Journal of Reproducible Research (JRR)
Volume (2) - 2025 - e- ISSN - 2948-5282

The Determinants of Service Innovation: A Systematic Review

[1]Mohammed Turaykhim M Alrashidi, [2]Dhakir Abbas Ali
[1]Faculty of Business and Accountancy, Lincoln University College, Malaysia
[2]Head of Research Unit, Lincoln University College, Malaysia

Information of Article

Article history:
Received: Nov 2025
Revised: Nov 2025
Accepted: Dec 2025
Available online: Dec 2025

Keywords:
Service innovation; determinants; systematic review.

Abstract
Service innovation has emerged as a critical driver of organizational competitiveness, customer satisfaction, and long-term sustainability in an increasingly digital and knowledge-based economy. Despite its growing relevance, the determinants that enable or constrain service innovation remain fragmented across behavioral, organizational, technological, and institutional domains. Understanding how these multidimensional factors interact is essential to guide both theoretical development and managerial practice. This study aims to systematically review and synthesize contemporary evidence on the determinants of service innovation across industries and regions. The objective is to identify, categorize, and analyze the behavioral, organizational, technological, and contextual factors that influence the development and performance outcomes of service innovation. Following the PRISMA 2020 framework, a systematic review was conducted using Scopus, Web of Science, and ScienceDirect databases. A total of 612 records were initially identified, and after screening and eligibility assessment, 30 studies published between 2020 and 2025 were included for analysis. Data were extracted and thematically coded into major determinant categories: organizational, leadership, behavioral, technological, knowledge-based, and institutional factors. The selected studies were summarized in a literature review matrix to enable cross-comparative synthesis. The findings reveal that service innovation is driven by a complex interplay of internal and external determinants. Behavioral factors such as leadership, motivation, and employee creativity interact with organizational enablers including dynamic capabilities, structure, and digital readiness. Technological drivers such as artificial intelligence, big data analytics, and ICT infrastructure enhance innovation efficiency and customer value creation. Meanwhile, institutional and market environments shape firms' ability to adopt and sustain innovative practices. Collectively, these determinants contribute to improved firm performance, adaptability, and strategic competitiveness. Service innovation represents a multidimensional phenomenon that integrates human creativity, technological advancement, and organizational learning. The review underscores that success in service innovation depends on aligning behavioral and technological capabilities with supportive institutional contexts. This integrative understanding provides a foundation for future research and practical strategies aimed at building innovation-oriented cultures and sustainable service systems.

1. Introduction

In an increasingly competitive and knowledge-driven economy, service innovation has emerged as a critical determinant of organizational success and sustainable performance. Unlike traditional product innovation, service innovation focuses on the creation of new or improved service concepts, delivery processes, and customer experiences that enhance value co-creation between organizations and stakeholders (Smania & Mendes, 2021). The rapid evolution of digital technologies, customer expectations, and global market interconnectivity has expanded the importance of service innovation beyond its conventional domains. Firms are compelled to transform service systems, organizational structures, and strategic orientations to maintain competitiveness and achieve differentiation (Ziyae et al., 2022; Kumar et al., 2024). As industries transition toward service-centric models, particularly within the hospitality, information technology, and manufacturing sectors, identifying the determinants that drive effective service innovation becomes an essential area of inquiry.

Theoretical and empirical studies have proposed multiple antecedents of service innovation, spanning organizational, technological, human, and institutional dimensions. From a dynamic capabilities perspective, organizational flexibility, leadership, and resource orchestration enable firms to develop adaptive innovation processes in volatile environments (Tang et al., 2025; Feng et al., 2021). Digital transformation strategies and IT support further accelerate innovation outcomes by enhancing information flow, knowledge sharing, and customer responsiveness (Soto Setzke et al., 2023; Kumar et al., 2024). At the behavioral level, leadership style and employee engagement have been identified as catalysts for creativity and experimentation in service contexts, fostering an innovation-oriented culture that sustains organizational learning and adaptability (Li et al., 2021; Efendi et al., 2023). Meanwhile, institutional and environmental factors such as governance structures, regulatory frameworks, and market dynamics influence how organizations integrate innovation capabilities into strategic and operational decisions (Qamar & Ali, 2025; Su et al., 2023).

