

Review Article

# Systematic Analysis of the Relationship Between Service Quality and Customer Satisfaction in Call Centers: Evidence from the Last Decade

Jhoanna Santiago-Rufasto<sup>1</sup>, Milton Gonzales-Macavilca<sup>1</sup>, Claudia Marrujo-Ingunza<sup>2</sup>, Sebastián Ramos-Cosi<sup>2\*</sup>

<sup>1</sup>Centre for Interdisciplinary Science and Society Studies CIICS, University of Sciences and Humanities, Lima Peru.

<sup>2</sup>Image Processing Research Laboratory (INTI-Lab), University of Sciences and Humanities, Lima, Peru.

\*Corresponding Author : [sramos@uch.edu.pe](mailto:sramos@uch.edu.pe)

Received: 27 January 2025

Revised: 20 May 2025

Accepted: 04 June 2025

Published: 28 June 2025

**Abstract** - In recent years, call centers had played an essential role in the global economy, especially during the COVID-19 pandemic, when many companies increased their dependence on these services to maintain the continuity of their operations. This study aimed to systematically analyze the relationship between service quality and customer satisfaction in call centers over the last decade. Following the PRISMA methodology, 123 relevant documents were selected through searches in scientific databases such as Scopus, focusing on metrics such as loyalty and perceived performance. The results highlight that countries like the United States and China lead research in this field, while Latin America presents emerging growth with Colombia and Brazil as benchmarks. In addition, it was identified that 60.2% of the studies analyzed correspond to scientific articles, underlining the academic importance of the topic and that 27.1% of the publications come from the field of computer science, reflecting technological relevance. In conclusion, service quality is a determining factor for customer satisfaction, and it is essential to adopt advanced technologies and interdisciplinary strategies to optimize the user experience and improve operational efficiency.

**Keywords** - Quality of service, Call centers, Customer satisfaction, Review, Service.

## 1. Introduction

In recent times, contact centers as call centers have assumed an essential role in global economic functioning, especially during the COVID-19 pandemic. In this context, many companies turned to these services to ensure the continuity of their operations [1]. A representative case is an economic impact derived from the implementation of Artificial Intelligence (AI) technologies in contact centers [2], such as those of Amazon and Microsoft, which managed to significantly reduce their operating costs while increasing their customers' satisfaction levels. This technological revolution has made it possible to optimize resources and increase customer loyalty [3], evidencing a direct relationship between service quality and business profitability [4].

However, despite the strategic impact of service quality, call centers have not been fully addressed in current research, especially in emerging economies, which stand out for their continuous implementation in the commercial market. While several studies examine specific technologies or management practices, there is a lack of systematic and comprehensive analyses that connect service quality with customer satisfaction and loyalty under a unified framework. At the

international level, countries such as India and the Philippines have positioned themselves as benchmarks in the call center industry [5], becoming strategic points for providing services. These countries have integrated international quality standards and customer satisfaction metrics supported by advanced data management and analysis technologies [6]. An example of this was the implementation of AI tools in companies such as Infosys and Convergys, which allowed a significant improvement in problem-solving from the first interaction, with high satisfaction rates reported [7]. In Latin America, call centers have evolved from problem-solving centers to strategic platforms that drive economic growth. Countries such as Mexico and Colombia also stand out for their expansion in this industry, adopting hybrid models of care that combine AI with human services [8]. Well-known companies such as Atento and Teleperformance have reported increased customer satisfaction by implementing real-time sentiment analysis solutions [9], which improves the user experience and strengthens loyalty. In the Peruvian context, companies such as Claro, Bitel and Entel have opted to modernize their service centers, incorporating state-of-the-art technologies such as chatbots and virtual assistants [10]. These innovations have made reducing wait times easier and



optimizing first-contact troubleshooting. In 2023, Claro reported increased customer satisfaction rates after implementing a voice and sentiment analysis system [11], demonstrating service quality's direct impact on user perception. However, a research gap persists in integrating technological, operational and human dimensions to assess service quality. Preliminary work isolates individual factors such as staff training and customer coordination. This study aims to close that gap.

The authors in [12] analyze key factors for contact center excellence based on 224 questionnaires with a response rate of 53.33%. The results show that effective coordination ( $\beta = 0.274$ ;  $p < 0.01$ ), clear hiring criteria ( $\beta = 0.170$ ;  $p < 0.01$ ), and training programs ( $\beta = 0.199$ ;  $p < 0.01$ ) have an impact on service quality, highlighting First Contact Resolution (FCR) over metrics such as average service time (AHT). In addition, [13] proposes a conceptual framework based on content analysis of publications (1993-2014), identifying and determining factors such as hiring criteria, training, incentives, and coordination processes that directly affect the quality of service and customer retention.

