Customer Satisfaction: A Systematic Literature Review

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Abstract

This review explores the critical role that customer satisfaction plays in business success by analyzing 26 scholarly articles published over the last ten years. Through a systematic approach, the study examines how satisfaction is measured, the factors that influence it, and how research methods have evolved over time. The findings show that both practical aspects like product quality, service delivery, and price; emotional or experiential factors such as empathy and ambiance, contribute to how customers perceive satisfaction. The reviewed studies utilized a range of data sources including surveys, interviews, online reviews, and business databases, reflecting the growing trend toward combining traditional and digital research methods. Statistical tools varied widely from basic descriptive methods to advanced modeling techniques such as structural equation modeling and sentiment analysis. The literature also reveals that customer satisfaction is a universal concern across industries and regions, although influenced by cultural and contextual differences. By identifying research gaps and highlighting current practices, this study provides guidance for future research and supports the continued development of effective, customer-focused business strategies.

Keywords: Customer Satisfaction, Systematic Literature Review, Service Quality

Introduction

The impact of customer satisfaction on businesses has been the subject of numerous studies. Some of these studies suggest that marketing efforts should concentrate on customer satisfaction in order to target specific customers, as potential customers will take into account factors such as product quality to make them feel satisfied and choose products over competing ones. Since every business activity seeks to maximize profit in order to sustain a business in the face of competition, a business must meet the needs and desires of customers in order to be profitable and quickly grow. Both creative and innovative ideas cause a business to develop rapidly (Hayati & Sekartaji, 2015). According to Grapentine (2019), the concept of satisfaction is vague; there is no standard definition of it in the marketing literature; it can refer to either emotion or cognition; and

there are differing opinions about how to approach the concept in applied research. Several studies have shown the notable benefits and impact of customer satisfaction and service excellence towards client loyalty (Anwar et al., 2019; Dimyati & Subagio, 2016; Shpetim, 2012). Customer satisfaction is a crucial objective for any organization, regardless of the size of the operation. Customer satisfaction is the primary driver of corporate success, regardless of the size of the company. In the current market economy, companies are competing more and more not just on the basis of product quality but also on the basis of pre-, during-, and post-purchase service. In any situation, loyal customers will always be eager to support the company since they have a strong belief in it. Businesses can easily get a lot of new consumers from their existing base of devoted clients (Tien et al., 2021). According to Razak & Shamsudin (2019), customer satisfaction gauges how well the product use experience meets the buyer's expectations for value. Before making a purchase and utilizing the product or service, it is the expectation that both the consumer and the customer have (Shamsudin et al., 2018).

Even after several researchers' studies were completed, certain limitations were still found. Studies about customer satisfaction were limited to different perspectives of research and even the availability of the data affects the limitations. First is the limitation about sample size and scope. Majority of the research about customer satisfaction only involve one company, therefore, it makes sense that the sample size will only be limited and will not represent the data for the whole industry. Next limitation is that the studies were always limited to exploring factors affecting customer satisfaction but excluding the influential variables that can be considered to have an accurate analysis about customer satisfaction. The additional limitation is the use of secondary data. Through its data gathering method, biases on results may arise since these data can either be over positive or over negative. Through these gaps, this study is significant in answering the research questions stated: 1) How is customer satisfaction described and assessed in the researches and published articles? 2) Are there significant influential variables that can be linked to customer satisfaction? 3) How are the data of multiple industries can affect the studies about customer satisfaction? 4) What are the implications of data gathering method in the study? and 5) What are the implications of the study to future research?

This study answers the abovementioned gaps and emphasizes the importance of customer satisfaction in business research. By identifying different factors and influential variables, this study will help in contributing to analyzing a comprehensive understanding about customer satisfaction in different industries. This will be significant especially for the future studies since this study discusses and assesses other articles related to the topic. This study will help develop conceptual frameworks and approaches for researching customer satisfaction by examining and assessing the body of existing literature and provide insightful information that future researchers can build upon. It will also point up possible directions for future research like how changing customer expectations, service automation, and emerging technology affect customer experiences.

All things considered, this study will be a useful tool for researchers and business professionals as well, highlighting the crucial part that customer satisfaction plays in company success and setting the stage for further research in this always changing field.

