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Customer Experience and Customer Satisfaction: A Systematic Literature Review

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ABSTRACT
This study aims to examine the development of research on customer experience and customer satisfaction, identify dominant research themes, and explore emerging topics and future research directions. This study employed a Systematic Literature Review (SLR) integrated with bibliometric analysis, following the PRISMA guidelines. Data were obtained from the Scopus database, covering publications from 2022 to 2027. After applying document type, subject area, and journal source filters, 340 articles were selected for analysis. Bibliographic data were analyzed using VOSviewer through network, overlay, and density visualization techniques. The results identified 36 keywords grouped into six thematic clusters, comprising 109 links with a total link strength of 155. Hospitality and customer satisfaction emerged as the most prominent themes, while service quality, service recovery, customer emotions, technology adoption, and artificial intelligence represented important research areas. The findings also indicate a growing interest in AI-enabled services, including ChatGPT, service robots, trust, and anthropomorphism.

ABSTRAK
Penelitian ini bertujuan untuk mengkaji perkembangan penelitian mengenai customer experience dan customer satisfaction, mengidentifikasi tema-tema penelitian yang dominan, serta mengeksplorasi topik-topik yang berkembang dan arah penelitian di masa depan. Penelitian ini menggunakan metode Systematic Literature Review (SLR) yang diintegrasikan dengan analisis bibliometrik berdasarkan pedoman PRISMA. Data diperoleh dari database Scopus dengan cakupan publikasi tahun 2022–2027. Setelah melalui proses penyaringan berdasarkan jenis dokumen, bidang kajian, dan sumber jurnal, sebanyak 340 artikel dipilih untuk dianalisis. Data bibliografi dianalisis menggunakan VOSviewer melalui teknik visualisasi jaringan, overlay, dan kepadatan. Hasil penelitian mengidentifikasi 36 kata kunci yang terbagi ke dalam enam klaster tematik, dengan 109 hubungan dan total kekuatan hubungan sebesar 155. Hospitality dan customer satisfaction menjadi tema yang paling dominan, sedangkan kualitas layanan, pemulihan layanan, emosi pelanggan, adopsi teknologi, dan kecerdasan buatan merupakan bidang penelitian penting. Temuan juga menunjukkan meningkatnya perhatian terhadap layanan berbasis kecerdasan buatan, termasuk ChatGPT, robot layanan, kepercayaan, dan antropomorfisme.

INTRODUCTION

Customer experience and customer satisfaction have become central research domains in contemporary marketing and service management literature due to their significant influence on customer behavior, relationship quality, and organizational performance. In an increasingly competitive and technology-driven business environment, organizations are required not only to deliver superior products and services but also to create meaningful, memorable, and personalized experiences throughout the customer journey. The rapid advancement of artificial intelligence (AI), service robotics, smart services, digital platforms, and personalized technologies has fundamentally transformed how customers interact with organizations and evaluate service encounters. As a result, customer experience has become a strategic mechanism for generating favorable emotions, strengthening customer relationships, and enhancing customer satisfaction, which remains a critical indicator of organizational success and long-term competitiveness(Kim et al., 2022). Consequently, understanding the evolving relationship between customer

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experience and customer satisfaction has become increasingly important for both researchers and practitioners seeking to create sustainable value in modern service ecosystems.

Over the past decade, the literature on customer experience and customer satisfaction has expanded substantially across various service contexts, including hospitality, tourism, retail, digital platforms, and technology-enabled services. Prior studies have demonstrated that customer experience is associated with customer engagement, relationship quality, customer loyalty, revisit intention, and recommendation behavior (Ahmad et al., 2023). Customer experience across the purchase journey may also contribute to memorability and repurchase intention (Li et al., 2022).

Likewise, customer satisfaction continues to attract scholarly attention because of its significant role in customer loyalty and recommendation intentions (Perdomo-verdecia et al., 2024). In recent years, AI-powered services have introduced new dimensions of customer experience in hospitality and tourism, influencing customers' perceptions and future use intentions (Huang et al., 2024). Similarly, generative AI chatbots have become an emerging component of digital customer experience, with their perceived intelligence and humanness shaping customers' evaluations of service value (Millastre-valencia et al., 2025).These developments suggest that the conceptual boundaries of customer experience and customer satisfaction are continuously evolving alongside technological innovations. The rapid expansion of publications across diverse research contexts has also increased the complexity of the knowledge structure surrounding these constructs, making systematic mapping increasingly necessary.

