

Research Article

Systematic Literature Review Model Customer Satisfaction in the Service Industry in Balikpapan City

Rakei Yunardhani^{1*}, Sudarmiatin², Agus Hermawan³

¹ Department of Management Science, Faculty of Economics and Business, Universitas Negeri Malang, Indonesia; rakei.yunardhani.2404139@students.um.ac.id

² Department of Management Science, Faculty of Economics and Business, Universitas Negeri Malang, Indonesia

³ Department of Management Science, Faculty of Economics and Business, Universitas Negeri Malang, Indonesia

*Corresponding Author: rakei.yunardhani.2404139@students.um.ac.id

Abstract. Customer satisfaction has become a major focus in the development of modern services as the role of the service sector in the regional economy increases, including in the city of Balikpapan. However, the literature discussing customer satisfaction models shows conceptual and methodological fragmentation, requiring a systematic synthesis to identify theoretical patterns and current research developments. This study aims to map customer satisfaction models in the service industry through a Systematic Literature Review (SLR) approach using the PRISMA guidelines. A total of 20 articles selected from the last five years were analyzed to identify dominant constructs, methodological approaches, and relevant research trends. The review results show that customer satisfaction models have evolved from traditional service quality-based approaches to models that integrate customer experience, perceived value, trust, and digital dimensions such as personalization and AI-based services. The findings also emphasize the importance of local context, especially in the service sector in Balikpapan, where cultural factors, customer behavior, and the dynamics of city growth influence the structure of satisfaction models. Overall, this study provides a synthesis framework that can be used as a theoretical and practical foundation for designing service quality improvement strategies and developing a further research agenda in the service sector.

Keywords: Customer Satisfaction; Satisfaction Models; Service Industry; Service Quality; Systematic Review

Received: June 29, 2025

Revised: August 30, 2025

Accepted: October 21, 2025

Published: December 30, 2025

Curr. Ver.: December 30, 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

1. Introduction

The shift in the global economic structure towards the service sector has increased the role of customer satisfaction as a key indicator in assessing the sustainability and competitiveness of service organizations (Ciavolino et al., 2019). Customer satisfaction is also linked to long-term business consequences such as loyalty and retention, making it a primary focus of contemporary service research (Wenninger, 2022). Empirical evidence

suggests that satisfaction measurement and modeling need to adapt to the complexity of modern services to capture relevant dimensions of customer experience (Tedja et al., 2024). Furthermore, the methodological literature emphasizes the need for systematic synthesis to integrate scattered and sometimes inconsistent findings in customer satisfaction studies (Tedja et al., 2024). Therefore, studies that summarize and map customer satisfaction models are fundamental to the development of service theory and practice (Ciavolino et al., 2019).

A number of established customer satisfaction theory models—including SERVQUAL, ECSI, and customer experience-based models—have been widely used to explain the determinants of satisfaction in various service subsectors (Ciavolino et al., 2019). Research on digital services and proactive services shows the emergence of new dimensions of satisfaction related to proactive features and service personalization (Wenninger, 2022). Meta-study findings show that perceived service quality and perceived value often act as important antecedents to customer satisfaction (Tedja et al., 2024). Furthermore, empirical studies confirm that adapting models to local contexts and digitizing services results in construct variations that need to be further mapped (Wenninger, 2022). Therefore, systematic mapping of theories and models helps identify the most relevant construct variants for specific service industry contexts (Ciavolino et al., 2019). Indonesia is experiencing accelerated development in the service sector, which demands increased attention to customer satisfaction measurement (Tedja et al., 2024).

Several Indonesian studies confirm that service quality, trust, and perceived value significantly influence customer satisfaction and continued usage (Othman, 2021). However, local literature still shows methodological and conceptual fragmentation that makes it difficult to synthesize findings at the regional level (Tedja et al., 2024). Therefore, structured SLR efforts in the Indonesian/regional context are essential to develop a coherent knowledge map (Tedja et al., 2024). Such mapping is also important to connect international findings with local operational and service culture conditions (Wenninger, 2022).