The Purposes

1. To explore how customer satisfaction has been defined and evaluated in existing scholarly literature.

2. To uncover the key variables that significantly influence customer satisfaction.

3. To assess the impact of using data from multiple industries on the understanding of customer satisfaction.

4. To examine the role and limitations of different data-gathering methods applied in prior studies.

5. To highlight the broader implications of the findings and provide direction for future research.

Methodology

The findings in this study were analyzed using a systematic literature review. An overview of the research literature that is centered on a single subject is what is meant by a systematic literature review. It is carried out in a way that locates, picks, evaluates, and compiles excellent research evidence pertinent to the existing question. Studies having a clear and rigorous design that enable the results to be questioned against well-defined contexts and research objectives are considered to be of high quality. When doing systematic reviews, researchers must acknowledge that there is a hierarchy of evidence and that research with rigorous and precise designs are the ones from which findings about the world may be drawn with reliability. As a result, "evidence" and "experience" are distinguished. While the latter has only been observed, arranged, and reported, the former has been carefully gathered and examined. (Centre for Evidence-Based Medicine 2009).

Aside from utilizing systematic literature review, PRISMA flow chart was also utilized to show different phases of selection process. Figure 1 will show the PRISMA flowchart that was used in this study.
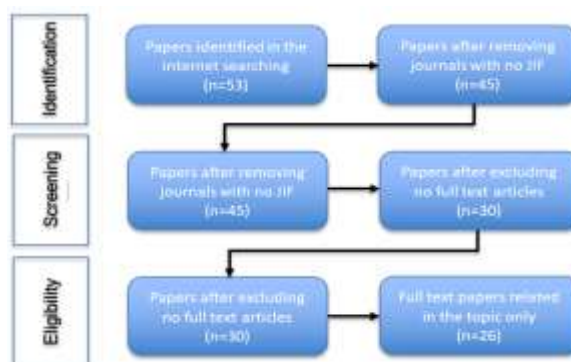

Figure 1 PRISMA flowchart that shows different phases of selection process.

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In the PRISMA flowchart, it shows that 53 papers were identified when searching on the internet. The tool used in searching is the "Publish or Perish" application. This application is able to search for articles from different websites. After searching through the internet, papers with low or no Journal impact factor (JIF) were excluded, thus, sizing the numbers down to total of 45 papers. After removing articles with low or no JIF, and articles that have no full text were removed resulting to 30 articles remaining. Finally, all full-text articles were reviewed and analyzed, resulting in a total of 26 articles relevant to the topic of "customer satisfaction," with unrelated articles excluded. These 26 articles are the samples that were used in the conduct of the systematic literature review.

This study will provide data relevant to the systematic literature review process including the identification of articles with Journal Impact Factor (JIF) as shown on table 1. High journal impact factors were considered in the study, and data were based on the incites of journal citation reports from Clarivate Analytics.

Table 1 Journal Impact Factor

Journal Title	Journal Impact Factor
journal of applied business and technology	5.9
psychology & marketing	8.9
journal of hospitality and tourism management	7.6
journal of enterprise information management	7.4
journal of retailing and consumer services	11
marketing intelligence & planning	3.6
journal of theoretical and applied electronic commerce research	5.1
journal of retailing	8
asia pacific journal of marketing and logistics	3.9
electronic commerce research and applications	5.9
technological forecasting and social change	12.9
journal of service theory and practice	3.9
internet research	5.9
cornell hospitality quarterly	3.4
industrial marketing management	7.8
journal of marketing	11.5

Table 1 Additionally, in order to identify eligible articles, proper keywords relevant to the topic were considered. "Customer Satisfaction" and "Online Customer Satisfaction" were entered in the application of Publish or Perish to generate the related articles. To establish credibility in the articles, high impact and established journals were chosen. Table 2 will show the journals of 26 articles and the year of publishing to identify the progress of studies for the past 10 years.

Table 2 Number of articles per journal and year published

Journal Title	2015 - 2019	2020 - 2024	TOTAL	PERCENTAGE
journal of applied business and technology	0	1	1	4%
psychology & marketing	0	1	1	4%
journal of hospitality and tourism management	0	1	1	4%
journal of enterprise information management	0	1	1	4%
journal of retailing and consumer services	2	1	3	12%
marketing intelligence & planning	0	1	1	4%
journal of theoretical and applied electronic commerce research	1	1	2	8%
journal of retailing	1	0	1	4%
asia pacific journal of marketing and logistics	1	0	1	4%
electronic commerce research and applications	1	0	1	4%
technological forecasting and social change	1	0	1	4%
journal of service theory and practice	1	0	1	4%
internet research	1	0	1	4%
cornell hospitality quarterly	1	0	1	4%
industrial marketing management	1	0	1	4%
journal of marketing	2	6	8	31%
TOTAL	13	13	26	100%

Table 2 states that there are equal studies for the year 2020 to 2024 and year 2015 to 2019. This period is relevant in this study to identify which year the researchers focused on the customer satisfaction the most. This will also highlight the factors influencing consumer satisfaction and the challenges that may impact it during those times. This study identified articles related to the topic for the period of 5 years but there were limited studies, so a 10-year period is necessary to have credible sets of articles and data.