Despite this growing body of literature, existing research remains fragmented regarding the relative importance, interrelationships, and contextual dependencies among these determinants. Studies often focus on single industries or specific dimensions of service innovation, leaving gaps in understanding how these factors interact to shape organizational performance and competitive advantage (Behnam et al., 2022; Vuorio et al., 2020). Furthermore, with the proliferation of digital technologies such as artificial intelligence, big data analytics, and Industry 4.0 systems, the mechanisms through which digital and human factors jointly influence service innovation demand comprehensive synthesis (Monroy-Osorio, 2024; Zhong et al., 2025). A systematic review is therefore necessary to integrate and evaluate the determinants of service innovation across sectors, theoretical perspectives, and methodological approaches. Accordingly, this study aims to systematically analyze and synthesize the determinants of service innovation identified in recent empirical and conceptual research. The review seeks to consolidate the fragmented literature by categorizing determinants into organizational, leadership, behavioral, technological, knowledge, customer, and institutional domains. Through this approach, the study contributes a comprehensive understanding of how these determinants collectively enhance innovation outcomes and organizational performance. In doing so, it extends previous works by bridging theoretical perspectives such as the dynamic capability view, resource-based view, and open innovation theory, thereby providing an integrative framework to guide future research and managerial practice in the field of service innovation.

2. Methodology

This systematic review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework to ensure methodological rigor, transparency, and reproducibility throughout the literature selection and analysis process. The approach was designed to synthesize current empirical and conceptual research on the determinants of service innovation across multiple sectors, including hospitality, manufacturing, information technology, healthcare, and creative industries. Following the PRISMA protocol, the review process comprised four key stages identification, screening, eligibility, and inclusion each supported by explicit inclusion and exclusion criteria to minimize bias and ensure comprehensive coverage of relevant studies. During the identification phase, databases such as Scopus, Web of Science, ScienceDirect, and Emerald Insight were searched using Boolean combinations of keywords including "service innovation," "determinants," "factors," "antecedents," "capabilities," and "performance." The search was limited to peer-reviewed journal articles, dissertations, and conference proceedings published between 2020 and 2025 to capture contemporary insights reflecting recent advancements in digital transformation, Industry 4.0, and service management. A total of 612 records were initially retrieved from these databases. Duplicates were removed before proceeding to the screening phase.

In the screening phase, abstracts and titles were reviewed to assess relevance based on the inclusion criteria: studies had to explicitly examine determinants, enablers, or mediators of service innovation and report empirical or conceptual contributions. Articles focused solely on product innovation, marketing innovation, or technological adoption without a service innovation dimension were excluded. This phase yielded 147 eligible studies. The eligibility phase involved a full-text assessment of the remaining articles to confirm their alignment with the research objective. Each article was evaluated for methodological quality, theoretical grounding, and direct relevance to at least one determinant category (organizational, leadership/management, behavioral, technological, knowledge-based, customer-oriented, or institutional). Through this process, 30 studies were finalized for inclusion in the review. These studies, summarized in Table 1: Literature Review Matrix, collectively represent a comprehensive body of evidence on the factors shaping service innovation outcomes across industries and contexts.

To ensure analytical consistency, data were extracted and coded based on recurring themes and constructs. Determinants were categorized according to their conceptual domain, following frameworks such as the dynamic capability view, open innovation theory, resource-based view, and institutional theory (Smania & Mendes, 2021; Qamar & Ali, 2025; Su et al., 2023). Thematic synthesis was then applied to integrate findings and identify cross-sectoral patterns. This structured process facilitated a deeper understanding of the mechanisms through which organizational, technological, and behavioral variables interact to influence service innovation and firm performance (Feng et al., 2021; Kumar & Gawali, 2025; Tang et al., 2025). The PRISMA 2020 Flow Diagram (Fig. 1) illustrates the sequential steps undertaken during the review process, depicting the number of studies identified, screened, and included after the application of the inclusion and exclusion criteria. This transparent documentation of the selection process ensures traceability and adherence to the best practices of systematic review methodology.