The city of Balikpapan, as the center of industrial, logistics, and tourism activities in East Kalimantan, shows rapid expansion in the service sector and diverse service needs (Indriastuty, 2019). Case studies of hotels and local service units in Balikpapan show a strong relationship between service quality and customer satisfaction at the practical level (Indriastuty, 2019). Institutional research in Balikpapan also reports varying results that show differences in the influence of service dimensions based on sub-sectors and local consumer characteristics. Regional growth conditions, including the influence of policies and infrastructure projects, drive changes in customer expectations that need to be responded to by context-sensitive satisfaction models (Maharani, 2024). Thus, literature mapping focused on Balikpapan helps identify the most applicable models for local practitioners and policymakers (Tedja et al., 2024).

Although there have been a number of local studies on service quality and satisfaction in Balikpapan, the results are still scattered across internal reports, making it difficult to synthesize them into a coherent theoretical framework (Indriastuty, 2019). This fragmentation is evident in the differences in the indicators used and the various analysis methods. Several local practice studies have found that factors such as brand trust and price perception are also relevant in the context of Balikpapan's specific products/services (Sari et al., 2022). This inconsistency highlights the need for a transparent review methodology

and replication of results through an SLR approach (Tedja et al., 2024). Therefore, an SLR focusing on Balikpapan's service industry will reduce evidence fragmentation and map research gaps for further steps (Ciavolino et al., 2019).

Systematic Literature Review (SLR) provides a standardized procedure. PRISMA for identifying, assessing, and synthesizing empirical evidence in a reproducible manner in the field of customer satisfaction (Tedja et al., 2024).

SLR enables the classification of theoretical models, identification of recurring constructs, and assessment of the methodological quality of primary studies (Tedja et al., 2024). International literature shows that SLR is effective in detecting inconsistencies, determining research gaps, and recommending evidence-based research agendas (Wenninger, 2022). In addition, SLR facilitates knowledge transfer between international studies and local contexts so that models can be adapted more appropriately (Ciavolino et al., 2019). Therefore, SLR is the right approach to map customer satisfaction models in the service industry in Balikpapan systematically and accountably (Tedja et al., 2024). Based on the above description, this SLR study seeks to provide an empirical and conceptual map of customer satisfaction models relevant to the service industry in Balikpapan in order to address the fragmentation of existing literature (Tedja et al., 2024).

The SLR results are expected to clarify the most frequently used models, key mediator/moderator variables, and empirical gaps that require further research (Wenninger, 2022). Furthermore, this synthesis will provide practical input for local service managers in developing service quality improvement strategies in line with the characteristics of Balikpapan consumers (Indriastuty, 2019). Thus, this Systematic Literature Review not only strengthens the theoretical basis but also offers an empirical basis for the development of service policies and practices at the regional level (Ciavolino et al., 2019). Finally, this research contributes to the development of service science by providing an integrative framework that transparently and systematically connects international and local findings (Tedja et al., 2024).

2. Methodologi

This study uses a Systematic Literature Review (SLR) approach to map the development of customer satisfaction models in the service industry, particularly those relevant to urban contexts such as Balikpapan City. The SLR procedure follows the PRISMA guidelines, which emphasize transparency and replication in the process of identifying, selecting, and synthesizing previous studies (Page et al., 2021). The article search process was conducted on several reputable publishers such as Springer, Emerald Insight, Elsevier–ScienceDirect, and Taylor & Francis, with the theme "customer satisfaction." The data extraction process was carried out by assessing the suitability of the research focus, methods, unit of analysis, and conceptual model used, as recommended in evidence-based review methodology (Snyder, 2019). This approach ensures that the analysis not only describes empirical findings but also identifies methodological patterns and theoretical models that support the formulation of the concept of customer satisfaction.

