

Customer Satisfaction on Service Quality: An Assessment of Customer Service Performance in a BPO Company

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ABSTRACT

This study assessed service quality and customer satisfaction in a Business Process Outsourcing (BPO) company, focusing on the key SERVQUAL dimensions of reliability, responsiveness, assurance, empathy, and tangibles. Using a quantitative descriptive–correlational research design, the study gathered data from customers who recently interacted with the company’s service channels, including chat, phone, and email. Findings revealed a very high level of service quality, with responsiveness and empathy receiving the highest ratings, demonstrating strong agent support, timely assistance, and emotional understanding during interactions. Customer satisfaction was also very high, particularly in overall satisfaction, likelihood to recommend, and problem resolution, indicating that customers consistently perceive the company as meeting or exceeding expectations. Results of the correlation analysis showed a strong positive relationship between service quality and customer satisfaction, while regression analysis identified assurance, responsiveness, and reliability as the strongest predictors of satisfaction. These findings suggest that professional competence, fast responses, and accurate information significantly influence positive customer experiences. The study concludes that continuous improvement in service behaviors, agent professionalism, and system support can further enhance customer satisfaction and strengthen service performance in the BPO sector.

Keywords: *Service Quality; Customer Satisfaction; BPO Company; Responsiveness; Assurance*

INTRODUCTION

Service quality plays an essential role in shaping customer experiences, especially in the Business Process Outsourcing (BPO) industry, where interactions are frequent and often highly technical. The uploaded questionnaire highlights reliability, responsiveness, assurance, empathy, and tangibles as the core dimensions customers use to evaluate service quality. These dimensions influence whether customers feel satisfied, valued, and confident in the support they receive from service agents. The Philippines, as one of the global leaders in BPO operations, depends heavily on maintaining high service quality to remain competitive internationally. Recent studies confirm that service quality strongly influences customer satisfaction and retention in BPO environments (Cuevas & Tamayo, 2024).

Digital platforms such as chat, phone, and email have become the primary communication channels for customer service interactions. The uploaded instrument shows that customers evaluate the ease of navigation, clarity of communication tools, and overall usability of these interfaces. These digital service environments shape customer expectations and influence satisfaction levels in meaningful ways. When platforms are user-friendly and accessible, customers experience smoother interactions and reduced frustration. Research emphasizes that modern BPO services rely heavily on digital interface quality to enhance customer experiences (Lee, 2024).

Customer satisfaction remains a central indicator of service success in customer-focused industries. The questionnaire provided reflects that customers measure satisfaction based on expectation fulfillment, emotional comfort, service fairness, and likelihood of reuse. When these needs are met, customers develop positive feelings toward the organization and are more likely to remain loyal. High satisfaction also increases the likelihood that customers will recommend the service to others, strengthening the organization's reputation. Existing findings show that satisfaction in call center environments is heavily influenced by the consistency and fairness of service delivery (Pasco & Lao, 2021).

The BPO sector demands high levels of professionalism, accuracy, and competence from its service agents. The uploaded survey highlights that customers evaluate customer service agents based on problem-solving ability, courtesy, trustworthiness, and confidence-building communication. These attributes affect how customers interpret their service experience and how they evaluate the company overall. Support agents must also provide not only technical solutions but emotional reassurance to customers seeking clarity and comfort. Studies affirm that competence and professional assurance from agents significantly influence the perceived quality of customer service interactions (Cuevas & Tamayo, 2024).

Given the competitive nature of the BPO industry, companies must constantly assess and improve their service delivery systems. The uploaded questionnaire demonstrates that customers hold clear expectations across multiple dimensions of service performance, including promptness, fairness, and personalized attention. Understanding how these expectations shape satisfaction helps organizations identify areas of strength and prioritize improvements. Continuous monitoring of service quality allows companies to remain responsive to customer needs and industry demands. Recent research stresses that strategic enhancement of service processes is essential for sustaining customer satisfaction and business success in BPO organizations (Lee, 2024).