Results

In order to review the literature in a systematic way, this study examined 26 distinct publications. The study was divided into various subtopics including statistical treatment, geographic settings, sample size, and data sources. This framework was created in order to conduct a methodical analysis of the paper and assess the reliability of the methods and literature used.

1. Data Sources

In this study, data sources were identified in analyzing literatures about customer satisfaction. In table 3, the number of articles, journals used, the data sources either primary, secondary, or both primary and secondary, and the percentage distribution of data sources of customer satisfaction literatures were shown.

Table 3 Source of Data for Customer Satisfaction articles

JOURNAL	SOURCE OF DATA				PERCENTAGE
	Primary	Primary and secondary	secondary	Grand Total	
Asia Pacific Journal of Marketing and Logistics	1			1	4%
Cornell Hospitality Quarterly	1			1	4%
Electronic Commerce Research and Applications			1	1	4%
INDUSTRIAL MARKETING MANAGEMENT	1			1	4%
Internet Research	1			1	4%
Journal of Applied Business and Technology		1		1	4%
Journal of Enterprise Information Management			1	1	4%
Journal of Hospitality and Tourism Management			1	1	4%
JOURNAL OF MARKETING	2	1	5	8	31%
JOURNAL OF RETAILING			1	1	4%
Journal of Retailing and Consumer Services	2		1	3	12%
Journal of Service Theory and Practice	1			1	4%
Journal of Theoretical and Applied Electronic Commerce Research	2			2	8%
Marketing Intelligence & Planning	1			1	4%
PSYCHOLOGY & MARKETING			1	1	4%
TECHNOLOGICAL FORECASTING AND SOCIAL CHANGE	1			1	4%
Grand Total	13	2	11	26	100%

Table 3 Primary data sources usually involve surveys, questionnaires, and interviews. In one of the primary data, a scenario-based experimental approach was used in Yanya et al., (2022). In the published article by Jin et al., (2020), questionnaires were employed in the collection of primary data. Interviews were also utilized in the study of Fernandes et al., (2022) and Kim et al., (2021, in the study of Agnihotri et al., 2016), and in Elbeltagi et al., (2016), surveys were utilized to collect data. Due to digitalization, some tools in collecting data were done through electronics and with the use of technological advancement. In Vasić et al., (2019)   and Pham et al., (2017), online surveys were done using Google forms. Surveymonkey.com was utilized in collecting data in the study of Cao et al., (2018). Electronic survey in the study of Singh et al., (2016), online questionnaire in Min et al., (2015), and both survey and online questionnaire in El-Adly (2019) were utilized to collect primary data for their study. For the secondary data, online reviews were employed in the study of Borghi et al., (2023). In the study of Song et al., (2022), Houyi crawler program was used to collect data. In the study of Chatterjee et al., (2022), an airline review website called airlinequality.com was used to collect data. In the study of Tzeng et al., (2021), data was extracted from Customer Relationship Management (CRM) systems. The studies of Hult et al., (2019), Umashankar et al., (2022), Fornell et al., (2016), and Vadakkepatt et al., (2022) collected data from the American Customer Satisfaction Index (ACSI). In the study of Lim et al., (2020), ACSI and the Standard & Poor's COMPUSTAT databases were utilized for collecting secondary data. In the study of Malshe et al., (2015), they collected data through the use of financial information on balance sheets, income statements, and cash flow statements from S&P's Compustat database, ACSI, Center for Research in Security Prices database, and Thomson Reuters database. In the study of Wang et al., (2018), reviews were extracted from Suning.com website. For the study of Engler et al., (2015), data was collected from the crawled data of cameras and televisions. In the study which uses both primary and secondary data, cross-industry survey and the Compustat Fundamentals

Annual database, the Bureau van Dijk Orbis database, and firms' annual reports were used in the study of Bamberger et al., (2021) while questionnaires and data obtained from the rating of the Papa Ron's Pizza Kudus restaurant in the Top Brand Index for 2019-2021; price comparison data for Pizza restaurant products in Kudus Regency, Papa Ron's Pizza Kudus restaurant revenue data on January-June 2022, ratings and complaints about the store atmosphere of Papa's restaurant were used in the study of Irawan et al., (2023).

2. Sample Sizes

This study also examined the sample sizes utilized by each researcher in their respective studies. Table 4 presents the author, year of publication, article title, and the corresponding sample size employed in each research.