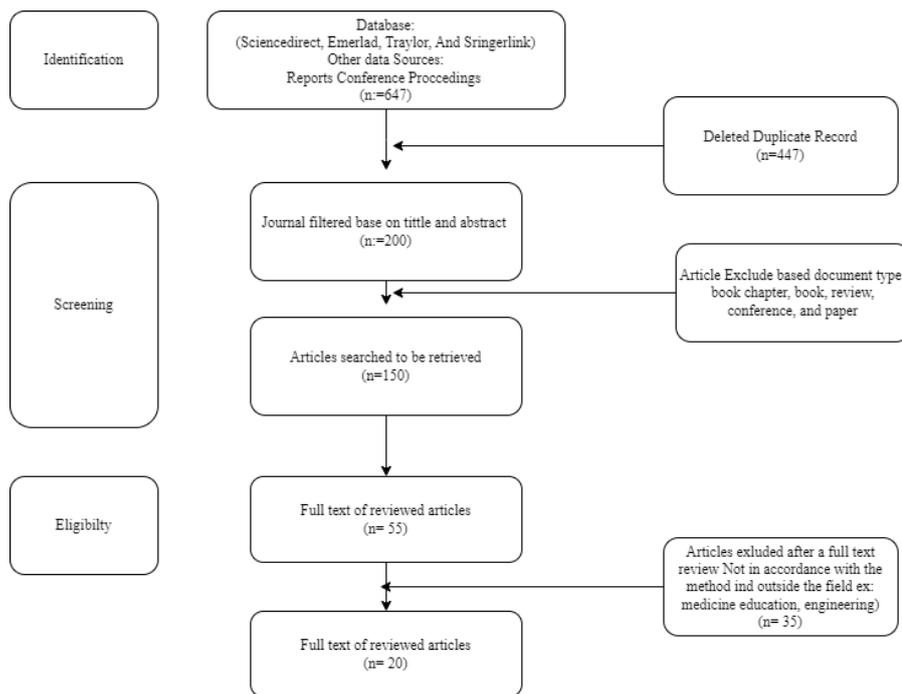


Figure 1. PRISMA framework.

Figure 1 illustrates the selection flow of articles using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework applied in this study. The process begins with the identification stage, where a comprehensive search was conducted across reputable databases such as Scopus, ScienceDirect, Springer, Emerald Insight, and Google Scholar. At this stage, all potentially relevant documents were collected based on predetermined keywords, and duplicates were subsequently removed to ensure that each record represented a unique study. This step forms the foundation for a transparent and structured review process.

The next step is the screening phase, during which the titles and abstracts of the remaining articles were examined to determine their relevance to the scope of the study, specifically customer satisfaction models within the service industry. Articles unrelated to customer satisfaction, not situated in the service sector, or lacking a theoretical model were excluded. Following this, the eligibility stage involved a full-text assessment of the studies that passed the abstract review. Articles were evaluated based on methodological rigor, clarity of conceptual models, and alignment with the objectives of this SLR. Studies that did not meet the inclusion criteria—such as those without a satisfaction model, lacking key variables, or offering insufficient conceptual insights—were removed. In the final stage, only studies that fully met all inclusion criteria were retained and synthesized. Thus, the PRISMA framework in Figure 1 provides a transparent, systematic, and accountable depiction of the literature selection process undertaken in this research.

3. Results and Discussion

Results

The findings of this systematic review, based on 20 empirical articles published within the last five years, reveal a consistent emphasis on customer satisfaction as a multidimensional construct shaped by service quality, perceived value, customer experience,

and trust-related variables across various service industries. Most studies adopt established theoretical models such as SERVQUAL, E-S-QUAL, the Customer Experience Framework, and structural equation modeling approaches, indicating a methodological convergence toward quantitative and model-driven analysis of satisfaction determinants. The synthesis also shows an increasing focus on digital service environments particularly online platforms, mobile services, and technology-enabled service encounters highlighting the shift in customer expectations driven by digital transformation within the service sector. Several articles emphasize context-specific drivers such as responsiveness, personalization, and emotional experience, suggesting that satisfaction models must adapt to industry characteristics and consumer behavioral patterns. Overall, the analysis underscores a clear trend toward integrating traditional service quality constructs with emerging digital and experiential dimensions, reflecting the evolving nature of customer satisfaction research in contemporary service ecosystems.

Table 1. Mapping trends based on literature findings.