Despite the extensive growth of research in this area, the existing body of knowledge remains fragmented across disciplines, theoretical perspectives, and methodological approaches. Customer experience research has explored value co-creation and customer participation in digital platforms (Alqayed et al., 2022). In addition, customer experience has been examined through memorable experiences and the outcomes of customers' experiences throughout their journey (Li et al., 2022). Similarly, customer satisfaction has been examined in relation to online consumer reviews and their influence on customer loyalty and revisit intentions (Anthony & Filieri, 2023). In addition, service quality has been identified as an important factor in explaining customer satisfaction in the hospitality industry (Perdomo-verdecia et al., 2024).Although previous review studies have provided valuable insights, most of them focus on specific industries, technologies, or isolated constructs. Consequently, there remains a limited understanding of the intellectual structure, thematic development, and interrelationship between customer experience and customer satisfaction within the broader marketing literature. Although previous studies have examined customer experience and customer satisfaction independently, limited research has systematically mapped the knowledge structure that integrates both constructs within a single bibliometric framework. This limitation makes it difficult to identify dominant themes, emerging topics, and future research directions in the field.

Furthermore, previous review studies have explored the intellectual structure and evolution of customer experience research in the service literature, identifying key themes such as service quality and customer satisfaction (Luong, 2026). Recent bibliometric research has also explored the interrelationships between customer experience, customer satisfaction, customer delight, and customer retention within the service marketing literature (Rahmawati et al., 2026). Nevertheless, these studies differ in their research scope, thematic emphasis, and analytical focus. Therefore, further investigation is needed to examine the evolving knowledge structure and thematic relationships between customer experience and customer satisfaction within the specific scope of the present study. This limitation creates several important research gaps. First, the dominant themes and intellectual connections between customer experience and customer satisfaction remain insufficiently explored. Second, the emergence of AI, smart services, service robots, blockchain applications, and personalized digital technologies has generated new research streams whose positions within the broader literature remain unclear. Third, there is limited evidence regarding how research themes have evolved over time and what future directions are most likely to influence the development of this field. Therefore, the scientific novelty of this study lies in providing an integrated bibliometric mapping of customer experience

and customer satisfaction research using VOSviewer. Unlike previous review studies that focused on specific sectors, technologies, or individual constructs, this study identifies dominant research themes, thematic relationships, emerging topics, and future research opportunities through a comprehensive analysis of publications indexed in the Scopus database.

Based on these considerations, this study addresses the following research question: How has the scholarly understanding of customer experience and customer satisfaction evolved, what are the dominant research themes within this field, and what future research directions can be identified through bibliometric mapping? Accordingly, the purpose of this study is to systematically review and synthesize the existing literature on customer experience and customer satisfaction, map its intellectual structure using VOSviewer, identify major thematic developments and research gaps, and propose a future research agenda. By providing a comprehensive overview of the field, this study aims to contribute to the advancement of marketing theory while offering managerial insights for organizations seeking to enhance customer-centered strategies in increasingly digital and technology-enabled service environments.

RESEARCH METHOD

This study employed a Systematic Literature Review (SLR) integrated with bibliometric analysis to examine the development of research on customer experience and customer satisfaction. The systematic review approach was adopted to identify, evaluate, and synthesize the existing body of knowledge, while bibliometric analysis was utilized to reveal the intellectual structure, thematic evolution, and emerging research trends within the field. The review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure transparency and rigor throughout the literature selection procedure(Page et al., 2021)

The data used in this study were obtained from the Scopus database, which is widely recognized as one of the most comprehensive sources of peer-reviewed academic publications (Rita, 2023). The literature search covered the period from 2022 to 2027 using keywords related to *customer experience* and *customer satisfaction*. The initial search identified 5,424 publications. To ensure relevance and quality, a series of screening procedures were conducted based on predetermined inclusion and exclusion criteria.