Table 4 Sample Size of Selected Articles

Author	Year of Publication	Title	Sample Size
Yuren Wang, Xin Lu, Yuejin Tan	2018	Impact of product attributes on customer satisfaction: An analysis of online reviews for washing machines	71,909
Swagato Chatterjee, Arpita Ghatak, Ratnadeep Nikte, Shivam Gupta, Ajay Kumar	2022	Measuring SERVQUAL dimensions and their importance for customer-satisfaction using online reviews: a text mining approach	27,052
Matteo Borghi, Marcello M. Mariani, Rodrigo P. Vega, Jochen Wirtz	2023	The impact of service robots on customer satisfaction online ratings: The moderating effects of rapport and contextual review factors	20,166
Yu Song, Kangzhao Liu, Lingbo Guo, Zhenzhi Yang, Maozhu Jin	2022	Does hotel customer satisfaction change during the COVID-19? A perspective from online reviews	4,942
Tobias H. Engler n , Patrick Winter, Michael Schulz	2015	Understanding online product ratings: A customer satisfaction model	1423
Ashwin Malshe and Manoj K. Agarwal	2015	From Finance to Marketing: The Impact of Financial Leverage on Customer Satisfaction	1346
GTM Hult, PN Sharma, FV Morgeson III, Y Zhang (2019)	2019	Antecedents and Consequences of Customer Satisfaction: Do They Differ Across Online and Offline Purchases?	913
Aekyoung Kim , Felipe M. Affonso, Juliano Laran, and Kristina M. Durante	2021	Serendipity: Chance Encounters in the Marketplace Enhance Consumer Satisfaction	811
Boas Bamberger , Christian Homburg, and Dominik M. Wielgos	2021	Wage Inequality: Its Impact on Customer Satisfaction and Firm Performance	627
Shian-Yang Tzeng, Myriam Ertz, Myung-Soo Jo and Emine Sarig€ollu	2021	Factors affecting customer satisfaction on online shopping holiday	594
Yanya Ruan, Jozsef ´ Mezei,	2022	When do AI chatbots lead to higher customer satisfaction than human frontline employees in online shopping assistance? Considering product attribute type	567
Yingxia Cao, Haya Ajjan, Paul Hong	2018	Post-purchase shipping and customer service experiences in online shopping and their impact on customer satisfaction	529
Daniel Fernandes, Nailya Ordabayeva, Kyuhong Han, Jihye Jung, and Vikas Mittal	2022	How Political Identity Shapes Customer Satisfaction	412
Rui Jin and Kai Chen	2020	Impact of Value Cocreation on Customer Satisfaction and Loyalty of Online Car-Hailing Services	338
Nebojša Vasić, Milorad Kilibarda, and Tanja Kaurin	2019	The Influence of Online Shopping Determinants on Customer Satisfaction in the Serbian Market	311
Ibrahim Elbeltagi and Gomaa Agag	2016	E-retailing ethics and its impact on customer satisfaction and repurchase intention A cultural and commitment-trust theory perspective	310
Mohammed Ismail El-Adly	2019	Modelling the relationship between hotel perceived value, customer satisfaction, and customer loyalty	305
Claes Fornell, Forrest V. Morgeson, III, and G. Tomas M. Hult	2016	Stock Returns on Customer Satisfaction Do Beat the Market: Gauging the Effect of a Marketing Intangible	300
Hyounae Min, Yumi Lim, and Vincent P. Magnini	2015	Factors Affecting Customer Satisfaction in Responses to Negative Online Hotel Reviews: The Impact of Empathy, Paraphrasing, and Speed	176
Gautham G. Vadakkepatt, Sandeep Arora, Kelly D. Martin, and Neeru Paharia	2022	Shedding Light on the Dark Side of Firm Lobbying: A Customer Perspective	155
Nita Umashankar, S. Cem Bahadir, and Sundar Bharadwaj	2022	Despite Efficiencies, Mergers and Acquisitions Reduce Firm Value by Hurting Customer Satisfaction	141
Singh and Crisafulli	2016	MANAGING ONLINE SERVICE RECOVERY: PROCEDURES, JUSTICE AND CUSTOMER SATISFACTION	137
Leon Gim Lim , Kapil R. Tuli, and Rajdeep Grewal	2020	Customer Satisfaction and Its Impact on the Future Costs of Selling	128
Raj Agnihotri , Rebecca Dingus , Michael Y. Hu , Michael T. Krush	2016	Social media: Influencing customer satisfaction in B2B sales	111
Andri Irawana , Dina Lusiantia , Faridhatun Faidaha	2023	Customer Satisfaction in the Era of Competition 5.0	96
Pham, TSH and Ahammad	2017	Antecedents and Consequences of Online Customer Satisfaction: A Holistic Process Perspective	20

Table 4 The sample sizes used in previous studies to evaluate the reliability and generalizability of their findings regarding customer satisfaction received particular consideration during this literature review. Table 4 provides the authors, the year of publication, article titles, and related sample sizes of 26 peer-reviewed studies that examined different aspects of customer satisfaction. From a minimum of 20 respondents (Pham et al., 2017) to a maximum of 71,909 respondents (Wang et al., 2018), the sample sizes in the chosen studies vary significantly. This wide range highlights the variety of study procedures and data gathering strategies; some studies use extensive online review databases, while others take more targeted, situation-specific approaches.