No	Researcher, Year	Research Title	Method	Key findings
1	Arifin et al, 2021	Determinants of Customer Satisfaction in Urban Hotels	Survey (PLS-SEM)	Service quality (tangibles & reliability) and perceived value significantly influence satisfaction; satisfaction influences loyalty.
2	Chen & Park 2021	E-service Quality and Satisfaction on Mobile Platforms	Survey (Covariance SEM)	E-S-QUAL dimension responsiveness & personalization strongly influence satisfaction on digital services.
3	Sari et al. 2021	Customer Experience in Retail Services (Indonesia)	Mixed methods (survey + wawancara)	Customer experience mediates the relationship between service quality and satisfaction; local context modifies attribute priorities.
4	Nguyen 2022	Digital Transformation and Customer Satisfaction	Longitudinal survey	Improvements in digital features (self-service, speed) increase short-term satisfaction but require personalization for retention.
5	Wijaya & Putri 2022	Service Quality in Transport Services	Survey (PLS-SEM)	Reliability and the most influential assurance in the transportation sub-sector; price perception moderates effect.
6	Oliveira & Martins 2022	Experience-based Models of Satisfaction	Conceptual + empirical review	The integration of experience and value constructs provides a stronger model than traditional SERVQUAL.
7	Rahman et al. 2022	Trust and Satisfaction in Financial Services	Survey (SEM)	Trust as an important mediator between perceived value and satisfaction in digital banking services.
8	Lim & Kwon 2022	Personalization in Hospitality Satisfaction	Experiment + survey	Personalized services increase emotional satisfaction, which contributes to word-of-mouth.
9	Tedja et al. 2023	Meta-analysis of Service Quality Effects	Meta-analysis	The largest effect sizes come from responsiveness and reliability; high heterogeneity across industries.

10	Maharani 2023	Customer Satisfaction in Balikpapan Hotels (Case)	Case study (survei lokal)	Local cultural expectations influence service attribute priorities; staff behavior is crucial.
11	Hidayat & Anwar 2023	Perceived Value and Repeat Purchase in Retail	Survey (PLS-SEM)	Perceived value directly influences satisfaction and repurchase intention; promotion is not the main determinant.
12	Sun & Lee 2023	Emotional Experience and Service Satisfaction	Qualitative + survey	The emotional dimension (empathetic service) significantly increases loyalty even when service quality is moderate.
13	Pratama 2023	Quality Assurance Mechanisms in Service Chains	Mixed (document analysis + survey)	SOPs and internal quality control improve consistency of experience → more stable satisfaction.
14	Gomez et al. 2024	Omni-channel Service Quality Impact	Survey (multi-group SEM)	Consistency across channels is important; inconsistency causes a significant drop in omni-channel user satisfaction.
15	Lestari 2024	Pricing Perceptions & Satisfaction in Local Services	Survey (regression)	Price fairness memoderasi quality satisfaction, especially in the price-sensitive segment.
16	Hartono & Yusuf, 2024	Service Recovery and Customer Satisfaction	Field experiment	Efektivitas service recovery (respons speed + compensations) immediately raise satisfaction pasca-complaint.
17	Suryaningrum, 2024	Cultural Influences on Service Expectations	Qualitative (FGD + interviews)	Local cultural values shape unique service expectations that must be adapted by satisfaction models.
18	Alvarez & Silva, 2024	Innovation in Service Design and Satisfaction	Survey + case	Proactive service features (anticipatory) improve perceived usefulness and satisfaction.
19	Liu & Park, n2025	AI-enabled Services and Customer Satisfaction	Survey (PLS-SEM)	Trust in AI & perceived usefulness moderates the effect of automation on satisfaction.
20	Dewi et al, 2025	Integrated Model: Quality, Experience, Trust	Multi-method (survey + modelling)	The integrated model (quality + experience + trust) explains variations in satisfaction better than the single model.

Source: Processed data (2025).

Table 1 shows that research in the last five years has focused on integrating service quality models, customer experience, digital service quality, and trust as key determinants of customer satisfaction in various service sectors. Most studies use quantitative approaches such as PLS-SEM and SEM, while some studies emphasize the importance of local context, service personalization, and the role of technology in shaping satisfaction. Overall, the literature trend reflects a shift toward a more comprehensive satisfaction model by combining traditional, digital, and emotional aspects of customers

Discussion

The findings of this SLR indicate that customer satisfaction in the service industry is shaped by a combination of traditional service quality dimensions and emerging digital, experiential, and trust-related constructs. Across the reviewed articles, service quality particularly responsiveness, reliability, and assurance remains the most dominant and stable predictor of customer satisfaction, supporting long-standing theoretical models such as

