**Abstract**

This thesis concerns the importance of promoting a service climate to ensure employees’ commitment to service quality. Thus, to gain insight into the service climate phenomenon, it is helpful to identify which factors make frontline service employees committed to service quality, how ‘service climate’ is understood, and how ‘service climate’ is developed in the organizational context. Consequently, the aim of this thesis is to understand the role of employees in service and to formulate a service climate model of its antecedents and consequences. This study uses a mixed methodology that 1) qualitatively defines the potential factors that reinforce organizational service climate and subsequently result in employees’ attitudes and behaviors to service quality and 2) quantitatively tests the resulting model in the context of the banking service industry based on a sample of 689 individuals working in 109 teams for two banks. Findings report that the antecedents for service climate are: management commitment to service quality, perceived organizational support and social support (inter- and intra-teams). Moreover, service climate has a large effect on employees’ commitment to service quality and on their service-oriented behaviors.

**ANTECEDENTS AND CONSEQUENCES OF SERVICE CLIMATE: A STUDY OF EMPLOYEES’ PERCEPTIONS IN THE BANK INDUSTRY OPERATING IN MEXICO**

The global economy has forced business owners to compete in terms of service rather than price or other elements. Products have become more homogeneous because of continuous technological advances; even manufacturing enterprises are competing in services. For this reason, the distinguishing value in any industry is service. In particular, in the bank industry, special emphasis is placed on customer service as an important element of a company’s performance and as a form of differentiation in an institutional and competitive marketplace. Although technology has witnessed growing participation in this industry with ATMs (automatic trade machines), Internet banking, and other impersonal media for routine processes, employees constitute a long-established key service source for selling high-value and rentable products in this industry because customers often request advice on complex financial products. Therefore, customer-employee interaction is a key link in the production and delivery of services, and several personal and organizational conditions (e.g., an agreeable personality factor, corporate service culture) can enhance the efforts of employees to provide service quality to customers. For this reason, understanding the service climate phenomenon would enable the identification of the role of employees in service as well as the factors that promote an organizational service climate and improve employee attitudes toward service. Therefore, this study is relevant not only for practitioner managers in service firms but also for the academic service management field.

Although employees directly handle customer service, service research has rarely focused on employees’ central role. Some studies that have paid attention to employees focused on how to encourage them to exhibit positive behaviors or attitudes toward service. Some concepts that have been linked to service management are organizational climate (Chuang & Liao, 2010); justice, self-efficacy, and role clarity (Anderson, 2006); social interchange (Broderick, 1999); organizational citizenship behavior; and perceived organizational support (Wang, 2009a). All these factors reflect what a service climate is: shared beliefs of employees regarding the organizational emphasis on service quality as well as the perceptions of practices, procedures, and behaviors that are rewarded, supported, and expected in a service setting (Schneider, White, & Paul, 1998) or “how important service is in their organization” (Yoon, Beatty, & Suh, 2001, p. 502).

In addition, according to Browning (2006), employee perceptions of human resource practices affect their organizational commitment and thus their service behavior. Therefore, when employees are part of a service environment and receive organizational support for delivering customer service, their behaviors and attitudes are oriented toward better service results, such as commitment to service, which is in turn strongly related to consumer loyalty and to positive ‘word of mouth’ (Liang, Tseng, & Lee, 2010).

Hence, service climate is not a spontaneous condition in any organization. Rather, service climate is the result of a genuine management commitment to service quality, organizational support for employees, and assurance of the necessary conditions that promote a social network of support as well as unpretentious behaviors from employees beyond role expectations (Hong, Liao, Hu, & Jiang, 2013). All these factors enable a positive service climate, which naturally leads to employees’ commitment to service quality. Accordingly, management commitment to service quality represents initiatives to engage in activities such as providing visible quality leadership and resources for the adoption and implementation of service quality initiatives (Ahmed & Parasuraman, 1994).

However, management commitment to service quality alone does not produce positive organizational outcomes unless it is linked with effective employee involvement to produce positive effects on service quality (Cheung & To, 2010). Thus, employees’ perceptions of care and support from their organization and coworkers are also important in creating a service climate. Employees develop beliefs about how well their organization cares about their well-being or perceived organizational support (Eisenberger, Huntington, Hutchison, & Sowa, 1986) and how the social environment or the community in which employees are embedded in the workplace supports them (Hayton, Carnabuci, & Eisenberger, 2012). Such employee beliefs regarding organizational support are thus related to service behaviors (Wang, 2009b).