With a standard deviation of 15,037, the average (mean) sample size for all 26 publications is roughly 5,147. Significant data dispersion is indicated by the high standard deviation, indicating that many studies relied on smaller samples while others employed larger datasets. This discrepancy can be explained by variations in the factors studied, data accessibility, and research methodology. Data extraction or big data analytics tools were frequently used in studies with larger sample sizes (Wang et al., 2018; Chatterjee et al., 2022; Borghi et al., 2023), frequently examining user evaluations and feedback obtained from online platforms. Although these studies have more generalizability and statistical power, they may have problems with contextual interpretation and data elimination. However, research with smaller sample sizes (e.g., Pham et al., 2017; Lim et al., 2020; Irawan et al., 2023) frequently takes a more descriptive or case-specific approach, offering more in-depth understanding of specialized fields such as service recovery mechanisms, corporate lobbying, or business-to-business sales. Although these provide insightful viewpoints, their conclusions might not apply as well to larger groups. The wide range in sample size demonstrates how customer satisfaction research has changed over time, with more recent studies using larger datasets more frequently, possibly as a result of easier access to digital data and analytical tools. Some studies conducted in 2022 and 2023 demonstrate a tendency to use larger sample sizes, which is consistent with the expanding significance of technology and data-driven insights in business research.

3. Geographical Settings

This study also analyzed the geographical settings of different studies to know the influence of customer satisfaction to different countries. Table 5 displays data about number of articles, geographical settings of selected articles, and percentage distribution.

Table 5 Distribution of geographical settings of selected articles

SETTINGS	NO. OF PAPERS	PERCENTAGE
USA	8	31%
Different Countries	6	23%
China	5	19%
China and Taiwan	1	4%
Egypt	1	4%
Germany	1	4%
Indonesia	1	4%
Serbia	1	4%
UAE	1	4%
UK	1	4%
Grand Total	**26**	**100%**

Table 5 With contributions from both developed and developing nations, a geographical analysis of the reviewed literature shows the global reach of customer satisfaction research. The different market circumstances, consumer habits, and company environments that influence the way customer satisfaction is researched and comprehended are reflected in this distribution. Of the examined articles, 31% were from the United States of America (USA), making it the most represented setting (8 out of 26). The nation's significant emphasis on customer focused business strategies, refined digital infrastructure, and established research culture are all reasons for this high representation. Large-scale consumer data availability and the scholarly community's keen interest in customer experience management are factors in this dominance. Cross-national or multinational research is represented by the 23% (6 articles) of studies classified as "Different Countries." Because they present comparative viewpoints and ideas that are more broadly applicable across markets and cultures, these studies are important. Researchers and practitioners can better comprehend how various social, economic, and cultural variables impact consumer satisfaction by taking such a wide approach. China also makes a significant contribution with five studies (19%), highlighting its expanding influence in consumer research worldwide. One paper (4%) from China, Taiwan, Egypt, Germany, Indonesia, Serbia, the United Arab Emirates, and the United Kingdom. By specifically setting insights and highlighting regional viewpoints on customer satisfaction, these nations contribute significantly to the diversity of the research landscape, even though they individually make up a smaller fraction of the whole. The reviewed literature's broad geographic distribution highlights the universality of customer satisfaction as a study topic and the significance of contextualizing findings according to cultural and regional considerations. Additionally, it shows that academic research is

moving to the right direction toward openness, with underrepresented regions and emerging economies starting to make contributions to the global conversation.

4. Statistical Analysis of Customer Satisfaction

This study analyzed statistical treatment employed for each selected articles about customer satisfaction. Table 6 shows number of articles, statistical treatment for each selected articles, and percentage distribution.