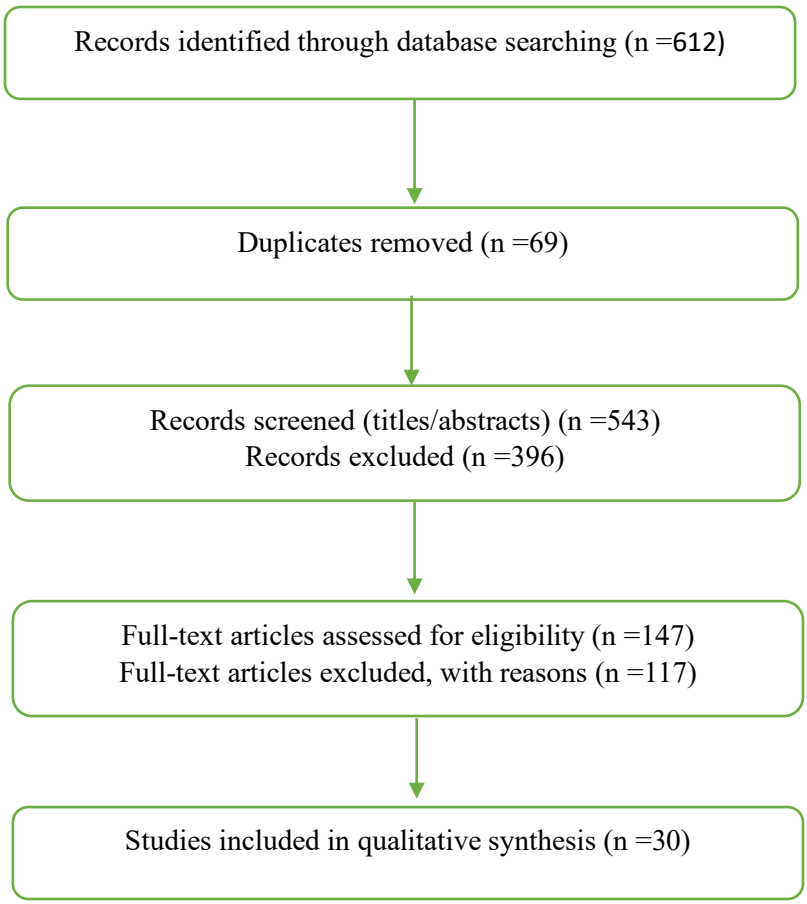

Fig. 1: PRISMA 2020 Flow Diagram

3. Results

3.1 Study Selection and Characteristics

Following the PRISMA 2020 flow process, thirty studies were included in this review after rigorous screening, eligibility assessment, and inclusion based on relevance to the determinants of service innovation. These studies span the years 2020 to 2025 and encompass diverse industrial and geographical contexts such as hospitality, manufacturing, information technology, and public services. The selected literature represents empirical, conceptual, and mixed-method studies that examine how organizational, technological, behavioral, leadership, customer, and institutional factors collectively shape service innovation outcomes. Table 1: Literature Review Matrix summarizes these studies, highlighting directly mentioned determinants such as dynamic capabilities (Kumar & Gawali, 2025), digital transformation and artificial intelligence (Monroy-Osorio, 2024), big data analytics and digital platforms (Popova et al., 2023), and knowledge exchange through design thinking (Gao & Yu, 2023). Other studies emphasize

contextual influences, including institutional environments and technological innovation capacities (Su et al., 2023), as well as leadership, team culture, and employee behavior as drivers of innovative service outcomes (Yang et al., 2021; Jiang et al., 2023). Collectively, these works represent a comprehensive understanding of service innovation as a multidimensional construct emerging from the interplay of resources, capabilities, and external contingencies.