Accordingly, employees’ commitment to service quality is a result of organizational and social factors, such as individual characteristics. Some of these individual characteristics include the degree to which employees’ personality and behavior are serviceable, proactive, and helpful. In this sense, a construct that merges these pro-social characteristics is organizational citizenship behavior. These citizenship behaviors are crucial in the service context because they represent discretionary work behaviors that are not directly or explicitly recognized by the formal reward system and that, in aggregate, promote the effective functioning of organizations (Organ, 1988).

Furthermore, in service management research, service climate and organizational citizenship behavior are two of the most important variables related to service delivery. These two constructs explain the contextual conditions of the internal service environment but ignore individual perceptions about who is truly important in service management: the employees as well as the factors that encourage commitment to service quality.

Therefore, a limitation of previous service management research is that such studies have neglected to consider the individual perceptions of frontline employees. According to Hong et al. (2013), although service is not a new research area, there is “a tremendous opportunity to theoretically integrate the service profit chain (i.e. the relationship between employee capability and customer satisfaction, loyalty and productivity), service climate, and customer relationships research (i.e. implications for customer responses and financial outcomes) to establish a comprehensive model of service” (p. 238).

Similarly, Dean (2004) stated that future research in the service management field should consider five elements. First, although there is empirical evidence linking organizational features to employee attitudes, there is a need to explore moderator variables such as the size and type of the unit of analysis (e.g., bank, branch in bank studies, or individual level) as well as the factors that promote those organizational features (e.g., service climate). In this regard, the mixed findings of previous research on organizational performance and both employee and customer perceptions of service environment rely on small sample sizes, unadjusted measures, a lack of attention to issues of data aggregation, variation among industries, and other issues (Borucki & Burke, 1999). Second, Dean (2004) suggested considering employee commitment as a valuable avenue for future research in the field because commitment is an indicator of the depth of relationships and has received a recent surge of attention in the service literature (Guerra & Sepúlveda, 2014). Third, previous lines of research have demonstrated bivariate (correlational) relationships between employees and customer perceptions but have not explained how the roles of employees and/or customers are determinants of performance; thus, longitudinal studies or new causal models (e.g., structural equation modeling) are required. Fourth, the ‘service sequence’ is not linear, and there is a possibility of certain complexities (e.g., un-contemplated variables) and reciprocal effects between organizations and customers. Fifth, although the service management literature integrates the perceptions of three groups (managers, employees, and customers), few studies have incorporated multiple sample groups.

Therefore, this thesis focuses on some of these future trends, such as the ‘service sequence’ of the factors promoting service climate, the consequences of this service climate, and the effect on the role of service employees (i.e., their commitment and behavior) in the delivery of service quality to customers. This study also seeks to assess those unsolved problems in service management research by measuring multiple sample groups (i.e., managers and employees) with a large sample size and with multiple teams in two organizations within the same industry.

The primary aim of this thesis is to understand the role of employees in service and the service climate phenomenon. To achieve this objective, it is necessary to develop and test a model concerning the antecedents and consequences of service climate required to assure employees’ commitment to service quality. In particular, this thesis contributes to enhancing the current literature on service marketing and organizational behavior by 1) centering the attention on employees’ attitudes and perceptions, 2) developing and testing a model of service climate antecedents and consequences, 3) explaining how service climate is relevant to encourage the commitment of frontline service employees in real-world service settings, and 4) recognizing that importing the service climate construct to a Latin American culture requires a deep understanding and is promoted by additional factors not previously documented by the traditional literature on the topic. Finally, this research also aims to assist practitioner managers by offering specific recommendations about which organizational elements to focus on to promote a positive service climate and therefore to foster the authentic commitment of employees to service quality.

**Methodology**

The study context is the banking service industry operating in Mexico. Indeed, the banking industry is a traditional field for service management research (Johnson, 1996; Paradise-Tornow, 1991; Ryan, Schmit, & Johnson, 1996; Schneider & Bowen, 1993; Schneider, Parkington, & Buxton, 1980; Schneider et al., 1998; Schulte, Ostroff, & Kinicki, 2006; Shainesh & Sharma, 2003; Yoon et al., 2001). In addition, financial services in Mexico represent one of the most rapidly growing sectors. According to the CNN Expansion 500 (2011), among the 16 companies with more than 25% sales growth from 2005 to 2009, 10 companies belong to the financial services or insurance sector. These numbers reflect the importance of the industry in the Mexican context and the representativeness of the financial service sector for the purpose of this study.

