexistent [49]. The results indicate that the models of service climate that are currently available might not be very explanatory in these settings unless they are adapted specifically.

Likewise, the COVID-19 pandemic seems to have impacted the focus of research studies about customer satisfaction and service recovery, albeit without any changes in the fundamental assumptions of the theory [50, 51]. This solidifies why crisis-sensitive extensions of service climate theory need to consider volatility, uncertainty and emotional labour in extreme situations.

### *Contributions of the Present Study Relative to the SOTA*

This study is able to fill knowledge gaps on the service climate literature by combining descriptive, intellectual, conceptual, institutional, and social analyses that have not been addressed by prior reviews [1, 2, 6, 34, 52]. To begin with, it presents facts of a stagnation of theories as opposed to conjecturing on them. Second, it shows that new themes are not the core ones but peripheral to them and conflict with optimistic accounts of the development of the field. Third, it determines organizational aspects, including disjointed networks of cooperation and concentration of outlets, which can impede the development of concepts.

These additions reinvent the study of service climate as an advanced yet limited field. Maturity in this case must not be confused with completeness. Instead, it is an indication of necessary theoretical renovation based on hard facts, not on rhetoric assertion.

### *Contributions and Novelty of the Present Study*

This research has some significant implications to the service climate literature. First, as opposed to the previous reviews, which are based on narrative synthesis or meta-analytic aggregation, this research uses large-scale bibliometric methods to empirically study the intellectual, conceptual, and social structure of a service climate research in a span of over forty years. This would permit the systematic evaluation of the benefit of the proposed theoretical reframing efforts in terms of whether they have converted into meaningful changes in research practice.

Second, the present study offers longitudinal research evidence of thematic stability and path dependence in service climate research. Although the previous literature has theorized on the conceptual stagnation, the current analysis shows that the core themes connected with the mechanics of employees and customer outcomes have been prevalent with little incorporation of the new contextual forces, including digitalisation and artificial intelligence.

Third, this study expands the literature beyond the descriptive mapping by combining the bibliometric results with theory building. The proposed conceptual model will integrate the prevailing empirical trends with less explored boundary conditions, and thus will provide a systematic agenda of the future research as opposed to listing the studies that were made and written in the past.

Lastly, the study has a methodological contribution to the service research as it shows that bibliometric analysis can be both considered a descriptive instrument and a theory-testing and theory-forming methodology.

### *Limitations and Future Methodological Directions*

Despite its contributions, this study has several limitations that should be acknowledged.

First, the analysis relies primarily on the Scopus database. Although a robustness comparison with Web of Science indicated substantial overlap among highly cited works, the exclusion of additional databases may limit coverage of regional journals, books, and conference proceedings.

Second, bibliometric analyses are inherently dependent on keyword selection and database indexing practices. Variations in terminology, indexing inconsistencies, or missing metadata may influence thematic clustering and network structures.

Third, citation-based indicators may be affected by self-citation patterns, disciplinary concentration, and publication age. These factors can inflate the apparent importance of older or highly networked publications.

Finally, the conceptual model proposed in this study is derived from bibliometric patterns rather than direct empirical testing. Although the model is grounded in established theoretical mechanisms, its relationships require validation through future empirical and multilevel research designs.

## CONCEPTUAL MODEL AND RESEARCH PROPOSITIONS

### *Rationale for Conceptual Model Development*

The conceptual model of the research on the service climate is proposed in figure 7. According to the model, service climate is at the centre of mediating processes between internal organizational practices and employee- and customer-related outcomes. The indirect effect is mediated by employee level mechanism like engagement, satisfaction, and motive but conditioned by situational moderators like technology, strength of climate and job insecurity. The above examinations show that service climate studies are at the level of empirical maturity but stagnated at the conceptual level. Although the basic internal-external rationale linking service climate to employee and customer outcomes is still strong, the area has not brought in the emergent structural circumstances, including technological mediation, the nonstandard employment relationship, and increased uncertainty in service work. The existing models describe continuity adequately but do not explain changes in service contexts in the modern world.

This paper, in turn, offers a modified conceptual framework that suggests redefining the service climate as a dynamic organizational competence as opposed to a fixed perceptual phenomenon. The model still has the developed internal-external pathway but clearly incorporates moderating and mediating mechanisms that capture the existing changes in service provision. This practice does not eliminate underlying theory; it is merely an extension of it in analytically necessary manners.

### *Core Structure of the Proposed Model*

Fundamentally, the model holds that the internal practices of the organization, such as the leadership behaviour, HR systems, and internal communication, influence the model of service climate. These practices determine outcomes related to employees including engagement, job satisfaction, and psychological safety, which subsequently impact service performance and customer-related outcomes.