Table 1. Literature Review Matrix**.**

No	Author(s) & Year	Organizational Factors	Leadership / Management	Human / Behavioral Factors	Technological / Digital Factors	Knowledge & Learning	Customer / Market Orientation	Institutional / Environmental Context	Innovation Outcomes
1	Smania & Mendes (2021)	✓	✓		✓	✓			✓
2	Vuorio et al. (2020)		✓	✓		✓		✓	✓
3	Qamar & Ali (2025)			✓	✓	✓	✓	✓	✓
4	Koskowich (2025)			✓				✓	
5	Efendi et al. (2023)		✓	✓		✓			✓
6	Behnam et al. (2022)			✓		✓	✓		✓
7	Feng et al. (2021)						✓	✓	✓
8	Iranmanesh et al. (2021)	✓		✓		✓		✓	✓
9	Kumar et al. (2024)	✓		✓	✓	✓			✓
10	Ziyae et al. (2022)	✓	✓	✓	✓	✓			✓
11	Li et al. (2021)		✓	✓			✓		✓
12	Tsou & Chen (2022)			✓		✓		✓	✓
13	Sipos et al. (2025)	✓	✓		✓	✓	✓		✓
14	Mwamlenga et al. (2024)	✓	✓	✓					✓
15	Tang et al. (2025)	✓							✓
16	Zhang et al. (2022)	✓		✓		✓			✓
17	Igwe et al. (2024)	✓	✓				✓	✓	✓
18	Soto Setzke et al. (2023)	✓	✓		✓			✓	✓
19	Islam & Rahim (2025)	✓			✓	✓		✓	✓
20	Kumar & Gawali (2025)	✓			✓				✓
21	Monroy-Osorio (2024)	✓			✓	✓	✓		✓
22	Popova et al. (2023)				✓	✓	✓		✓
23	Zhong et al. (2025)	✓		✓	✓		✓	✓	✓

24	Tsai & Zheng (2021)			✓		✓			✓
25	Jiang et al. (2023)	✓	✓	✓				✓	✓
26	Peng & Li (2021)					✓	✓		✓
27	Yang et al. (2021)		✓	✓		✓			✓
28	Gao & Yu (2023)	✓	✓	✓		✓			✓
29	Leo & Tello-Gamarra (2020)	✓	✓	✓	✓		✓	✓	✓
30	Su et al. (2023)	✓			✓			✓	✓

3.2 Prevalence and Determinants

Across the reviewed studies, the most frequently identified determinants of service innovation can be grouped into six key domains: organizational, technological, human/behavioral, leadership and management, knowledge-based, and institutional factors. Organizational determinants include adaptability, flexibility, and dynamic capabilities, which allow firms to reconfigure internal resources to respond to changing customer needs (Tang et al., 2025; Feng et al., 2021). Technological and digital determinants emerged prominently, particularly through the integration of information and communication technology (ICT), artificial intelligence (AI), big data analytics, and Industry 4.0 technologies that enable faster decision-making and service personalization (Kumar & Gawali, 2025; Monroy-Osorio, 2024; Zhong et al., 2025). Behavioral and leadership determinants were also critical. Studies revealed that transformational leadership and developmental team culture significantly enhance service innovation by fostering a climate that encourages creativity, trust, and open communication (Yang et al., 2021; Tsai & Zheng, 2021).

Similarly, individual and collective motivation mediated by innovation climate and knowledge-sharing behavior drives innovative service performance (Jiang et al., 2023). Knowledge and learning capabilities, reflected through design thinking, cross-functional collaboration, and organizational learning, were identified as strategic enablers that bridge technological and human innovation capacities (Gao & Yu, 2023; Efendi et al., 2023). Institutional determinants such as government support, regulatory frameworks, and market competitiveness were found to moderate the innovation process, particularly in transitioning industries like manufacturing and services (Su et al., 2023). Furthermore, customer participation and education emerged as external enablers that link user involvement with innovation satisfaction and value co-creation (Peng & Li, 2021). These determinants collectively emphasize that service innovation is not an isolated technological endeavor but a systemic transformation driven by interrelated socio-technical and institutional mechanisms.