Recent literature has employed a wide range of statistical techniques to examine various constructs in social science and business research. Analysis of Variance (ANOVA) is one of the most commonly used methods for evaluating mean differences between groups. Kim et al. (2021) and Min et al. (2015) used this to investigate group-based behavioral patterns. In order to ensure the trustworthiness of regression results, Pham & Ahammad (2017) and Irawan et al. (2023) employed collinearity statistics in relation to regression testing to detect possible multicollinearity among predictor variables. Popular methods for assessing structural links and validating hidden components are Partial Least Squares (PLS) modeling and Confirmatory Factor Analysis (CFA). Vasić et al. (2019) used SmartPLS 3 to perform PLS-SEM and CFA. In the same way, PLS techniques were employed by Singh et al., (2016), El-Adly et al., (2019), and Hult et al. (2019) to examine complicated models containing hidden variables. In order to investigate causal links, Vadakkepatt et al. (2022) also used PLS modeling in a multiple-indicator hidden variable framework. These advanced modeling approaches have shown promise in exploratory research as well as hypothesis testing.

Table 6 Statistical treatment of selected articles.

STATISTICAL TREATMENT	NO. OF PAPERS	PERCENTAGE
Analysis of Variance	2	8%
Collinearity statistics	1	4%
Confirmatory factor analysis (CFA), The method of the Partial Least Squares (PLS) was applied by using the program SmartPLS 3.	1	4%
descriptive statistics and bivariate correlations	1	4%
Descriptive statistics and Correlations	2	8%
Descriptive statistics.	1	4%
Hierarchical regression analysis	1	4%
logistic regression model	1	4%
maximum like lihood estimates (MLE) method, Structural Equation Modelling (SEM)	1	4%
Multiple linear regression, LDA and sentiment analysis, Paired-samples T test.	1	4%
multiple regression analysis model, One-Sample Kolmogorov-Smirnov, Collinearity Statistics	1	4%
ordered logit regression model	2	8%
Panel Granger causality tests	1	4%
Partial Least Squares (PLS) modeling – a multiple-indicator latent variable approach	1	4%
PLS- SEM analysis	1	4%
Regression Coefficient	1	4%
seemingly unrelated regression (SUR) model	1	4%
standard Sharpe–Lintner CAPM	1	4%
Structural equations	2	8%
Summary statistics and correlations	1	4%
T-test	1	4%
T-tests, two-way ANCOVA, two-way MANOVA test, Reliability and validity tests	1	4%
Grand Total	26	100%

Table 6 As preliminary analytical tools to understand variable distributions and relationships, more fundamental techniques like descriptive statistics and correlational analysis were also frequently used. These were used by Malshe et al., (2015), Jin et al., (2020), Bamberger et al. (2021), Cao et al. (2018), and Lim et al. (2020). Furthermore, as shown in the work of Ruan et al. (2022) and Jin et al. (2020), several research placed a strong emphasis on verifying the validity and reliability of their measurement instruments using programs like SPSS and AMOS. Tzeng et al. (2021) used hierarchical regression analysis to investigate the impact of variables in a systematic design, allowing for more detailed understanding of predicted effects. Wang et al. (2018) employed logistic regression models, which are especially well-suited for binary outcomes, whereas Borghi et al. (2023) and Chatterjee et al. (2022) utilized ordered logit and ordered logit regression models, which are suitable for ordinal dependent variables. There were additional advanced estimating techniques including structural equation modeling (SEM) and maximum likelihood estimates (MLE), especially in El-Adly et al., (2019). Fernandes et al. (2022) concentrated on regression coefficients in predictive modeling, while Umashankar et al. (2022) employed other methods, such as Seemingly Unrelated Regression (SUR) models, to estimate many

equations at once. Additionally, the classic Sharpe–Lintner Capital Asset Pricing Model (CAPM) was used in financial research by Fornell et al. (2016). In order to investigate the connections between hidden constructs, Engler et al. (2015) and Elbeltagi et al. (2016) used structural equations and Structural Equation Modeling (SEM). According to Agnihotri et al. (2016), T-tests were frequently used in inferential testing to compare group means. Additionally, Ruan et al. (2022) examined both interactions and instrument quality using reliability and validity tests, two-way ANCOVA, and two-way MANOVA. In order to examine textual data, some research additionally used contemporary data analysis methods as sentiment analysis and Latent Dirichlet Allocation (LDA). For example, Song et al. (2022) investigated textual and numerical data together by combining multiple linear regression, LDA, and paired-samples T-tests. Vadakkepatt et al. (2022) investigated time-series-based causal links between variables using panel Granger causality tests which provided important insights into longitudinal impacts in consumer research. When taken as a whole, these many statistical approaches demonstrate the growing complexity of analytical techniques in modern research, rigorously and precisely answering both theoretical and empirical concerns.