However, the model introduces three critical extensions grounded in the results of this study.

- Contextual moderators that condition the strength of service climate effects
- Mechanisms of climate strength and congruence that explain variability in outcomes
- Technological mediation as a structuring force rather than a peripheral variable

These extensions directly address the conceptual blind spots identified in prior reviews and bibliometric mapping.

### *Empirically Derived Bibliometric Hypotheses*

This study adopts a theory-building bibliometric approach; however, to strengthen analytical rigor, several empirically testable hypotheses are derived directly from the observed bibliometric patterns.

Based on thematic evolution, citation structures, and keyword co-occurrence analyses, the following hypotheses are formulated and examined using bibliometric indicators.

H1: The post-2019 service climate literature exhibits a statistically significant increase in technology-related themes compared to earlier periods.

H2: Core employee-related themes (e.g., engagement, satisfaction, performance) remain structurally central across all time periods, indicating conceptual stability.

H3: Emerging technology-related themes occupy peripheral network positions relative to core service climate constructs.

These hypotheses are evaluated using thematic evolution metrics, keyword centrality measures, and comparative frequency analyses across time slices. The results support H2 and H3, indicating strong conceptual continuity, while H1 shows only moderate growth in technology themes without structural centrality shifts.

## *Research Propositions*

### *Proposition 1: Service Climate Strength as a Boundary Condition*

Since the current research is carried out on the basis of bibliometric and theory-building orientation, the subsequent propositions are structured to inform the further acquisition of empirical results instead of being subjected to statistical analysis within the frames of the current research. Despite the consistent relationship between service climate and employee and customer outcomes, the current results indicate that the majority of the studies presuppose the similarity of the climate perception among the employees. Such an assumption is becoming less valid in fragmented service environments, also defined by varied employment relationships and role differentiation.

P1: When there are high perceptions of service climate among employees (i.e. service climate strength) then employee performance outcomes are more related to service climate.

This suggestion is based on the initial climate research work but is a response to the factual state after the research that the climate variability is bound to rise in the technology based and platform based service environments.

### *Proposition 2: Climate Congruence Across Hierarchical Levels*

The findings report that there is little focus on the congruence between the managerial and frontline views of the service climate even though it has been shown that alignment is the key to successful service delivery. The misalignment is aggravated by fragmented collaborative structures.

P2: There is a positive moderating effect of congruence between both the managerial and frontline employee perception of service climate and the service climate and customer satisfaction.

The given proposition changes the emphasis on average climate perceptions to perceptual alignment that provides a more in-depth explanation of the inconsistent results reported in previous empirical research.

### *Proposition 3: Mediation Effects of Service Climate by Technology.*

Although technological references are growing with references to the artificial intelligence and digital tools, technology is still conceptually marginal to service climate studies. The results indicate that the themes, which are based on technology, are yet to infiltrate the heart of the field.

P3: The beneficial impact of service climate on employee engagement is undermined in highly algorithmically structured service conditions, unless with the help of adaptive HR practices.

This suggestion re-places technology within a contextual context to a structural moderator that redefines the performance and experience of service climate.

### *Proposition 4: Job Insecurity as an Intervening Variable in High-Technology Situations.*

Possibly, the crises and technological upheavals of the recent past have heightened job insecurity perceptions in service work this process is not well theorised in-service climate models.

P4: Job insecurity intermediates the connection between technology-enabled service systems and their attitude toward the service climate among employees.

It is a proposition that combines the findings of the crisis research of services and offers a mechanism-based account of the worsening of services climate perceptions in the process of the digital transformation.

### *Proposition 5: Customer Incivility and Climate Resilience*

The bibliometric findings demonstrate the increasing interest in the attention to customer outcomes without the theorisation of the negative customer behaviour. This is an asymmetry that constrains the models available.

P5: Service climate mitigates the adverse impacts of customer incivility on the performance of employees, and the buffering impact is stronger in the situations that are characterised by high internal support and good leadership presence.

This hypothesis brings resilience logic into the service climate theory and makes it congruent with the current service issues.

## *Theoretical Contribution of the Proposed Model*

The resulting conceptual model has three contributions to the service climate theory, see Figure 7. The first one is that it takes the field to the next level in terms of outcomes and linear models by including moderators and mediators that capture the structural complexity. Second, it clearly incorporates technological and crisis related forces into the service climate framework, instead of combining them as external shocks. Third, it focuses attention on explaining rather than replicating the results by determining the circumstances that result in the approach being used to strengthen or weaken the effects of service climate, or even reverse.