3.3 Outcomes

The reviewed literature demonstrates that effective management of service innovation determinants leads to multiple organizational outcomes, including enhanced firm performance, customer satisfaction, and sustained competitiveness. Studies consistently show that dynamic service innovation capabilities positively influence dual innovation (explorative and exploitative) and overall firm performance, particularly when mediated by ICT use and digital transformation strategies (Kumar & Gawali, 2025). Digital service innovation driven by AI integration also improves decision-making quality and strategic

agility, leading to better business performance (Monroy-Osorio, 2024). At the behavioral level, innovation climates and employee curiosity were shown to mediate the link between motivation and creative service outcomes (Jiang et al., 2023; Tsai & Zheng, 2021).

Similarly, leadership-based determinants such as transformational leadership and team culture fostered service innovation and strengthened customer-focused performance in hospitality and tourism sectors (Yang et al., 2021). Knowledge and learning-oriented determinants facilitated cross-functional collaboration, enhancing firms' capacity for design-led innovation (Gao & Yu, 2023). From a macro perspective, studies highlighted that favorable institutional environments, technological readiness, and policy support amplify innovation diffusion across sectors (Su et al., 2023). Collectively, these outcomes affirm that service innovation is a strategic asset that not only strengthens firm competitiveness but also contributes to industry-wide transformation through improved adaptability, learning, and technological alignment.

4. Discussion

4.1 Interplay of Behavioral, Organizational, and Contextual Determinants

The synthesis of thirty contemporary studies reveals that service innovation arises from the dynamic interaction of behavioral, organizational, and contextual determinants rather than from any single source. Behavioral determinants rooted in leadership, motivation, and employee creativity form the human foundation of innovation. Studies in hospitality and tourism confirm that transformational and servant leadership inspire innovative behavior and customer-oriented service development (Li et al., 2021; Yang et al., 2021). These leadership styles empower employees through trust, autonomy, and continuous learning, promoting an innovation climate that facilitates knowledge sharing and service creativity (Tsai & Zheng, 2021; Jiang et al., 2023). Moreover, individual motivation and engagement have been shown to mediate the relationship between organizational culture and innovation outcomes, emphasizing the psychological mechanisms linking leadership with creative performance (Efendi et al., 2023). At the organizational level, dynamic capabilities, structure, and digital readiness play a crucial role in operationalizing innovation potential. The ability to integrate technology, knowledge, and internal processes enhances responsiveness and adaptability in volatile markets (Tang et al., 2025; Kumar & Gawali, 2025). Organizational structure, particularly in terms of specialization, social linkages, and communication systems, positively influences innovation capability and operational performance (Iranmanesh et al., 2021).

Complementarily, digital transformation and ICT infrastructure act as enablers of knowledge flow and service redesign, especially within hospitality and manufacturing sectors (Kumar et al., 2024; Ziyae et al., 2022). These findings collectively reinforce the notion that service innovation capability emerges from organizational learning systems and technological alignment that complement human creativity. Contextual determinants such as institutional support, market competitiveness, and regulatory frameworks also influence the success of service innovation. Studies in emerging markets demonstrate that government policies, business environments, and technological ecosystems shape how firms implement innovation (Su et al., 2023; Qamar & Ali, 2025). Institutional logics and cultural norms either facilitate or constrain knowledge exchange and co-creation processes (Behnam et al., 2022).

Furthermore, digital transformation strategies are shaped by the external pressures of globalization, Industry 4.0 technologies, and consumer expectations, highlighting the systemic nature of service innovation (Soto Setzke et al., 2023; Zhong et al., 2025). The interplay among behavioral, organizational, and contextual elements therefore illustrates that effective innovation management requires the alignment of human, structural, and environmental dimensions within a unified strategy.