In [14], the phonetic convergence to American English in Indian agents during international interactions is explored. The objective was to determine whether exposure to the client's accent fosters such convergence and assess social factors' role. An experiment with 16 IT workers in Pune, half of whom regularly interact with U.S. customers, showed imitation of the BATH vowel sound when communicating with them. However, this imitation depends not solely on exposure but also on attitudes towards American English and social media. Compared to these previous contributions, the present work offers a novel approach by combining a systematic literature review with updated scientific sources from the last five years. This methodological rigor allows us to identify recent patterns and gaps in research on the role of AI, staff training, customer expectations, and satisfaction metrics in shaping service quality results.

The main objective of this study is to systematically analyze the relationship between service quality and customer satisfaction in service companies' call centers over the last decade. This analysis identifies essential factors such as loyalty, expectations, perceived performance and satisfaction levels [15], which influence the customer's perception and loyalty to the company [16]. This article seeks to provide relevant evidence that serves as a basis for improving practices in this industry and their strategic use.

In addition to its practical contributions, it is presented as a theoretical value by consolidating different lines of research in a coherent and updated framework. Systematic reviews are essential in academia, as they allow large volumes of information to be synthesized and trends to be analyzed over time [17]. This method offers a solid basis for identifying

patterns, knowledge gaps, and areas of opportunity, ensuring a rigorous and unbiased approach [18]. In the context of contact centers, these reviews are key to understanding the evolution of service quality and its impact on customer satisfaction. This article initially addresses the analysis of cases related to the quality of service in call centers. Previously, the technological advances and methodologies applied in the last decade are examined, highlighting the innovations in the sector. Finally, the most relevant findings and their practical implications are presented, offering a comprehensive perspective on the influence of service quality on customer satisfaction in the context of contact centers.

## 2. Theoretical Definitions

### 2.1. Quality of Service

Service quality refers to the degree to which a service meets or exceeds the customer's expectations [19]. This concept encompasses elements such as efficiency, precision, personalized attention [20] and the ability to solve problems, considering that its purpose is to offer a reliable and satisfactory experience, which promotes customer loyalty and recommendation [21].

### 2.2. Customer Satisfaction

Customer satisfaction represents the level of satisfaction experienced after receiving a product or service compared to their previous expectations [22]. This perception is influenced by quality, care provided [23], and fulfilling what was promised, constituting an essential aspect of loyalty and long-term success [24].

### 2.3. Call Center or Callcenter

A call center is a telephone exchange organized to efficiently manage a company's incoming and outgoing communications with its clientele [25]. Their primary role is to offer support, resolve concerns, and provide solutions [26] through phone calls or emails, thus improving the user experience.

## 3. Materials and Methods

This systematic review uses the PRISMA hybrid methodology to examine the relationship between service quality and customer satisfaction in call centers over the last decade. In the identification phase, an analytical search was carried out in scientific databases, using Boolean operators to optimize the results.

During the screening phase, filters were applied to exclude studies [27] unrelated to call centers or lacking a focus on the topic. The eligibility phase involved a detailed review of the selected articles, ensuring their validity and relevance. Finally, in the inclusion phase, pertinent studies have been compiled that address the impact of service quality on user satisfaction levels in care centers, both from a theoretical and practical approach.