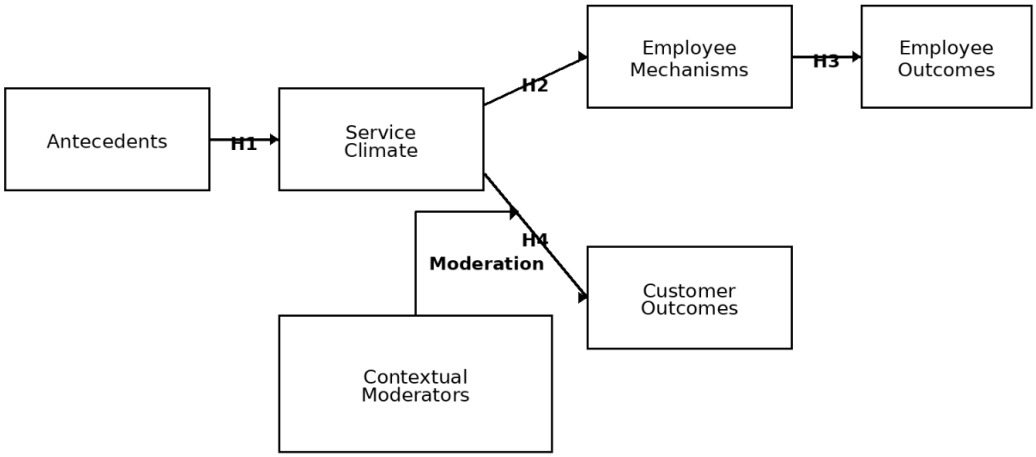


**Figure 7.** UML-style conceptual model of service climate with structural and moderating relationships.

Notably, such propositions are meant to be empirically testable as opposed to speculative. They give a systematic roadmap of a quantitative and mixed-method study in the future that can solve the conceptual inertia detected in the literature. The propositions presented in Table 6 are a summary of research propositions based on the bibliometric results and conceptual synthesis of the literature. Together, these propositions are an expansion of service climate theory because they highlight the boundary conditions, mediating mechanisms and contextual variability, and do not assume uniform effects of climate.

**Table 6.** Research propositions emerging from the study

| Proposition | Statement |
|---|---|
| P1 | Service climate strength moderates the relationship between service climate and employee performance |
| P2 | Manager–employee climate congruence strengthens customer satisfaction outcomes |
| P3 | Algorithmic management weakens the service climate–employee engagement relationship |
| P4 | Job insecurity mediates the impact of technology on service climate perceptions |
| P5 | Service climate buffers the negative effects of customer incivility |

## IMPLICATIONS

### *Theoretical Implications*

This research has a number of implications on the service climate theory. To start with, the results support the fact that service climate is a theoretically sound construct, yet it has become conservative. The primary role of foundational models [1, 53, 54] and the same writers recurrent use of social exchange theory indicate that the field has a higher value on empirical validation compared to conceptual expansion. This paper indicates the necessity

to stop thinking of service climate as a fixed perceptual construct and think about it as a dynamic capability that is influenced by contextual forces.

Second, there are the results which underline the significance of the boundary conditions in the service climate theory. Previous studies have also mostly believed in homogeneous climate perceptions and stable and organizational structures. The facts mentioned herein indicate that such assumptions are becoming less in line with the modern service environment. It is hoped that by anticipating climate strength, climate congruence and contextual moderators, this paper promotes a movement towards more conditional and contingency based theories.

Third, the peripheral role of technology-related themes in the conceptual map of service climate research shows that there is still a long theoretical deficit in the topic. Though service work is being digitised and artificial intelligence is enhancing it, the forces of digitalisation and artificial intelligence have not been systematically integrated into the service climate theory. Thus, the given research can be seen as making an important contribution by explicitly defining the points of technological mediation introduction into the theoretical frameworks of the future instead of attaching it as a secondary variable.

Lastly, the theory-building is impacted by the fragmented social and institutional field structures. Restricted cross-cluster cooperation restricts the accumulation of knowledge and strengthens path-dependence. Further integration of theory is probably going to involve more interdisciplinary and cross-contextual cooperation especially between the scholars in service management, organizational psychology and information systems.

### *Practical Implications*

The findings to practitioners especially in service intensive sectors like hospitability, tourism, medical services and platform-based services are of essence since most practitioners should invest in internal service climates. The submission substantiates the fact that the service climate is a very important mechanism that connects between the internal management practice and the outcomes that are directed to the customers. Nevertheless, this paper also indicates that standard methods might not be adequate anymore.

Managers need to be aware that the implications of service climate depending on common perceptions and perceptual congruence among hierarchical levels. Mismatch between managerial intent and frontline experience, poor internal communication and inconsistent messaging can weaken the efficacy of service climate initiatives. Thus, the improvement of the service climate should focus on the clarity, consistency, and visibility of expectations related to the service.