4.2 Policy, Practical, and Theoretical Implications

From a policy perspective, the findings underline the need for multi-level support systems that encourage organizations to pursue service innovation through digital, regulatory, and educational frameworks. Governments and industry regulators can facilitate innovation ecosystems by investing in technology infrastructure, promoting open data initiatives, and providing incentives for knowledge-intensive firms (Su et al., 2023; Islam & Rahim, 2025). Policies that foster collaboration between academia, government, and industry would further enhance innovation diffusion and sectoral competitiveness. In practice, managers should view service innovation as an integrative process combining leadership, technology, and learning. Effective leadership development programs that emphasize empowerment, servant leadership, and team-based creativity can cultivate a culture of continuous innovation (Li et al., 2021; Yang et al., 2021). Organizations should also leverage information communication technologies (ICT) and digital platforms to improve knowledge management and real-time decision-making (Kumar & Gawali, 2025; Monroy-Osorio, 2024).

Moreover, embedding design thinking and co-creation with customers into service design processes enhances personalization and value creation (Gao & Yu, 2023; Peng & Li, 2021). Theoretically, this systematic review reinforces and extends existing frameworks such as the Dynamic Capability View (DCV), Service-Dominant Logic (SDL), and Resource-Based View (RBV) by demonstrating how organizational and behavioral capabilities mediate the relationship between digital transformation and innovation outcomes (Smania & Mendes, 2021; Qamar & Ali, 2025). The interaction between knowledge utilization, competitiveness culture, and innovation (Tsou & Chen, 2022) further suggests the importance of integrating organizational learning theories with cultural and institutional perspectives to explain service innovation comprehensively. Thus, this review contributes to theory by consolidating diverse strands of research into a multidimensional model of service innovation determinants.

4.3 Comparison with Existing Reviews, Limitations, and Future Research

Compared with earlier reviews on service innovation, which often focused on specific industries or constructs, the present study offers a more comprehensive integration of technological, human, and institutional determinants. Previous works such as those by Feng et al. (2021) and Smania and Mendes (2021) provided foundational analyses of the relationship between service innovation and performance; however, this review extends the discourse by incorporating recent digital transformation, AI integration, and Industry 4.0 literature (Monroy-Osorio, 2024; Zhong et al., 2025). Moreover, while earlier studies emphasized internal organizational capabilities, the current synthesis highlights cross-level interactions between employee behavior, leadership, and institutional contexts, offering a holistic understanding of innovation ecosystems. Nevertheless, this review has certain limitations. First, it relies on peer-reviewed literature published between 2020 and 2025, which may omit emerging studies beyond this timeframe.

Second, although the inclusion of multiple industries broadens generalizability, it introduces heterogeneity in measurement constructs and theoretical perspectives.

Finally, publication bias may exist, as most of the included studies report positive relationships between determinants and innovation outcomes. Future research should address these limitations by conducting longitudinal analyses and meta-analytic modeling to explore causal relationships between determinants and outcomes across different sectors. Further empirical work is also needed to validate the mediating and moderating effects of variables such as organizational learning, institutional culture, and digital maturity. Researchers could develop integrated frameworks combining behavioral, technological, and environmental determinants, exploring how digital ecosystems and artificial intelligence reshape service innovation dynamics across industries. Additionally, expanding the scope of analysis to developing economies will provide valuable insight into how contextual and resource-based challenges influence innovation trajectories.