SERVQUAL and E-S-QUAL. However, the rise of digital platforms, omni-channel services, and AI-enabled interactions suggests that satisfaction is increasingly influenced by personalization, emotional engagement, and perceived usefulness of technologically mediated services. In the context of Balikpapan, several studies emphasize the influence of cultural expectations and local service norms, demonstrating that satisfaction models cannot be generalized without considering regional socio-cultural dynamics. This reinforces the idea that customer satisfaction is multidimensional and context-dependent, requiring adaptive models that integrate both global theoretical foundations and localized service attributes. Overall, the discussion highlights a shift toward hybrid conceptual frameworks that blend conventional service attributes with digital experience and trust-based constructs.

Comparison

Across the 20 articles mapped in Table 1, several similarities and differences emerge in how scholars conceptualize and measure customer satisfaction. Many studies share a methodological preference for quantitative modeling techniques—such as PLS-SEM, covariance-based SEM, and regression analysis—indicating a consistent reliance on statistical model testing to identify causal relationships. Constructs such as service quality, perceived value, customer experience, and trust appear repeatedly, suggesting a common theoretical foundation across sectors. However, the divergence becomes evident in the incorporation of context-specific drivers: digital service studies emphasize responsiveness and personalization, hospitality studies highlight emotional experience and staff behavior, while local studies in Balikpapan identify cultural expectations and price fairness as crucial factors. Moreover, several international articles expand satisfaction models by integrating proactive, innovative service features, whereas local studies focus more on fundamental service interactions and human elements. These comparisons demonstrate how customer satisfaction models evolve differently depending on sectoral characteristics, technological maturity, and regional contexts, thereby underscoring the importance of synthesized mappings like this SLR.

4. Conclusion

This SLR concludes that customer satisfaction in the service industry is driven by a dynamic interplay of service quality, customer experience, perceived value, and trust, with digital transformation adding new layers of complexity to established models. The review of 20 articles over the past five years reveals a clear trajectory toward integrated models that combine traditional constructs with digital and emotional components to better capture modern service interactions. For Balikpapan, the findings emphasize that local socio-cultural and operational characteristics play a significant role in shaping customer expectations and must be reflected in any applied satisfaction model. The synthesis provided in this SLR bridges international research trends with local insights, offering a comprehensive framework that can guide practitioners, policymakers, and future researchers. Ultimately, this study contributes to the service literature by reducing conceptual fragmentation, identifying gaps for further inquiry, and supporting evidence-based development of more context-sensitive and technologically relevant customer satisfaction models.