The sample included two financial organizations in the quantitative study and one organization in the qualitative study. Both organizations have customer contact employees and geographical branch dispersion, which ensures intense face-to-face customer contact. This topic was relevant for the sample selection because according to Donavan, Brown, and Mowen (2004), the importance of customer orientation is stronger for service workers who spend more time in direct contact with customers than for workers who have little or no direct contact with customers.

**Qualitative Study**

This phase of the study aims to develop an integral model that explains how service climate is understood, which potential factors reinforce organizational service climate, how service climate is built in the organizational context, and the consequences of service quality. It took place in a division of a financial service organization integrated with 140 branches and more than 1,500 individuals. In particular, the sample includes mid-level managers (branch managers) and frontline service workers geographically distributed in two cities. The participants were invited to attend focus group sessions by their top manager. The only information that the subjects received prior to the focus group sessions concerned the general subject of ‘customer service’, with the aim of avoiding undue influence on attitudes and participation in discussion.

The number of interview groups was determined by the theoretical saturation criteria. A total of ten group interviews were held, with each group comprising four or five individuals. The focus groups were conducted in Spanish, were audio and video recorded, and were then transcribed to determine key aspects of each respondent’s perspective on service climate.

**Findings**

These findings emerged from the discussion group interviews in a service context of one organization in the financial service industry in Mexico. First, employees perceive organizational support (POS) by evaluating the internal service that they receive from their organizations, such as their salary, benefits, and support programs. According to Eisenberger et al. (1986), POS is a tendency to assign to an organization humanlike characteristics reflecting the organization’s readiness to value and reward work effort, to meet socioemotional needs, and to care about employees’ well-being (through actions such as payment, bonus, promotions, child care programs, physical fitness programs, and health services).

Second, leader-driven examples or motivation to serve is closely associated with the MCSQ construct. Hartline and Ferrell (1996) previously defined MCSQ based on some of these aspects. In addition, the managers interviewed in this study agreed in listing service climate and organizational support as two other crucial factors in developing ECSQ. However, frontline service employees identified recognition, remuneration, benefits, equipment, physical layout, and work-life balance as additional relevant factors driving the commitment to service quality. Between these two groups, some dimensions of MCSQ are listed, such as rewards (Babakus et al., 2003; Elmadağ et al., 2008; Lytle & Timmerman, 2006). In addition, Ashill et al. (2008) recognized two other factors, including equipment and physical layout as service technology, as the actual research participants mentioned in this study.

Third, the work environment confirms that service climate is different from service quality and actually precedes it. Service climate is understood as a connection or integration environment, with values of hospitality, trust and respect, in which familiarity and teamwork spirit are found, as well as support and recognition as inputs. Although service climate can be promoted by an organization with processes such as hiring, training, or leadership, sublevels of service climate exist at lower levels of organizations. Therefore, social interaction between coworkers within and between teams also affects service climate perceptions.

In addition, service climate as a construct is defined as employees’ shared perceptions of practices, procedures, and behaviors that are rewarded, supported, and expected in a service setting (Schneider et al., 2000, 1998). Contrary to this definition, the study findings suggest that service climate is more than simply the shared perceptions of the relevance of service to an organization and that this climate is promoted through social interaction. In this sense, support not only comes from the top-down influence of the organizational hierarchy or is linked to human resources practices at the workplace (Kossek, Pichler, Bodner, & Hammer, 2011) but is also a result of the organizational community in which employees are embedded through their social network in the workplace (Hayton et al., 2012). This view is a social exchange theory vision (Blau, 1964) of interpersonal relationships and a dyadic support exchange that is contingent on rewarding reactions from others. Consequently, this finding supplements the traditional definition of service climate and considers the importance of social interaction in promoting a service climate. Social support should thus be considered an additional antecedent to service climate.

In addition, the study findings indicate that the components of service climate are motivation, job satisfaction, commitment, manager involvement, teamwork, honesty, a positive job environment, the professional image of employees, positive attitudes, smiling faces, and cordial greetings. Similarly, Schneider (1980) found that a service climate enhances job satisfaction and lowers stress and frustration levels but only in cases in which employees have a service orientation level that is similar to that of their organization.