Only research articles published in scholarly journals were included in the analysis, reducing the dataset from 5,424 to 4,410 documents. Subsequently, the subject area was restricted to Business, Management and Accounting, resulting in 2,636 relevant articles. A further screening process was conducted by limiting the dataset to the selected journal source title, producing a final sample of 340 articles. These articles constituted the final dataset for bibliometric mapping and content analysis.

The bibliographic records were exported from Scopus in CSV format and prepared for analysis. Author keywords were selected as the unit of analysis because they represent the primary concepts discussed within each publication. Prior to analysis, the data were cleaned and standardized to eliminate duplicate terms, synonymous expressions, and inconsistencies in keyword representation.

To explore the knowledge structure of the field, three visualization techniques were utilized: network visualization, overlay visualization, and density visualization using VOSviewer (Jan & Ludo, 2010). Network visualization was used to identify thematic clusters and relationships among keywords. Overlay visualization was applied to examine the temporal evolution of research topics based on average publication year. Meanwhile, density visualization was employed to identify highly researched areas and emerging topics within the literature. The findings from these analyses were interpreted to identify dominant themes, research trends, and future research opportunities within customer experience and customer satisfaction research.

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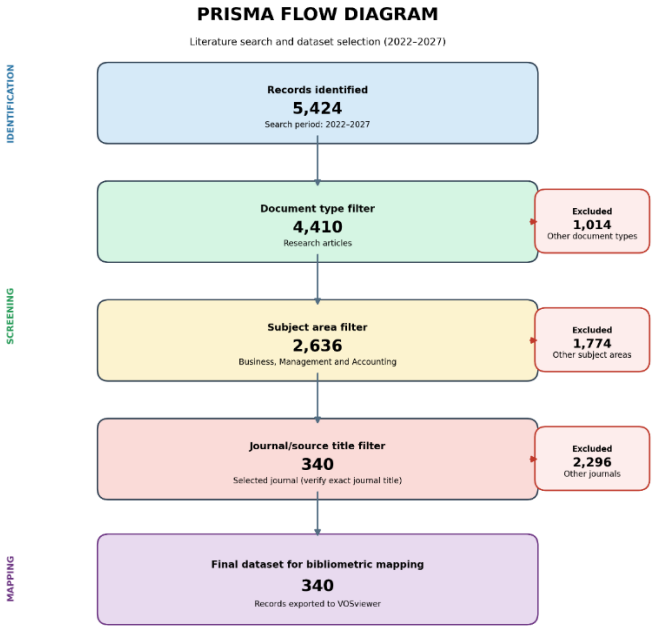
Figure 1. PRISMA flow diagram of literature selection process (2022–2027)



As presented in Figure 1, the literature identification process initially generated 5,424 records from the Scopus database. After applying document type, subject area, and journal source title filters, 340 articles were retained for bibliometric mapping and systematic review analysis.

RESULT AND DISCUSSION

Network Visualization

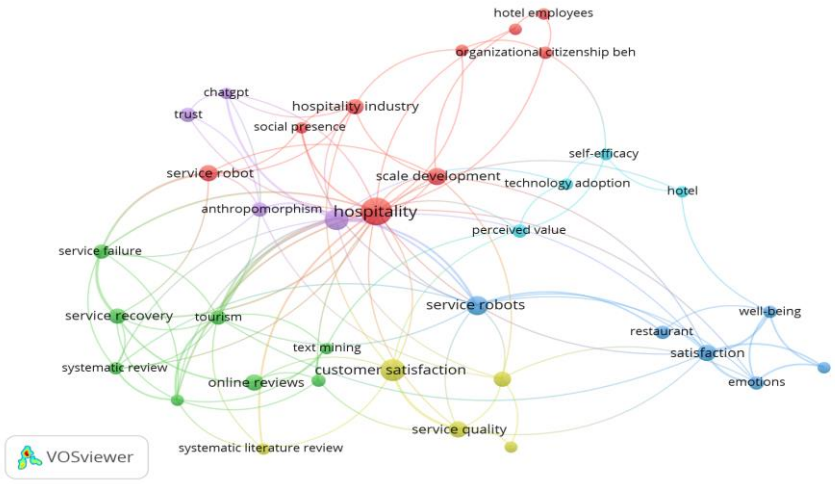
The co-occurrence analysis was conducted using VOSviewer to identify the intellectual structure of customer experience and customer satisfaction research. Based on 340 articles selected from the Scopus database, the analysis generated 36 keywords that met the minimum occurrence threshold of five. These keywords formed 109 links with a total link strength of 155 and were categorized into six thematic clusters. The results indicate that the literature has developed around several interconnected themes reflecting the multidimensional nature of customer experience and customer satisfaction research.