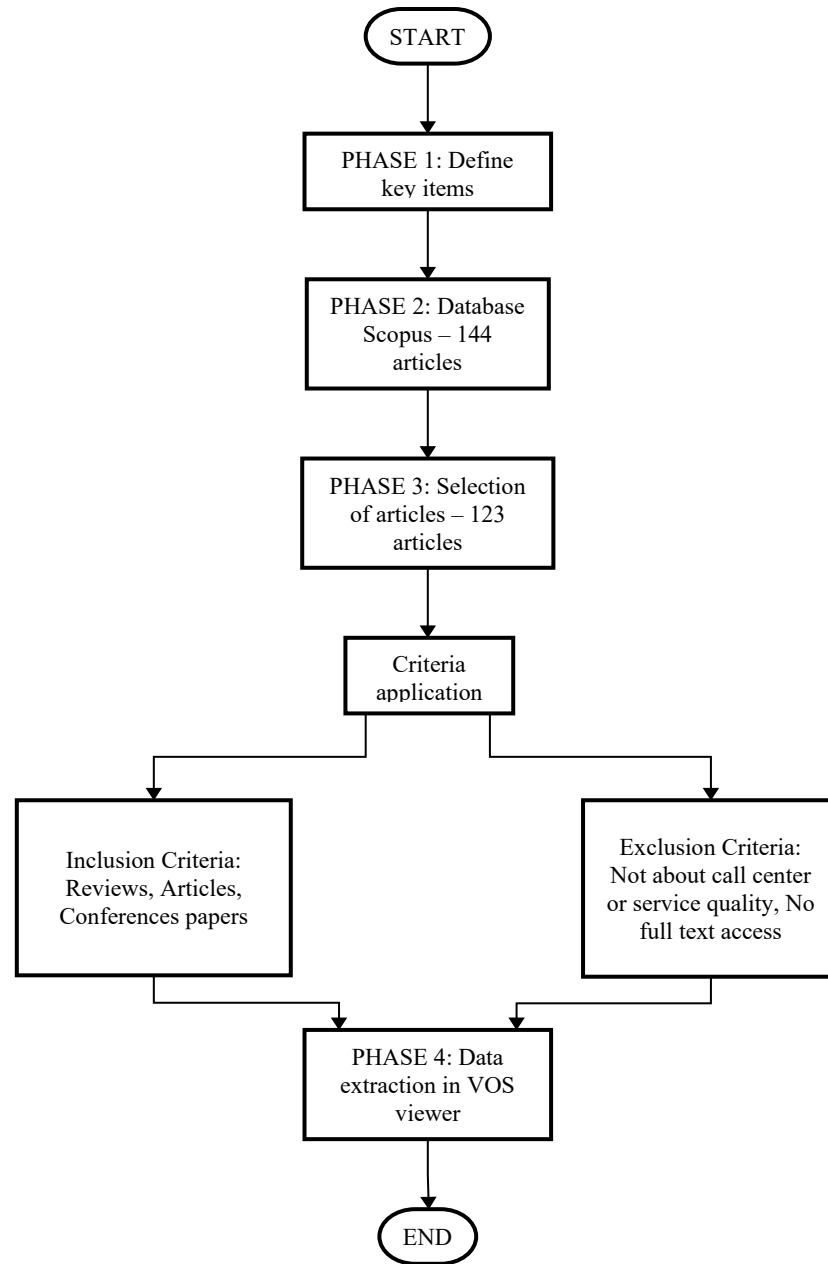


Fig. 1 PRISMA flowchart

### 3.1. Data Search

The data search focused on identifying relevant information [28] about service quality, loyalty, and customer perception in call centers. The objective was to identify aspects related to the quality of the service and its connection with customer satisfaction. Academic papers, case studies, and systematic reviews are selected, providing a solid basis for analyzing the factors that impact user experience.

#### 3.1.1. Inclusion Criteria

The study analyzed documents that met previously defined criteria to ensure their quality and relevance [29]. Research published between 2015 and 2025 in English or

Spanish was included. The analysis was based on scientific articles, conference papers and indexed reviews of the Scopus database. Studies were selected that addressed smart technologies, artificial intelligence, management systems and, specifically, those applied to the operational improvement of call centers. Only full-access documents that offered theoretical or practical solutions to optimize efficiency, customer service, or user experience were considered.

#### 3.1.2. Exclusion Criteria

Documents not meeting the established inclusion criteria were discarded [30]. This includes publications in other languages, editorials, commentaries, patents, unpublished

theses, and short notes. Studies that will not focus on call center technologies, duplicates, incompletes, and those with poorly documented methodologies were also excluded.

### 3.2. Data Processing

During this stage, an exhaustive review was carried out, emphasizing the relationship between service quality and customer satisfaction, following a structured sequence. First, studies were classified according to defined criteria. Subsequently, key data, such as service quality indicators and satisfaction metrics, were extracted. Through thematic and keyword analysis, common patterns were detected between applications, challenges, and solutions. In addition, the information was organized to facilitate its comparison and analysis. Finally, the data were evaluated to prioritize appropriate quality standards [31], thus ensuring robust and valuable results for an accurate synthesis.

### 3.3. Data Analysis

This section presents the systematic review's findings on advances, applications and challenges related to service quality and customer satisfaction in a clear and structured way. Comparative tables, pie charts, and relational maps were used. The tables made buying research according to authors, methodologies and technological proposals possible. The graphs showed percentage distributions, while the relational maps showed the connection between identified challenges and proposed solutions, offering a complete view of the interrelationships between service quality and satisfaction. These visualizations facilitated a deep understanding of the data, promoting more accurate and reliable conclusions.

#### 3.3.1. Search Tools

##### *Scopus*

Scopus is one of the most reliable academic databases for scientific studies. It has access to a huge variety of peer-reviewed publications [32]. A huge variety of peer-reviewed publications [32]. In the context context this study, it identified important articles on resource management strategies. Resource management strategies. Its ability to perform bibliometric analysis helped to identify trends in the use of resource management strategies. Helped to identify trends in the use of AI, automation, and technological tools, which helped to optimize customer service and operational processes in call centers. Operational processes in call centers.