Moreover, service climate is promoted by organizational support programs and management commitment to service (i.e., continually reminding employees of the importance of service, providing awards for quality, offering training programs, providing guidance and support, and demonstrating service-oriented leadership), but such a climate is actually implemented in lower organizational levels or work teams. In particular, the individual characteristics of team members are important in this process. Teams with service-oriented individuals (i.e., people who are kind, alert, and calm; who are good listeners; who have a professional appearance; and who demonstrate a positive attitude and ethical values) tend to better contribute to the development of a service climate because such people are likely to influence others to offer quality service. This contagion of service attitudes is similar to what Podsakoff and MacKenzie (1997) noted with regard to how OCB improves performance by ‘lubricating’ the social network structure as well as Yang’s (2008) findings regarding the effect of co-workers’ counterproductive behavior in the service environment. At this point, OCB is both a consequence of and an antecedent to a service climate. Thus, there exists a virtuous cycle linking these two constructs.

In summary, this qualitative study enables an understanding of newly identified elements promoting a positive service environment and an understanding of the service climate phenomenon from the perspective of employees. In addition, it is important to recognize organizational, relational, and individual factors that promote a service climate. According to Carrillat et al. (2009), service quality has positive consequences for customers, but research findings suggest that employees also recognize the value of service both to organizations and to all organizational members (i.e., sales, referrals, competitive advantage, positive word of mouth, loyal customers, and long-lasting relationships).

Consequently, the qualitative study enabled outlining of the antecedents and consequences of service climate and thus leads to an integral model that can be empirically tested. It is clear that service climate results from diverse organizational, relational, and individual factors, such as MCSQ and OCBs, but this study reveals additional factors, such as POS and social support. Moreover, a service climate propitiates employees’ attitudes (such as their commitment to service quality) and behaviors with respect to service quality and thus leads the actual service quality perceived by customers to be considered an outcome variable.

**Quantitative Study**

This phase aims to test the service climate model derived from the literature review and the qualitative phase of the study to explore the role of employees in service and the factors that promote a positive service climate at the individual and aggregate levels of analysis. However, beyond exploring the difference between individual and aggregate levels of analysis, the intention here is to recognize that service climate research is a multilevel construct and should be analyzed from both perspectives.

**The Individual Level Study**

Referring to the antecedents of service climate, the qualitative phase and the previous literature suggested that the managers’ commitment to the service process leads to service climate. For example, Ashill et al. (2008) found a significant influence of MCSQ on the job satisfaction and organizational commitment of individual frontline employees and explored how these job attitudes influence service recovery performance and turnover intentions.

Particularly in the service context, the role of managers is important in providing service quality to customers. Employees require continuous training and one-to-one coaching both in technical job skills and in customer relationship-building skills to ensure the appropriate positive displays during service encounters (Du, et al., 2011; Hogan, et al., 1984; Schneider & Bowen, 1992). Therefore, the first hypothesis is as follows:

*Hypothesis 1: MCSQ has a positive effect on service climate.*

POS was added to the model in the qualitative phase. This construct describes employees’ general belief that their work organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002). According to Rhoades and Eisenberger (2002), POS is the result of organizational rewards and job conditions (e.g., pay, promotions, job enrichment, and influence on organizational policies) and support programs (e.g., child care programs, physical fitness programs, and health services) that employees believe to represent the voluntary actions of an organization, as opposed to responses to external constraints (i.e., union negotiations or governmental health and safety regulations). The authors also indicated that organizational support has been associated with positive individual and organizational outcomes, such as job satisfaction, affective commitment, performance, and reduced withdrawal behavior, as mentioned in the sampled comments.

According to Grant et al. (2008), there is a pro-social sense-making process in which employees interpret company actions and care-giving in a manner that strengthens their affective organizational commitment. In essence, the perception of an organization’s caring and respect results in employees feeling identified and committed to the organization and its customers in service firms (Wang, 2009a). The second hypothesis is thus presented:

*Hypothesis 2: POS has a positive effect on service climate.*

During the qualitative phase, the participants recognized the importance of the social networking influence of coworkers to service climate. In this sense, the social support construct refers to individual beliefs regarding whether a person is cared for, loved, esteemed, and valued by his/her social group as well as whether there exists a mutual obligation and a sense of belonging to a communication network (Cobb, 1976). This construct is closely related to organizational or communication climate and to concepts of interpersonal warmth, trust, and openness, and it may also affect organizational outcomes such as job satisfaction and performance (Kirmeyer & Lin, 1987).