Table 1. Summary of Co-occurrence Analysis Result

Indicator	Result
Database	Scopus
Period	2022-2027
Final Article	340
Total Keywords	36
Total Links	109
Total Link Strength	155
Number of Clusters	6
Software	VOSviewer 1.6.20

As shown in Table 1, the keyword network consists of 36 interconnected keywords distributed across six thematic clusters. These clusters provide an overview of the major topics examined in customer experience and customer satisfaction research.

Figure 2. Network visualization of customer experience and customer satisfaction research.



The co-occurrence analysis was conducted to identify the intellectual structure and thematic relationships within customer experience and customer satisfaction research. Based on 340 articles selected from the Scopus database, the analysis generated 36 keywords that met the minimum occurrence threshold. These keywords formed 109 links with a total link strength of 155 and were grouped into six thematic clusters representing the major research streams within the field.

Figure 2 illustrates the network structure of customer experience and customer satisfaction research. The visualization reveals that *hospitality* and *customer satisfaction* occupy the most central positions in the network, indicating their dominant role in the existing literature. This finding suggests that hospitality, tourism, and restaurant industries continue to serve as the primary contexts for investigating customer experience and customer satisfaction relationships.

The network visualization also demonstrates that the literature is organized into six interconnected thematic clusters. These clusters indicate that customer experience and customer satisfaction research has expanded beyond traditional service quality perspectives to include service recovery, customer emotions, technology adoption, artificial intelligence, and value creation. The strong connections among keywords suggest that customer experience and customer satisfaction are multidimensional concepts influenced by organizational, technological, and behavioral factors.

The dominance of hospitality-related keywords is consistent with recent bibliometric research highlighting the growing body of customer experience management literature in the tourism sector (Aarabe et al., 2025). Likewise, the central position of customer satisfaction reflects its continued relevance in tourism research, where it is examined alongside service quality, destination image, and competitiveness(Pereira et al., 2025).

Table 2. Thematic Clusters Identified in the Network Visualization

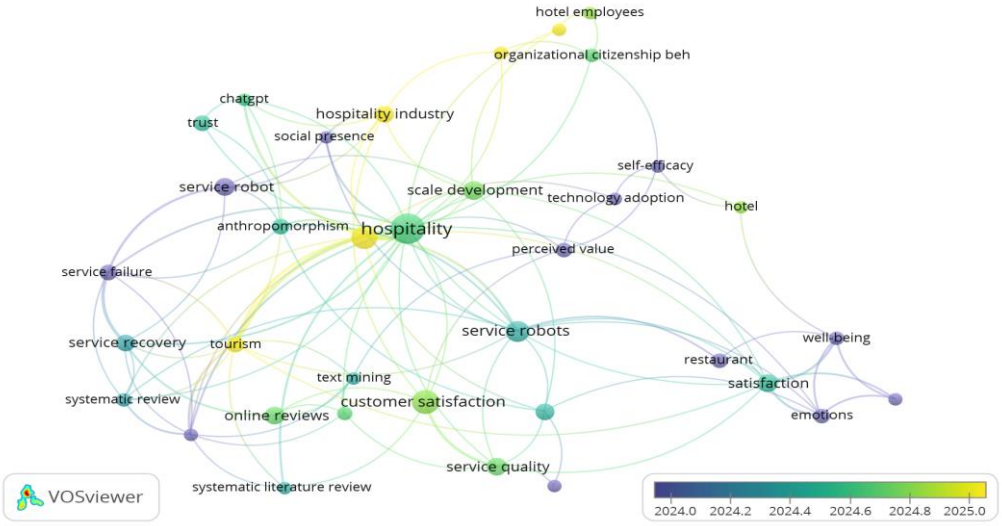
Cluster	Main Keywords	Research Theme
1	Hospitality, Hospitality Industry, Hotel Employees, Service Performance, Organizational Citizenship Behavior	Hospitality Service Management
2	Service Recovery, Service Failure, Tourism, Online Reviews	Service recovery and Customer Evaluation