##### *VOSviewer*

VOSviewer is a software that visualizes bibliographic networks to facilitate the analysis of relationships between authors, key terms, and publications [33]. This study was used to map trends in integrating intelligent technologies in call centers, revealing the connection between customer service, AI and data analysis. Processing information extracted from Scopus helped identify relevant patterns and connections, highlighting key areas where technology is transforming the operation of centers. Likewise, the integration with Python

increased the analysis capacity, allowing the automation of processes and obtaining more accurate results in less time, which favors a more detailed and efficient analysis, as it seeks to optimize time and maintain the quality of analysis.

### 3.4. Interpretation of the Revision

In order to guarantee representative and reliable results, the statistical formula for calculating finite samples was applied, which guarantees a high level of confidence and an acceptable margin of error. The process was defined based on the size of the previously identified and selected documents. Based on the selected sample, key patterns and relevant aspects of service quality and satisfaction in call centers were identified. This approach made it possible to recognize significant trends, highlighting critical factors in service management.

## 4. Results

Data collection focused on identifying outstanding research on service quality and customer satisfaction in call centers. However, during the execution of this study, the Scopus database was used, which provides access to high-impact scientific literature. The objective was to obtain current and relevant information, allowing us to deepen the trends, tools and approaches applied in this sector.

### 4.1. Data Search

The search was conducted using an algorithm designed to maximize the results' accuracy in Scopus. The selection criteria for the documents were based on the following algorithm: ( TITLE ( service ) OR TITLE ( satisfaction ) AND TITLE-ABS-KEY ( customer ) AND KEY ( call\* ) ) AND PUBYEAR > 2014 AND PUBYEAR < 2026

The algorithm used Boolean algebra in this setup, combining operators such as AND and OR to define relationships between key terms. In this case, the operator OR connects the terms 'service' and 'satisfaction', broadening the search to include studies on either aspect. In the same way, the AND operator ensures that the results are linked to both the customer experience and the call center\*. The search was restricted to publications between 2014 and 2024, which allows a focus on recent research of current relevance. The results reflect a wide range of work that will be analyzed to identify key trends and significant contributions to call centre quality and satisfaction management. As a result of the initial search, the total number of documents found was 144.

### 4.2. Data Processing

#### 4.2.1. Exclusion

In the initial analysis, documents not related to the issue of service quality and customer satisfaction in call centers were identified. Because of this, additional manual filters were applied to exclude these categories, as shown in Table 1, so the analysis maintains an appropriate approach.

**Table 1. Filters by subject area**

<b>Exclusion of Sources by Subject Area</b>	
<b>Excluded areas</b>	<b>N° documents</b>
Physics and Astronomy	5
Medicament	4
Energy	4
Neuroscience	2
Pharmacology, Toxicology and Pharmacy	1
Environmental Science	1

#### 4.2.2. Inclusion

In order to guarantee the rigor and academic relevance of the data analyzed, only publications in scientific journals, presentations at conferences, and systematic analyses listed in Table 2 will be considered. This filter ensures that the study focuses on sources that provide relevant inputs on the relationship between service quality and customer satisfaction in call centers, avoiding including materials that could divert attention from the central issue. In this way, it is confirmed that the results are based on research at a high academic and practical level and are aligned with the study's objectives.

The 144 documents obtained in the preliminary search were analyzed within the manual exclusion process. This analysis consisted of a detailed selection based on the titles, discarding those studies that were not directly related to the relationship between service quality and customer satisfaction

in call centers. This adjustment allowed the analysis to be concentrated on relevant studies on the topic studied. Finally, 123 documents were selected for the final analysis.

**Table 2. Filters by document type**

<b>Inclusion of Sources by Document Type</b>	
<b>Document Type</b>	<b>N° documents</b>
Article	78
Conference Paper	55
Revision	4

#### 4.3. Data Analysis

Figure 2 shows the analysis of the documents published on service quality and customer satisfaction in call centers during the period 2014 and 2024. During the initial period between 2014 and 2016, the number of publications remained constant, with an average of 14 documents per year. Between 2017 and 2019, the numbers showed small variations, with an annual average of close to 11 documents. Since 2020, there has been a progressive increase, reaching its peak in 2022 with 18 publications. This may be an approach related to the COVID-19 pandemic since both commercial companies and various sectors focused on the importance of service quality to give a user-centered approach. However, a gradual decrease is observed in the following years, with 13 publications in 2023, three in 2024 and only one in 2025. This analysis describes an initial increase in interest in the topic, followed by a recent decline in academic output.