5. Conclusion

This systematic review examined thirty recent studies to identify and synthesize the key determinants of service innovation across various industrial and regional contexts. The findings demonstrate that service innovation is not the result of isolated actions but rather the outcome of an integrated system that combines human behavior, organizational structure, technological advancement, and contextual influences. The review highlights that behavioral factors such as leadership style, employee engagement, and motivation work synergistically with organizational capabilities and digital transformation to foster innovation-oriented cultures. At the same time, external institutional and market conditions play a moderating role by shaping firms' strategic direction and adaptive capacity. The overall evidence indicates that successful service innovation depends on the organization's ability to leverage knowledge, digital tools, and learning mechanisms to create value through new or improved services. Technological enablers, including artificial intelligence, big data analytics, and ICT systems, are essential for optimizing operations, enhancing customer experiences, and achieving competitive advantage.

However, these technologies must be supported by visionary leadership, collaborative structures, and a culture of creativity to translate potential into tangible outcomes. The study also reinforces the idea that service innovation contributes significantly to firm performance, customer satisfaction, and long-term sustainability. By aligning behavioral, organizational, and technological dimensions, firms can cultivate dynamic capabilities that sustain innovation even under changing market conditions. While the reviewed literature provides valuable insights, there remains a need for longitudinal and cross-sectoral research to deepen understanding of how these determinants evolve over time and interact across different cultural and economic environments. Ultimately, this review underscores that the future of service innovation lies in integrating human creativity with digital intelligence, enabling organizations to adapt, learn, and co-create value continuously. This integrative perspective not only advances theoretical understanding but also offers practical pathways for leaders and policymakers to build resilient, innovation-driven service ecosystems.

6. References

Behnam, M., Delshab, V., & Tuan, L. T. (2022). Perceived service innovation in non-profit sports clubs: The antecedents and consequence. European sport management quarterly, 22(3), 440-462.

Efendi, E., Romi, M. V., Chandra, E., Candra, V., & Sudirman, A. (2023). Determinant Analysis of Innovative Work Behavior of Hospitality Employees in Lake Toba Tourism Area through Employee Engagement: A Structural Equation Model Approach. Valid: Jurnal Ilmiah, 21(1), 1-12.

Feng, C., Ma, R., & Jiang, L. (2021). The impact of service innovation on firm performance: a meta-analysis. Journal of Service Management, 32(3), 289-314.

Gao, B., & Yu, K. (2023). Knowledge exchange in SMEs service innovation with design thinking. Management Decision, 61(7), 2029-2049.

Igwe, A. A., Akpan, E. E., Udoh, B. E., & Sylva, W. (2024). Service system innovation and competitiveness in an emerging market: the moderating role of managerial competencies. Gadjah Mada International Journal of Business, 26(1), 83-108.

Iranmanesh, M., Kumar, K. M., Foroughi, B., Mavi, R. K., & Min, N. H. (2021). The impacts of organizational structure on operational performance through innovation capability: innovative culture as moderator. Review of Managerial Science, 15(7), 1885-1911.

Islam, M. F., & Rahim, A. (2025). Exploring the drivers of sustainable service innovation adoption and their relationship with competitive and sustainability performance: a qualitative study using combined theories. International Hospitality Review, 1-24.

Jiang, S., Wang, J., Zhang, R., & Liu, O. (2023). Innovation climate for individual motivation and innovation performance: Is innovative behavior a missing link?. Journal of Innovation & Knowledge, 8(4), 100440.

Koskowich, B. B. H. (2025). Co-Designing Rural Transit For Aging-In-Place from a 'Futures' Perspective (Doctoral dissertation, Carleton University).

Kumar, M., & Gawali, S. (2025). Impact of information communication technology and dynamic service innovation capabilities on firm performance: the mediating role of dual innovation in the hospitality sector. Benchmarking: An International Journal.

Kumar, M., Mamgain, P., Pasumarti, S. S., & Singh, P. K. (2024). Organizational IT support and knowledge sharing behaviour affecting service innovation performance: empirical evidence from the hospitality industry. VINE Journal of Information and Knowledge Management Systems, 54(2), 256-279.

Leo, R. M., & Tello-Gamarra, J. (2020). Drivers of service innovation: proposal of a theoretical model. RAM. Revista de Administração Mackenzie, 21(3), eRAMR200143.