3	Satisfaction, Restaurant, Emotions, Well-being	Customer satisfaction Outcomes
4	Customer Satisfaction, Service Quality, Revisit Intention	Service Quality and Loyalty
5	ChatGPT, Trust, Anthropomorphism, Service Robot	Artificial Inteligence and Smart Services
6	Technology Adoption, Perceived Value, Hotel	Technology Adoption and Customer Value

The network visualization identified six thematic clusters representing the major research streams in customer experience and customer satisfaction studies. Cluster 1 focuses on hospitality service management through keywords such as *hospitality*, *hotel employees*, and *service performance*, highlighting the role of employees and organizational practices in shaping customer experiences. Cluster 2 emphasizes *service recovery* and *service failure*, indicating the importance of organizational responses in maintaining customer satisfaction. Cluster 3 centers on *satisfaction*, *emotions*, and *well-being*, reflecting the psychological outcomes of customer experiences. Cluster 4 links *service quality*, *customer satisfaction*, and *revisit intention*, confirming the continuing importance of service quality in fostering customer loyalty. Cluster 5 consists of *ChatGPT*, *trust*, *anthropomorphism*, and *service robots*, demonstrating the growing influence of artificial intelligence on customer experience research. Finally, Cluster 6 highlights *technology adoption* and *perceived value*, suggesting that customer evaluations of technology significantly influence the formation of customer experience and satisfaction. Collectively, these clusters indicate that research in this field has evolved from traditional service quality and hospitality perspectives toward technology-driven and AI-enabled customer experience studies.

Overlay Visualization

Figure 3. Overlay visualization of customer experience and customer satisfaction research.

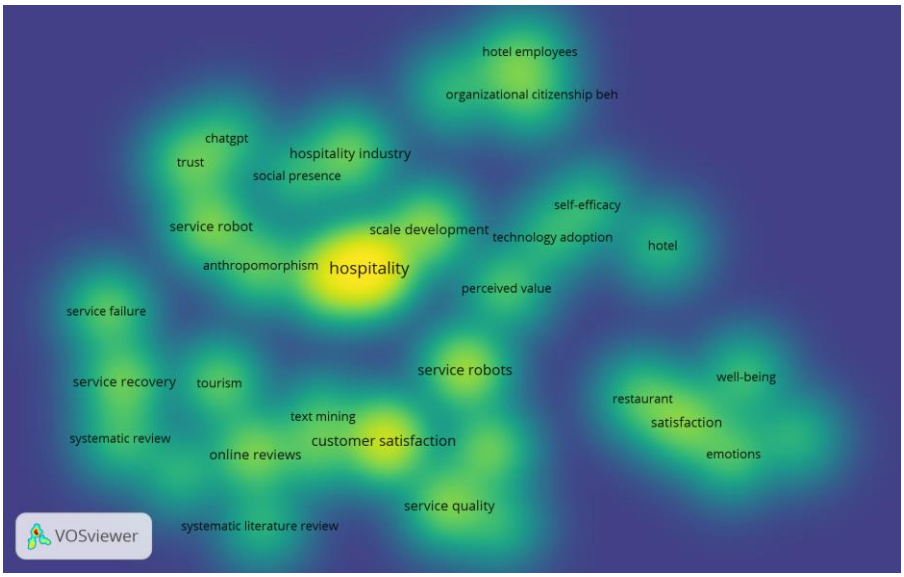


The overlay visualization illustrates the temporal evolution of research themes in customer experience and customer satisfaction studies. Keywords displayed in darker colors represent earlier research topics, whereas lighter colors indicate more recent research interests. The findings reveal that topics such as *service failure*, *technology adoption*, *perceived value*, and *service robots* emerged during the earlier stages of the study period. In contrast, keywords including *hospitality industry*, *tourism*, *hotel employees*, and *organizational citizenship behavior* appear as more recent topics. This trend suggests a shift in scholarly attention from traditional

service quality and technology adoption perspectives toward organizational and human resource factors that influence customer experience and satisfaction.