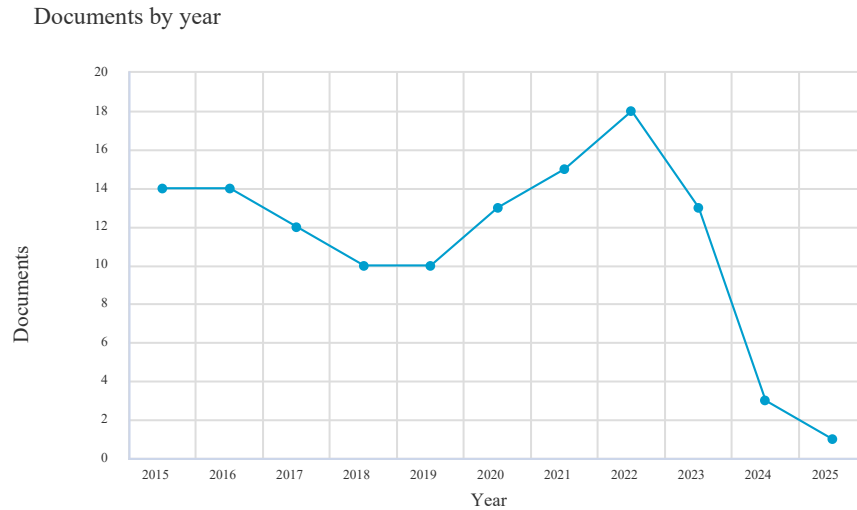
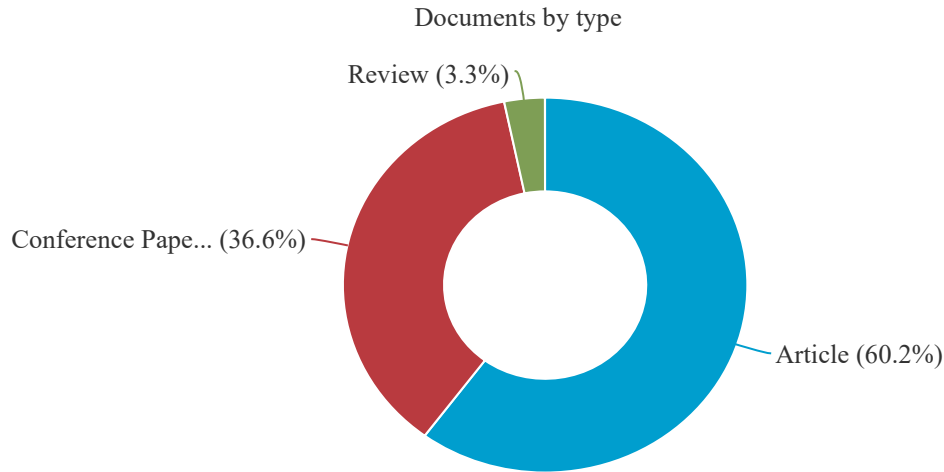
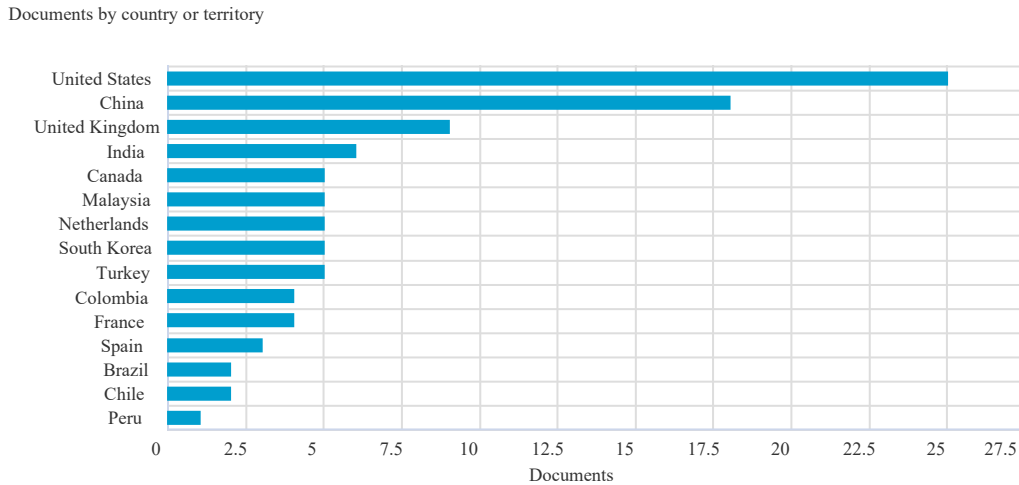

**Fig. 2 Analysis of documents by year**

Figure 3 shows the analysis of the documents collected in the Scopus database on service quality and customer satisfaction in call centers, distributed according to the publication type. Scientific articles represent 60.2% of the total, highlighting their importance in developing theoretical and academic foundations in this field. This may be caused by the impact of scientific journals and their peer review metrics,

which are highly valued in quality. Papers presented at conferences constitute 36.6%, reflecting the crucial role of these forums for disseminating technological advances and applied studies. Finally, the reviews cover 3.3%, which suggests a lower proportion of critical analyses in this field, opening opportunities for the development of integrative research.