5. Customer Satisfaction as an Essential Outcome

In all 26 of the analyzed publications, customer satisfaction was included as a dependent variable, demonstrating how important it is to comprehend consumer behavior in a variety of industries. Its extensive use emphasizes how important it is as an essential outcome of many service aspects such as customer experience and product quality, and how it affects retention and loyalty tactics. In the restaurant industry, for instance, Irawan et al. (2023) showed that competitive pricing, store atmosphere, and customer experience all significantly improved customer satisfaction. Similarly, Borghi et al. (2023) shown that interacting with service robots increased customer satisfaction, highlighting the importance of technology in contemporary consumer experiences. Song et al. (2022) discovered that post-pandemic enhancements in cleanliness, hygiene, and service had a beneficial impact on customer satisfaction in the hotel sector, proving that companies can improve satisfaction results by adjusting to changing customer demands. According to Chatterjee et al. (2022), tangibles and empathy have an impact on customer satisfaction-related behaviors like referrals, but essential service criteria like responsiveness and reliability are what drive customer happiness in the airline business. This implies that depending on whether the objective is to increase long-term customer loyalty or instant consumer satisfaction, firms should concentrate on distinct satisfaction factors. Additionally, Ruan et al. (2022) compared the effectiveness of AI chatbots and human operators using consumer satisfaction as a dependent variable. According to their research, when the type of service representative matches the type of customer's inquiry, customer satisfaction increases. Product quality, correct information, and service interactions are important elements that determine consumer satisfaction in e-commerce, according to Tzeng et al. (2021) and Jin et al., (2020), further highlighting the variety of factors that affect satisfaction in various situations. According to Vasić

et al. (2019), compared to other markets, Serbian online buyers place less emphasis on quality and security and are more interested in criteria like pricing, shipment efficiency, and information availability. Using customer satisfaction as a dependent variable, Hult et al. (2019) and Cao et al. (2018) also found that online and offline shopping have different satisfaction drivers. While physical stores prioritize in-store experiences and product quality, online platforms must put value and transaction ease first in order to keep customers. Together, these studies show that customer satisfaction, as a dependent variable, is a good way to measure how well companies satisfy customers and adjust to their ever-changing needs.

Conclusion and Discussion

Throughout the 26 articles under review, customer satisfaction appears as a major subject and is repeatedly positioned as a critical dependent variable in assessing consumer behavior and business performance. From financial services and retail to hotel and e-commerce, its importance reaches across many industries, highlighting its universal worth in both academic and real-world commercial situations. Customer satisfaction has been measured using a variety of techniques including surveys, interviews, scenario-based experiments, and online review analysis. These methods enable researchers to record both qualitative and quantitative data, contingent on the type and extent of the investigation. To gauge consumer responses to post-pandemic service enhancements, Song et al. (2022) used online review platforms, whereas Irawan et al. (2023) used both questionnaire data and business performance metrics.

A wide range of significant variables that impact customer satisfaction were highlighted in the studied literature. It has been demonstrated that practical variables like cost, product quality, and service dependability have a significant influence in retail and dining environments. On the other hand, in deeper service environments, technological integration—such as the employment of chatbots and service robots—emerges as a significant happiness driver. Particularly in service-intensive sectors, emotional and sensory elements like ambiance, attentiveness, and empathy are equally crucial. The combination of these factors shows that context, customer expectations, and the type of service or product offered all have a significant impact on customer satisfaction, which is diverse.

Studies from a variety of industries are included to enhance the literature by demonstrating the wide range of ways that customer satisfaction frameworks are applied. Some research offers broader generalizability by studying large-scale datasets across sectors, while others use case-specific specialized approaches to provide deep insights. With more recent publications embracing data-driven methodologies and utilizing technical tools for a broader reach and improved accuracy, this diversity illustrates the evolving nature of customer satisfaction research. This pattern is demonstrated by studies like those by Bamberger et al. (2021) and Vadakkepatt et al.

(2022), which combine advanced data analytics with cross-industry datasets to find patterns and predictions that go beyond specific business models.

The strength and significance of study conclusions are further impacted by the differences in data sources between studies. Direct interaction with respondents is made possible by primary data sources like surveys and interviews which are frequently employed for in-depth examination of certain consumer preferences or behaviors. In contrast, large-scale analysis and comparative evaluations are made possible by secondary data sources such as CRM systems, internet review sites, and institutional databases like ACSI or COMPUSTAT. To guarantee data robustness, several investigations, like those by Lim et al. (2020) and Chatterjee et al. (2022), used both primary and secondary sources. Because it blends the scope and efficiency of current databases with the depth of firsthand data, this hybrid approach is growing in popularity.

Methodological variation is also reflected in the sample size variability among the chosen studies. Some research drew on large datasets with tens of thousands of entries while others used targeted samples with as little as 20 respondents. Although they might not have as much background data, larger sample sizes—which are frequently obtained from online platforms—offer strong statistical power and generalizability. Although their broad reach is constrained, smaller-scale investigations provide more targeted insights and are more appropriate for examining particular occurrences. A growing dependence on big data and analytics in customer satisfaction research is indicated by the trend toward the use of larger sample sizes, particularly in studies carried out in 2022 and 2023.