Density Visualization.

Figure 4. Density visualization of customer experience and customer satisfaction research.



The density visualization highlights the concentration of research themes within the literature. Keywords shown in brighter colors indicate higher research intensity, while darker colors represent less explored areas. The analysis reveals that *hospitality* and *customer satisfaction* are the most prominent themes, indicating their central position in the existing literature. Additionally, *service quality*, *hospitality industry*, *service robots*, and *online reviews* also demonstrate relatively high levels of research attention. These findings confirm that customer experience research remains largely focused on understanding how service delivery and customer interactions affect satisfaction outcomes within hospitality and tourism settings.

Research Gap and Future Research Directions

Despite the substantial growth of customer experience and customer satisfaction research, the findings indicate that the literature remains heavily concentrated on hospitality, service quality, and customer satisfaction. Meanwhile, emerging topics such as *ChatGPT*, *service robots*, *trust*, *anthropomorphism*, and AI-enabled customer interactions exhibit relatively lower occurrence levels within the keyword network. This suggests that the integration of artificial intelligence into customer experience research remains at an early stage. Future studies may explore how AI-based technologies influence customer perceptions, trust formation, emotional responses, and satisfaction across different service contexts. Furthermore, comparative studies examining human-delivered and AI-mediated services may provide valuable insights into the future development of customer experience research.

CONCLUSION

This study conducted a systematic literature review and bibliometric analysis to examine the development of customer experience and customer satisfaction research. The findings indicate that customer experience and customer satisfaction remain central themes within marketing and hospitality literature, with hospitality emerging as the dominant research context. The analysis further suggests that the field has evolved from traditional discussions emphasizing service quality and customer satisfaction toward broader themes involving service recovery, customer emotions, technology adoption, and digital service innovation.

The findings are consistent with previous studies that identified hospitality and tourism as important contexts in customer experience research (Pereira et al., 2025) and highlighted customer satisfaction, destination loyalty, and customer experience as prominent themes in hospitality and tourism research (Shyju et al., 2023). Furthermore, the bibliometric mapping demonstrates the growing presence of technology-related themes, particularly ChatGPT, service robots, trust, anthropomorphism, and technology adoption, reflecting the increasing influence of artificial intelligence and smart services on customer experiences.

This study contributes to the literature by providing a comprehensive overview of the intellectual structure and thematic evolution of customer experience and customer satisfaction research. Future studies are encouraged to further investigate the role of artificial intelligence, smart service technologies, and human-technology interactions across diverse service sectors. Such efforts may enhance theoretical understanding while providing practical insights for organizations seeking to improve customer experience and customer satisfaction in increasingly digital service environments.

RECOMMENDATION

Future research is encouraged to expand the investigation of emerging topics related to artificial intelligence in service environments, particularly *ChatGPT*, *service robots*, *trust*, and *anthropomorphism*. These themes appeared with relatively lower prominence in the bibliometric network despite their increasing relevance in contemporary customer experience research, indicating substantial opportunities for further exploration. Menulis

Recent empirical research has shown that AI-enabled service attributes, particularly service efficiency and enjoyment, play an important role in shaping customer satisfaction with AI-based hotel services and subsequently influencing customer loyalty (Chotisarn & Phuthong, 2025). Furthermore, future studies may examine how AI-enabled services influence customer trust, emotional responses, and behavioral intentions across different service industries beyond hospitality.

This study has several limitations. First, the analysis was limited to publications indexed in the Scopus database between 2022 and 2027, which may not capture all relevant studies available in other databases. Second, the bibliometric mapping relied primarily on co-occurrence analysis and author keywords, which may not fully reveal deeper intellectual relationships within the literature. Therefore, future studies are encouraged to incorporate additional databases and bibliometric techniques, such as co-citation analysis and bibliographic coupling, to provide a broader understanding of the development of customer experience and customer satisfaction research. This recommendation is supported by previous methodological studies highlighting the value of integrating complementary bibliometric and systematic review approaches to provide a more comprehensive understanding of knowledge structures and research developments (Marzi et al., 2025).

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