**Fig. 3 Document analysis by document type**



**Fig. 4 Analysis of documents by country or territory**

Figure 4 shows the global distribution of publications on service quality and customer satisfaction in call centers, highlighting the United States as the leader with 25 publications, which reflects its position as a benchmark in research and implementation of advanced customer service strategies, suggesting that its research range may be more focused, unlike other countries due to its technology or national funding.

It is followed by China, which has 18 publications, driven by its growing adoption of innovative technologies in service management. It suggests a quality-of-service approach to call centers, meaning a relationship in end-user satisfaction. The UK ranks third with 9 publications, evidencing its interest in improving the customer experience through systematic approaches. Among Latin American countries, Colombia leads with 4 publications, while Brazil and Chile register 2

each, while Peru has 1 publication, showing recent interest in improving call center management. This analysis highlights the opportunity to promote research and applications in countries with less representation, taking advantage of global trends in service quality and customer satisfaction.

Figure 5 illustrates the distribution of documents by thematic areas in Scopus related to service quality and customer satisfaction in call centers. Most of the publications are concentrated in Computer Science, with 27.1%, which underscores the importance of this discipline in developing technological solutions for optimizing customer service. It is followed by the areas of Business, Management and Accounting, with 18.2%, reflecting a significant interest in organizational and management strategies to improve the quality of service. In Engineering, with 15.8% and Decision Sciences, with 15.0%, they stand out for their contribution to

the design of processes and analytical models. Other disciplines, such as Mathematics (8.5%) and Social Sciences (6.9%), provide complementary approaches to data analysis and the social impact of these technologies. Although less

represented, areas such as Arts and Humanities (3.6%), Economics (3.6%), Psychology (0.8%) and Materials Science (0.4%) add interdisciplinary perspectives that enrich the understanding and application of this field.

Documents by subject area

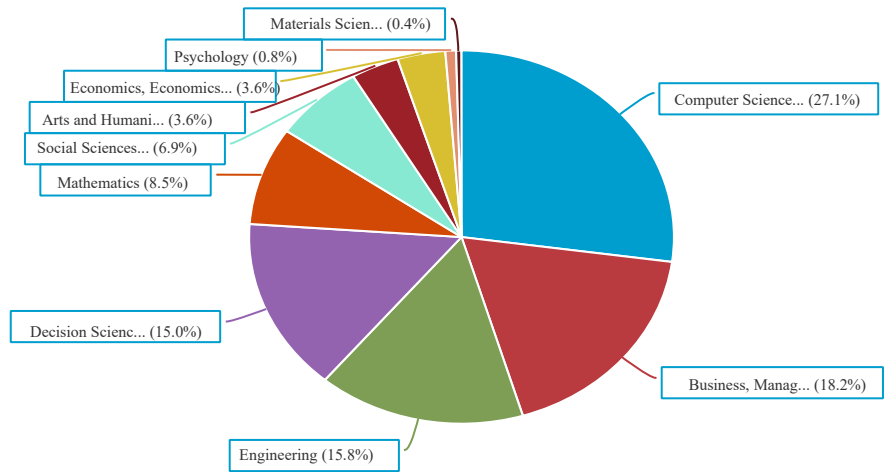


Fig. 5 Analysis of documents by thematic area

Documents by author

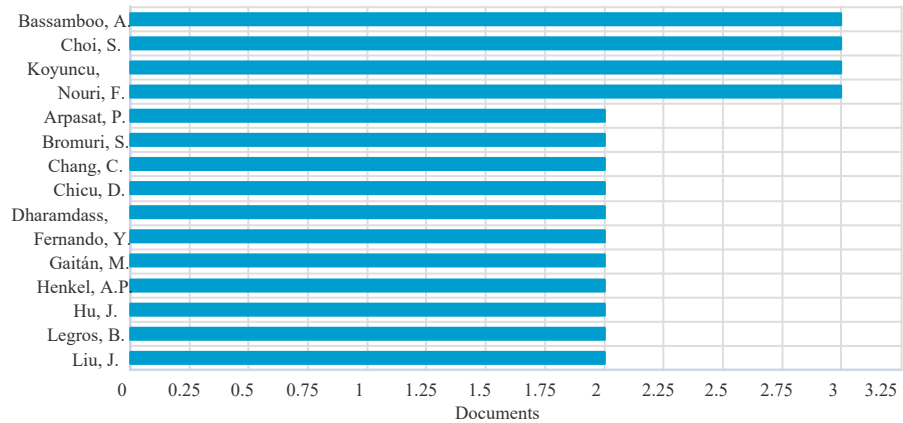


Fig. 6 Document analysis by author

Figure 6 presents an analysis of the most productive authors in research on service quality and customer satisfaction in call centers. The authors Bassamboo, A., Choi, S. and Koyuncu, Y.M. stand out as the most productive, with three publications each, contributing significantly to the development of this field. It is followed by Nouri, F., with three papers and a group of researchers, including Arpasat, P., Bromuri, S., and Chang, C., each with two publications. This distribution reflects outstanding collaboration and academic production in a key area for improving call center services.