However, support does not merely rest with managers; coworkers also lend support to other employees. Individual members provide affective support to increase motivation (Hüffmeier & Hertel, 2011). The communication and cooperation between (i.e., inter-team support) and within groups (i.e., intra-team support) are relevant factors related to team effectiveness (Campion, Medsker, & Higgs, 1993). Consequently, the third hypothesis is as follows:

*Hypothesis 3a: Inter-team social support has a positive effect on   
service climate.*

*Hypothesis 3b: Intra-team social support has a positive effect on   
service climate.*

Moreover, employee behaviors have an effect on perceptions of a service environment (Yang, 2008). In particular, in the service delivery context, employees behave according to job description specification (i.e., smiling or calling a customer by his/her name) but also manifest extra-role behaviors (i.e., being involved in personal interactions with customers, developing relationships with them, understanding customers’ needs, and attempting to make customers feel important, primarily based on employee attitudes and motivations). OCB is also an outcome of service climate because a positive service climate communicates that customer service requires going beyond task behaviors (Chuang & Liao, 2010). As a result, OCB is both an antecedent and a consequence of service climate, and the fourth hypothesis is thus proposed:

*Hypothesis 4: OCB is highly correlated with service climate.*

Referring to the consequences for service climate, the previous literature has recognized a relationship between service climate and employees’ commitment, engagement, or involvement (Liao & Chuang, 2004; Rogg et al., 2001; Singh, 2000). In this sense, ECSQ is defined as “the relative propensity of an individual to engage in continuous improvement and to exert effort on the job for the benefit of customers” (Peccei & Rosenthal, 1997, p. 69).

According to Little and Dean (2006), at the individual level, service climate communicates a message to employees about the extent to which service is valuable for an organization as well as which attitudes and behaviors are expected and rewarded. Therefore, the service climate may influence employee attitudes such as commitment. Therefore, the fifth hypothesis is as follows:

*Hypothesis 5: Service climate has a positive effect on ECSQ.*

Moreover, qualitative studies have found that teams with service-oriented individuals tend to offer better service quality because such people tend to influence others. There is also empirical evidence of a contagion process between employees and the following: 1) customer attitudes (Pugh, 2001); 2) service performance, customer satisfaction, and customer loyalty (Alge et al., 2002); and 3) the high-quality service provided to customers (Boshoff & Tait, 1996). Consequently, employee attitudes, such as ECSQ, would have an effect on other employees’ service-oriented behaviors (OCB). Therefore, the sixth hypothesis is as follows: Then the attitudes of some em” suggest that on

*Hypothesis 6: ECSQ has a positive effect on OCB.*

**Measures**

The following variables were used in this individual-level study: service climate, MCSQ, POS, social support (inter-team ‘SSE’ and intra-team ‘SSA’), OCB, and ECSQ.

**Service climate.** The global service climate scale is the most accepted measure worldwide for service climate and was developed by Schneider et al. (1998). This scale is assessed by seven items (Cronbach’s α = 0.89).

**Management commitment to service quality**. MCSQ was measured using the scale developed by Cheung and To (2010)*.* This construct includes five items (α = 0.88).

**Perceived organizational support**. The POS scale consists of six items (α = 0.95). Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) adapted the scale from Eisenberger et al. (1986).

**Social support (inter-team and intra-team)**. The social support instrument is an adaptation of the work of Campion et al. (1993) made by De Jong et al. (2004) to assess SSE and SSA in service settings. SSE was assessed using eight items (α = 0.92) and SSA was assessed using five items (α = 0.93).

**Organizational citizenship behavior.** OCB was measured using seven items (α = 0.88) from Dimitriades (2007), who presented a customer orientation or service orientation form of OCB adapted from Morrison’s work (1996) regarding traditional OCB dimensions.

**Employees’ commitment to service quality**. The ECSQ scale was obtained from Elmadağ et al. (2008), which is an adaptation from Hartline and Ferrell (1996). This scale uses ten items (α = 0.83) on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Control variables.** This study considers some control variables: job position, education level, civil status, gender, age, tenure (in the organization, in the position, and on the team), branch, geographical area, and organization.