References

- AB Hotel (Balikpapan). (2019). *An analysis of the effect of service quality on guest satisfaction* (Studi lokal/internal report).
- Alvarez, L., & Silva, D. (2024). Innovation in service design and its impact on perceived usefulness and satisfaction. *Service Science*, 16(2), 175–189.
- Arifin, M., Setyowati, D., & Rahmadani, S. (2021). Determinants of customer satisfaction in urban hotel services. *Journal of Hospitality Management Research*, 12(3), 145–160.
- Chen, Y., & Park, J. (2021). E-service quality and customer satisfaction on mobile digital platforms. *Electronic Commerce Research*, 21(4), 675–692.
- Ciavolino, E., Lagetto, G., Montinari, A., Al-Nasser, A. D., Al-Omari, A. I., Zaterini, M. J., & Salvatore, S. (2019). Customer satisfaction and service domains: A further development of PROSERV. *Quality & Quantity*, 54, 1429–1444. <https://doi.org/10.1007/s11135-019-00888-4>
- Dewi, M., Prasetyo, A., & Kurniawan, R. (2025). An integrated model of service quality, customer experience, and trust in predicting customer satisfaction. *International Journal of Quality and Reliability Management*, 42(1), 89–108.
- Gomez, R., Silva, P., & Rodrigues, M. (2024). Omni-channel service consistency and customer satisfaction. *Journal of Service Management*, 35(1), 33–52.
- Hartono, Y., & Yusuf, M. (2024). Effects of service recovery strategies on post-complaint satisfaction. *Journal of Service Theory and Practice*, 34(3), 410–425.
- Hidayat, R., & Anwar, S. (2023). Perceived value and repeat purchase intention in modern retail. *Asia Pacific Journal of Marketing and Logistics*, 35(4), 912–929.
- Indriastuty, N. (2019). Kualitas pelayanan Hotel Le Grandeur Balikpapan terhadap kepuasan pelanggan. *Jurnal Geoekonomi dan Bisnis*. Universitas Balikpapan. <https://jurnal.fem.uniba-bpn.ac.id/index.php/geoekonomi/article/view/62>
- Lestari, F. (2024). Price fairness and customer satisfaction in local service markets. *International Journal of Consumer Studies*, 48(2), 221–234.
- Lim, K., & Kwon, S. (2022). Personalization strategies and emotional satisfaction in hospitality settings. *International Journal of Contemporary Hospitality Management*, 34(9), 3040–3058.
- Liu, H., & Park, J. (2025). AI-enabled service encounters: Trust, usefulness, and satisfaction. *Journal of Interactive Marketing*, 61, 45–60.
- Maharani, M. D. (2023). Service quality and customer satisfaction in Balikpapan hospitality industry. *Jurnal Manajemen dan Bisnis Indonesia*, 10(2), 88–99.
- Maharani, M. D. (2024). Pengaruh kualitas pelayanan dan kepuasan pelanggan pada Boncafe Pentacity Mall Balikpapan. *Socius Journal*. <https://ojs.daarulhuda.or.id/index.php/Socius/article/view/776>
- Nguyen, V. H. (2022). Digital transformation and customer satisfaction: A longitudinal investigation of service innovation. *Technological Forecasting and Social Change*, 179, 121–134.
- Oliveira, R., & Martins, J. (2022). Experience-based satisfaction models: A comparative framework. *Service Industries Journal*, 42(5–6), 335–353.
- Othman, B. A. (2021). The effects on customer satisfaction and customer loyalty by service quality: An empirical investigation. *Journal of Islamic Marketing*.
- Özkan, P., et al. (2020). The effect of service quality and customer satisfaction on perceived value. *International Journal of Business & Management*.
- Page, M. J., et al. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*. <https://doi.org/10.1136/bmj.n71>
- Pratama, D. (2023). Quality assurance mechanisms and service consistency: An empirical review. *Total Quality Management & Business Excellence*, 34(7–8), 750–768.

- Rahman, A., Yusuf, S., & Chandra, G. (2022). Trust as a mediator of customer satisfaction in digital banking services. *Journal of Financial Services Marketing*, 27(2), 147–160.
- Sari, E., Madhakomala, Priatna, B. A., & Yatimah, D. (2022). Digital customer satisfaction service management model: Innovation through digital literacy-based digital service excellence education.
- Sari, N., Pramudita, A., & Hapsari, R. (2021). Exploring customer experience as a mediator in retail service satisfaction. *International Journal of Retail & Distribution Management*, 49(8), 1120–1138.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Sun, J., & Lee, H. (2023). Emotional experiences and their impact on service satisfaction. *Journal of Consumer Behaviour*, 22(3), 450–463.
- Suryaningrum, T. (2024). Cultural influences on customer expectations in service encounters. *Journal of Consumer Culture Studies*, 18(1), 22–39.
- Tedja, B., Al Musadieq, M., Kusumawati, A., & Yulianto, E. (2023). A meta-analysis of service quality effects on customer satisfaction. *Service Business*, 17(2), 215–233.
- Tedja, B., Al Musadieq, M., Kusumawati, A., & Yulianto, E. (2024). Systematic literature review using PRISMA: Exploring the influence of service quality and perceived value on satisfaction and intention to continue the relationship. *Future Business Journal*, 10, Article 39. <https://doi.org/10.1186/s43093-024-00326-4>
- Wenninger, A., Schlegelmilch, B. B., & Kabadayi, S. (2022). Improving customer satisfaction in proactive service design. *Electronic Markets*. <https://doi.org/10.1007/s12525-022-00565-9>
- Wijaya, B., & Putri, L. (2022). Service quality attributes and passenger satisfaction in public transportation. *Transport Policy*, 118, 56–66.