In terms of geographic location, the literature shows that customer satisfaction is a topic that is highly valued worldwide. Studies from China, Europe, Southeast Asia, and the Middle East are also included in the study, with the United States of America having the most presence. The topic's global relevance is reflected in this distribution which also highlights the importance of taking cultural, technological, and economic aspects into account when analyzing customer satisfaction results. In particular, cross-national comparisons provide insightful information about regional differences in customer expectations and company practices, allowing for more culturally aware and flexible models.

The literature's statistical treatment has also changed significantly, moving from simple regression analysis and descriptive statistics to more complex methods like Sentiment Analysis, Partial Least Squares (PLS), and Structural Equation Modeling (SEM). These methods offer more accuracy for analyzing complex hypotheses and comprehending the interactions between variables. While some studies like Song et al. (2022) used text analytics and machine learning approaches for hybrid data interpretation, others, like Vasić et al. (2019) and El-Adly et al., (2019) used PLS-SEM to validate constructs and investigate structural correlations.

When combined, these results show an interesting and ever-changing research environment. A changing approach to customer satisfaction that is more data-driven, context-sensitive, and globally focused is shown by

the ongoing integration of digital tools, bigger datasets, and cross-disciplinary methodologies. Further investigation into digital consumer behavior, long-term approaches, and the creation of flexible models that take into account the increasingly complicated customer experience across cultures and industries would all be advantageous for future research.

The review of the literatures emphasizes how complex consumer satisfaction is and how important it is to a variety of company strategies and industries. Customer satisfaction is a primary driver of client loyalty, competitive advantage, and long-term success in a variety of industries including retail, financial services, hotels, and e-commerce. A number of patterns are observed. First, an extensive interaction between both tangible and intangible factors, from digital integration and emotional involvement to product quality and service effectiveness, influences customer satisfaction. Second, a move toward more empirical, data-driven methodologies is indicated by recent studies' growing reliance on large-scale data and advanced statistical methods. Third, despite regional and cultural variations, the fundamental ideas influencing satisfaction are universally applicable, highlighting the need of customer-centered tactics. The methods employed in the literature, whether survey-based, experimental, or analytical highlight the need of both scale and depth in comprehending consumer experiences. The lessons learned from this body of work highlight how crucial it is for businesses to continuously evaluate and adjust to the demands of their customers as they transform in a highly dynamic and digital environment.

Future studies need to investigate long-term patterns, integrate cutting-edge technology like artificial intelligence and machine learning, and broaden cross-cultural and cross-industry comparisons. These paths will broaden our comprehension of customer satisfaction and improve its usefulness in a business environment that is changing quickly.

Discoveries or new knowledge

This review highlights that customer satisfaction consistently emerges as a central outcome variable across industries, underscoring its vital role in shaping consumer behavior and supporting business performance. One important finding is that satisfaction is shaped not only by tangible elements such as product quality, price, and service reliability, but also by experiential and emotional dimensions including empathy, ambiance, and even technological innovations like chatbots and service robots. The study also reveals that the type of data source significantly influences research outcomes: while large-scale datasets from online platforms provide breadth and generalizability, smaller and more focused samples allow for deeper contextual understanding. A further contribution is the observed shift in methodology, with research moving beyond descriptive statistics and simple regression models toward advanced approaches such as sentiment analysis, structural equation modeling, and PLS-SEM, reflecting the increasing reliance on digital tools and data-driven insights. The global

scope of the literature demonstrates that although customer satisfaction is a universal concern, its interpretation and drivers vary according to cultural and regional contexts. Taken together, these insights contribute to a more nuanced understanding of customer satisfaction as a multidimensional construct, shaped by both practical and emotional factors, and increasingly examined through sophisticated analytical techniques that mirror the evolving dynamics of today's digital marketplace.

Suggestion

    1. Suggestions for Use

        1.1 Businesses should balance tangible elements such as product quality, fair pricing, and service reliability with intangible aspects like empathy, ambiance, and attentiveness to build stronger customer relationships.

        1.2 Firms are encouraged to use digital feedback channels and AI-enabled tools to capture customer insights in real time and adjust their strategies with greater precision.

    2. Suggestions for Next Research

        2.1 Future studies may extend cross-cultural and cross-industry analyses to better capture how varying social and economic contexts influence customer satisfaction.

        2.2 Researchers should further examine the impact of emerging technologies, including artificial intelligence and service automation, on customer experiences in the evolving business landscape.

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