**Results**

This quantitative phase enables conclusions to be made for a service climate model. Combining the results from both levels of analysis, the final model is presented in Figure 2. This final model presents the antecedents to psychological service climate as well as service climate as a common group perception. In addition, it is evident that the consequences of a positive service climate are ECSQ and that this attitude or disposition leads to OCB behaviors oriented toward service.

**(Insert Figure 1)**

**Conclusions**

This research proposes that the construct of service climate should be expanded to incorporate organizational, relational, and individual factors that promote a positive service environment. The study thus adopted a multilevel perspective and reported similar results for psychological service climate at the individual level and shared service climate perceptions at the aggregate level. In this sense, the findings report that service climate is promoted by organizational efforts but that these efforts are implemented within work teams. In addition, the qualitative study revealed that individual characteristics are important in this process because service-oriented individuals lead others to offer quality service. Indeed, new variables such as POS and social support were incorporated and established as antecedents to service climate. The model thus recognizes that employees working in the service sector are aware of the relevance of service quality and tend to develop attitudes and behaviors oriented towards this goal.

**Implications**

Employee perceptions of service climate are similar to a ‘thermometer’ used to assess how effectively organizations implement the strategy of providing quality service. This study could thus assist bank managers in developing strategies to enhance employees’ service climate perceptions and thus to enhance customer evaluations of service quality.

The antecedents to service climate derived from this thesis can be used to foster a more effective service climate in the bank industry. In this sense, attention should be focused on the characteristics that top managers can influence in promoting a positive service climate. First, MCSQ could be promoted by carefully selecting, incentivizing, and empowering managers to train, reward, and coach employees according to organization-wide service quality policies. Second, POS could be promoted through a communication campaign focusing on genuine concern for employees’ well-being and valuing their contribution. In this sense, if employees believe that they receive positive service from the organization, then they will attempt to offer a positive service to customers as well. Third, with regard to social support, top managers could encourage integration, allow for open communication, and promote collaboration (rather than competition) between branches. Therefore, reinforcement in these three areas can provide strategies to obtain a service environment that will eventually affect employee attitudes and behaviors with regard to service quality.

Banking organizations, especially but not exclusively those participating in the study, should focus on three elements: MCSQ, POS, and social support. However, the main dilemma is to choose which service quality measure best reflects the real perceptions of customers, as service quality is the final performance measure that these organizations seek. In the case of the two organizations under study, it was observed that these organizations do not share common service quality criteria. For example, bank A had suggestion boxes but did not have a regular customer feedback system, as bank B did. Therefore, bank A should implement a formal feedback customer process.

Finally, an additional product of this dissertation was the executive reports for both banks. Indeed, the evaluation process at each studied bank revealed the expected significant relationships. The executive reports for each organization can thus recommend specific courses of action for each variable (with branch-level detail), which implies a revision of current practices and processes (those that should be replicated and those that should be avoided) to encourage the development of a positive service climate.

**Limitations and Future Research**

This thesis has some general limitations. The first limitation is that this study used a cross-sectional design and thus does not provide real information about causality. Despite this limitation, the SEM analysis utilized for this study enabled testing an integrated model of service climate. However, future research is needed to validate the current findings in a longitudinal study. Second, common-method variance is generated by the utilization of employees’ self-report measurement instruments. Nevertheless, to reduce this bias, other sources of information were incorporated during the research process, such as feedback from academic colleagues and organization managers. Third, customer perceptions of service quality were obtained from secondary data based on different criteria in the two organizations under study. Therefore, future studies must consider measuring service quality with primary data by also including customers in the research sample. Fourth, the study considers only two bank organizations operating in Monterrey, Mexico; this limitation should be considered when seeking to generalize the findings to other industries or contexts. Consequently, future research could extend the actual service model to other service industries (e.g., health services, hospitality, or recreation) to improve the generalization of the findings throughout the service industry.

In addition, this study occurred in a particular cultural context (i.e., a highly context-driven and collectivist culture, which explains why social interaction affects service climate perceptions). Thus, another research avenue would consider cultural variables for comparison purposes. This step is needed because studying participants in a highly context-driven and collectivist culture has certain relational elements that could influence how social interaction models regulate service climate perceptions. Therefore, it is relevant for research on this topic to consider how and which culture dimensions in the Latin American context are relevant when managing frontline service employees.

Figure 1 Final integrated model

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