Figure 7 shows the analysis of documents by Journal over the years, highlighting Advances in Intelligent Systems and Computing, Journal of Service Theory and Practice, and Manufacturing and Service Operations Management as the most productive journals in related publications on service quality and satisfaction in call centers. Other relevant sources include the Series, Decision Support Systems and the European Journal of Operational Research. This analysis reflects the recent growing interest in operations and service theories.

Documents per year by source

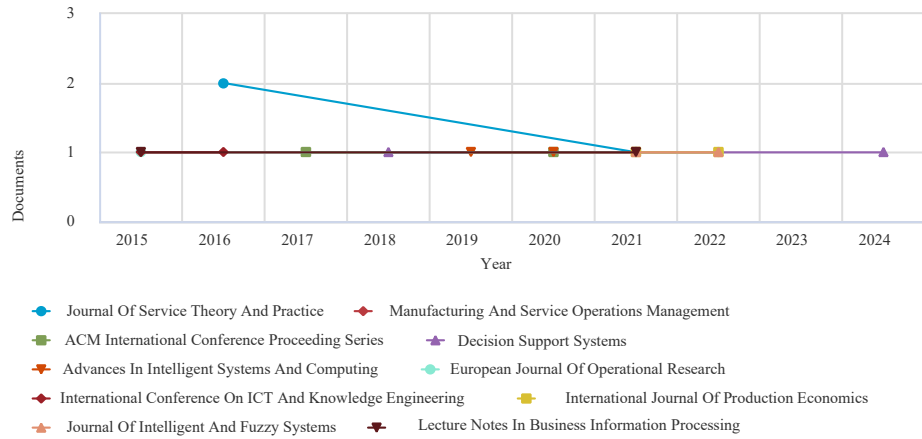


Fig 7. Document analysis by journal

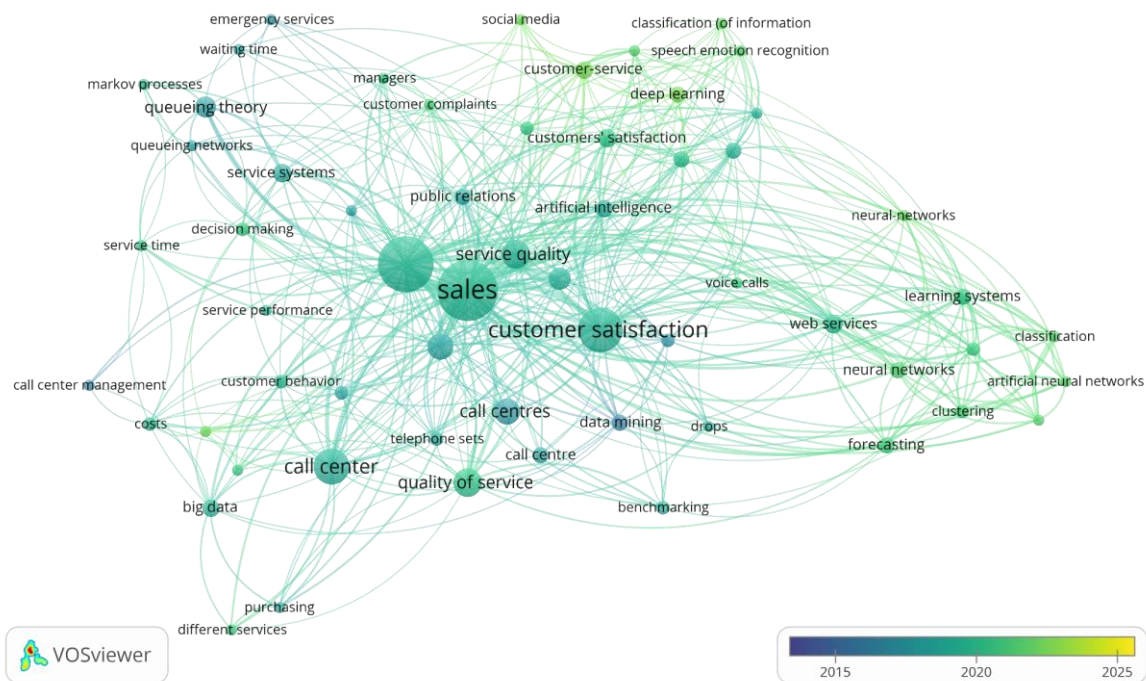


Fig. 8 Keyword co-occurrence map

Figure 8 shows the co-occurrence map, generated using Python and VOSviewer algorithms, which reveals the most frequent keywords in research on service quality and satisfaction in call centers. Terms such as “sales” and “call centers” are represented as the largest nodes due to their high frequency in the literature. The colors reflect the temporal evolution of the investigations. The purple color, which covers the period between 2015 and 2020, highlights “data mining” as a key concept in the studies. The turquoise color stands out

between 2020 and 2022 with terms such as “customer satisfaction”, “sales”, and “call centers”; The green color, which runs from 2022 to 2025, highlights terms such as “customer service” and “quality of service,” evidencing the growing importance of customer experience in current research. The connections between the nodes reflect the interrelationships between different aspects of service and customer satisfaction, focusing on continuous improvement in service quality in call centers.