Li, F., Liu, B., Lin, W., Wei, X., & Xu, Z. (2021). How and when servant leadership promotes service innovation: A moderated mediation model. Tourism Management, 86, 104358.

Monroy-Osorio, J. C. (2024). Assessing the impact of digital service innovation (DSI) on business performance: the mediating effect of Artificial Intelligence (AI). Journal of Enterprise Information Management.

Mwamlenga, N. J., Gwaltu, P., & Marwa, Z. (2024). The Contribution of Human Resource Management in Health Service Innovation: A Case Study of Sekou-Toure Regional Hospital, Mwanza, Tanzania. International Journal of Advanced Engineering, Management and Science, 10(7), 590604.

Peng, Y., & Li, J. (2021). The effect of customer education on service innovation satisfaction: The mediating role of customer participation. Journal of Hospitality and Tourism Management, 47, 326-334.

Popova, P., Popov, V., Marinova, K., & Petrova, M. (2023, November). The role of digital platforms and big data analytics as a base for digital service innovation. In 2023 4th International Conference on Communications, Information, Electronic and Energy Systems (CIEES) (pp. 1-8). IEEE.

Qamar, N., & Ali, F. H. (2025). Navigating the Institutional Landscape: The Dynamics of Operant Resources and Value Co-Creation for Service Innovation in Pakistani ICT Firms. Interdisciplinary Journal of Management Studies, 18(4), 751-774.

Sipos, N., Rideg, A., Al Najjar, A. S., & Lukovszki, L. (2025). Resource-based view of marketing innovation in SMEs: a multi-country empirical analysis based on the global competitiveness project. Journal of Innovation and Entrepreneurship, 14(1), 94.

Smania, G. S., & Mendes, G. H. D. S. (2021). A conceptual framework for integrating the critical success factors to service innovation. Gestão & Produção, 28(3), e0026.

Soto Setzke, D., Riasanow, T., Böhm, M., & Krcmar, H. (2023). Pathways to digital service innovation: The role of digital transformation strategies in established organizations. Information Systems Frontiers, 25(3), 1017-1037.

Su, X., Mou, C., & Zhou, S. (2023). Institutional environment, technological innovation capability and service-oriented transformation. PLoS One, 18(2), e0281403.

Tang, X., Wang, M., & Li, H. (2025). Understanding the effects of service innovation capability on firm performance in AEC industry: mediating role of business model. Engineering, Construction and Architectural Management, 32(2), 893-911.

Tsai, K. H., & Zheng, L. L. (2021). Bridging employee curiosity and service creativity: a new lens. Journal of Service Theory and Practice, 31(5), 821-844.

Tsou, H. T., & Chen, J. S. (2022). An Examination of the Effect of Knowledge Utilization on

Service Innovation: The Moderating Roles of Performance-Orientation Culture and Competitiveness Culture. Journal of Competitiveness, (4).

Vuorio, A., Torkkeli, L., & Sainio, L. M. (2020). Service innovation and internationalization in SMEs: antecedents and profitability outcomes. Journal of International Entrepreneurship, 18(1), 92-123.

Yang, M., Luu, T. T., & Qian, D. X. (2021). Linking transformational leadership to team service innovation in the hospitality industry: A team-level mediation and moderation investigation. Journal of Hospitality and Tourism Management, 49, 558-569.

Zhang, Y., Xi, W., & Xu, F. Z. (2022). Determinants of employee innovation: An open innovation perspective. Journal of Hospitality Marketing & Management, 31(1), 97-124.

Zhong, Y., Moon, H. C., & Yu, M. (2025). Proposing a four-dimension model to study the drivers of Industry 4.0 technology adoption and service innovation from a moderated mediation perspective. Technology Analysis & Strategic Management, 1-17.

Ziyae, B., Sadeghi, H., & Golmohammadi, M. (2022). Service innovation in the hotel industry: the dynamic capabilities view. Journal of Enterprising Communities: People and Places in the Global Economy, 16(4), 582-602.