The findings are warning on the assumption that in technology intensive service settings, digital tools would unconditionally lead to improved service performance. The use of algorithmic management and automation can negatively affect the service climate perceptions when it enhances job insecurity or perceived organizational support (POS). Organisations that are embracing artificial intelligence need to balance their technology

with dynamic human resource practices, including reskilling, open evaluation of performance, and supervisory assistance.

The prevalence of developed country research to the policymakers and industry leaders in the emerging economies indicates that there is a need to have local based research on service climates. The institutional conditions in which services sectors operate in these situations can be very different, and the importation of models developed in other settings without any changes can result in suboptimal results.

### *Directions for Future Research*

The limitations outlined in Section 5.7 provide a clear foundation for future research in service climate studies. Addressing these constraints will help strengthen theoretical development, methodological rigor, and empirical relevance.

First, future research should move beyond single-database bibliometric designs. Comparative analyses using multiple databases such as Scopus, Web of Science, and discipline-specific sources can improve coverage and reduce database-driven bias. This will help verify whether the intellectual structure of the field remains stable across data sources.

Future studies could conduct a dual-database bibliometric comparison between Scopus and Web of Science. A combined dataset including Scopus, Web of Science, and Google Scholar to examine regional and non-English contributions to service climate theory.

Second, future studies should integrate bibliometric findings with empirical and meta-analytic approaches. Bibliometric patterns reveal structural trends, but they do not validate causal relationships. Empirical testing of the proposed conceptual model is necessary to confirm the mechanisms identified in this study.

A meta-analysis of 20–30 studies examining the relationship between service climate and customer satisfaction across industries. A multilevel empirical study testing the mediating role of employee engagement between service climate and customer loyalty.

Third, research should examine service climate in technology-mediated and platform-based environments. The present study shows that technology-related themes remain peripheral despite major changes in service work. Future work must investigate how digital tools, algorithmic management, and gig employment reshape service climate dynamics.

A study comparing service climate perceptions between traditional hotel employees and platform-based hospitality workers.

An experimental design testing how AI-driven performance monitoring affects employee engagement under different service climate conditions.

Fourth, future research should explore contextual and boundary conditions more systematically. Constructs such as climate strength, perceptual congruence, job insecurity, and leadership style may alter the effectiveness of service climate across settings.

A cross-country study examining how service climate strength moderate's customer satisfaction in developed versus emerging economies. A longitudinal study testing whether manager–employee climate congruence predicts customer retention over time.

Finally, more practice-oriented and intervention-based research is required. Much of the literature remains correlational and sector-specific. Field experiments and case-based studies can provide stronger practical validation of service climate mechanisms.

A field experiment introducing structured service climate interventions in retail branches and measuring changes in customer satisfaction. A case study of a hospital implementing climate-strengthening HR practices and tracking employee engagement and patient outcomes.

## CONCLUSION

Service climate studies have evolved into a developed and empirically rich discipline, but are marked by conceptual steadiness other than change. Mapping its descriptive, intellectual, conceptual, institutional, and social structures systematically, this research shows that there has been obvious evidence that the field is changing gradually even despite the massive change in service work and organizational setting.

The results indicate that the traditional theories are still of great influence, but new trends, including digitalisation, artificial intelligence, and platform-based service work, have not provided an opportunity to reform the conceptual core of the studies on the service-climate. This discontinuity reminds of the necessity of intentional theoretical rejuvenation based on empirical findings, and not oratory assertions of novelty.

This study would add greater analytical rigor and prospective evaluation of the service climate domain by comparing its results with the state-of-the-art reviews and filling the methodological gaps of the previous bibliometric research. The given conceptual framework and research hypotheses provide a systematic plan of how the research will proceed in the future, with the focus on the conditional impact, contextual moderators, and structural alterations.

Conclusively, this paper is able to place service climate not as an established concept but as a theoretical construct that requires recalibration in order to be relevant in present day service contexts. To scholars, practitioners and policymakers, the significance of comprehending and developing service climate research is crucial to ensuring that internal organizational systems keep abreast to the needs of the ever-complex service economies.

## AUTHOR CONTRIBUTIONS

Conceptualization, S.M.B. and A.S.; methodology, S.M.B and A.S.; software, S.M.B.; validation, S.M.B. and A.S.; formal analysis, S.M.B.; investigation, S.M.B. and A.S.; resources, S.M.B. and A.S.; data curation, S.M.B. and A.S.; writing—original draft preparation, S.M.B.; writing—review and editing, S.M.B and A.S.; visualization, S.M.B. and

A.S.; supervision, S.M.B.; project administration, S.M.B. All authors have read and agreed to the published version of the manuscript.

## CONFLICT OF INTERESTS

The author(s) declare that there are no conflicts of interest regarding the publication of this paper.

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