#### 4.4. Interpretation of the Revision

We applied the statistical formula for finite sample calculation to determine the representative sample size in this review. This method allows you to calculate the appropriate number of documents to be analyzed, guaranteeing reliable results and controlling the margin of error. The equation used was as follows:

$$n = \frac{N * Z^2 * p * q}{e^2 * (N-1) + Z^2 * p * q} \quad (1)$$

$$n = 93.35 \approx 93$$

Where:

$$N = \text{tamaño de población} = 123$$

$$Z = \text{nivel de confianza 95\%} = 1.96$$

$$p = \text{proporción de éxito} = 0.5$$

$$q = \text{proporción de fracaso} = 0.5$$

$$e = \text{margen de error} = 0.05$$

The identified calculation resulted in a sample size of 93.35, approximating 93 documents for evaluation. This approach indicates that the sample selected is representative of the total population, with a confidence level of 95% and a margin of error of 5%. From the review of the 93 selected documents, focusing only on titles, abstracts and keywords, the most relevant findings and main conclusions were identified with the objective of the research on service quality and customer satisfaction in callcenters. The selection of these documents was randomized, facilitating an efficient analysis without compromising the quality of the review. The analysis of these selected documents revealed a growing trend towards improving the customer experience in callcenters by adopting technologies and strategies that optimize service quality. These innovations include continuous staff training, automated tools, and real-time data analysis to manage customer expectations effectively. However, obstacles were also identified in implementing some technologies, including lack of adequate infrastructure and resistance to organizational change, which limits the potential for continuous improvement in customer satisfaction. To overcome these challenges, it is considered important for organizations to invest in technology training and systems upgrades in order to provide more efficient and noticeable customer service.

#### 5. Discussion and Conclusion

The relevance of the findings of this research lies in its ability to demonstrate the direct impact of service quality on customer satisfaction in call centers [4], which is important for business competitiveness. The analysis indicates that 60.2%

of the publications reviewed correspond to scientific articles highlighting the connection between key indicators such as first contact resolution and customer satisfaction. Likewise, 27.1% of the studies analyzed come from computer science, highlighting technology's growing importance in the sector. In this scenario, the United States is positioned as the main generator of publications, reflecting its leadership in developing advanced technological strategies.

When comparing these findings with previous studies, it is observed that, according to [1], efficient coordination ( $\beta=0.274$ ) and the clear definition of contracting criteria ( $\beta=0.170$ ) maintain a significant positive correlation with service quality, reinforcing the findings of this study. It is also highlighted that the structuring of processes and the use of real-time analysis tools are fundamental elements to improve organizational performance. This demonstrates the need to apply a systematic approach to service management, supported by accurate metrics and effective technologies that strengthen companies' responsiveness.

Source [2] highlights the value of incentive systems and training programs for raising service quality. This approach coincides with the conclusions of this review regarding the importance of continuous training in emerging technological tools. In parallel, [3] addresses the linguistic adaptation to American English in international interactions, which introduces the cultural variable as a factor affecting service perception. This sociocultural dimension - present in 6.9% of the publications linked to the Social Sciences - suggests that a satisfactory customer experience requires a balanced combination of technological, organizational and cultural aspects.

Unlike other research, this systematic study comprehensively describes how call center service quality significantly influences customer satisfaction, a key factor in achieving customer loyalty and sustained success in competitive markets. Metrics such as First Contact Resolution (FCR) and real-time data analysis are consolidated as key performance indicators. This work also highlights the need to consider more advanced models integrating technology and human processes to improve the user experience. In addition, continuous training of agents and using artificial intelligence contribute to strengthening results, supported by an interdisciplinary approach ranging from computer engineering to social sciences.

Countries such as the United States and China are leading these transformations. In contrast, Latin America, with countries such as Peru and Colombia, presents as a region with high development potential by adopting hybrid models integrating technology and personalized attention [2]. Finally, as a future projection, it is suggested that case studies be developed in countries with less representation in the

literature, such as Peru or Colombia. These studies would provide detailed information on how the relationship between service quality and customer satisfaction is experienced in specific contexts, considering their own economic, technological and cultural realities. Exploring this relationship

from a local perspective could offer valuable lessons and proposals that are better adjusted to the needs of each region, contributing to a more equitable and sustainable development of the sector.

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