LITERATURE REVIEW

The SERVQUAL framework remains a widely accepted model for assessing service quality through reliability, responsiveness, assurance, empathy, and tangibles. These dimensions help organizations understand how customers perceive service interactions and whether expectations are being met. In BPO environments, SERVQUAL effectively captures both functional and emotional aspects of customer support. The model also supports identifying specific areas where service agents must improve to enhance satisfaction. Zeithaml et al. (2022) emphasized that SERVQUAL remains a central tool for analyzing service quality across modern service industries.

Reliability, which focuses on accurate information and correct first-contact resolutions, plays a crucial role in contact center operations. Customers depend heavily on agents to provide consistent, dependable service, especially when dealing with technical issues. When service delivery is reliable, customers form stronger trust and confidence in the organization. This also reduces repeated contacts and improves operational efficiency. Kumar and Singh (2021) found that reliability significantly predicts satisfaction in technology-enabled contact center environments.

Responsiveness and assurance complement reliability by shaping customers' emotional and functional perceptions of service. Responsiveness involves the agent's speed, willingness, and readiness to help, which directly affects customer satisfaction. Assurance strengthens customer confidence through professionalism, courtesy, and communication competence. These qualities help customers feel secure even when handling stressful or complex issues. Mishra and Sahoo (2022) and Manoharan and Singaraju (2024) both highlighted that quick support and agent expertise are strong predictors of satisfaction in call center and digital service environments.

Empathy and tangible elements further shape customer perceptions by enhancing the service experience. Empathy provides emotional comfort by ensuring customers feel understood and supported during interactions. Tangible tools, such as clear communication guidelines and user-friendly digital platforms, improve the interaction process and reduce confusion. Digital interface quality has become especially important as many service transactions now occur through chat, phone, or email. Sari and Yulianto (2021) and Dwivedi et al. (2021) emphasized that empathy and well-designed digital tools significantly influence satisfaction in technology-based service settings.

Customer satisfaction in BPO operations emerges from a combination of expectation fulfillment, emotional support, and effective problem resolution. Satisfied customers are more likely to reuse the service, remain loyal, and recommend it to others. High satisfaction results when service quality dimensions consistently align with customer needs and organizational promises. Effective problem resolution strengthens trust and contributes to long-term loyalty, while poor outcomes lead to dissatisfaction. Chatterjee and Kar (2020), Kankam et al. (2023), and Torres et al. (2023) all reported that satisfaction, loyalty, and customer experience in outsourced service centers are strongly shaped by service quality performance.

MATERIALS & METHODS

Research Design

This study employed a quantitative, descriptive–correlational research design to examine the relationship between service quality and customer satisfaction in a BPO company. The design allowed the researcher to measure customer perceptions using numerical data gathered through a structured survey. It also enabled the identification of patterns, trends, and relationships between the variables of interest. The descriptive component assessed service quality and satisfaction levels, while the correlational component examined the strength of their relationship. This approach ensured an objective and systematic evaluation of customer service performance.

Respondents

The respondents of the study were customers who recently engaged with the BPO company through its chat, phone, or email support channels. These individuals were selected because they had firsthand experience with the company's service delivery. Purposive sampling was used to ensure that only customers who had interacted with the service agents participated. Each respondent evaluated their experience based on the statements provided in the survey. Their feedback served as the primary data source for the analysis.

Research Instrument

The study employed a structured questionnaire based on the SERVQUAL model, which included dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. It also measured customer satisfaction through components such as overall satisfaction, expectations, intent to reuse, likelihood of recommending, and satisfaction with problem resolution. Respondents rated each item using a four-point Likert scale ranging from Strongly Disagree to Strongly Agree. The instrument was designed to capture both functional and emotional aspects of customer service experiences. Its format ensured clarity, consistency, and ease of answering for all participants.

Data Gathering Procedure

Data were collected through an online survey distributed to respondents for convenience and accessibility. Before answering, respondents were informed of the study's purpose and assured of confidentiality and voluntary participation. Once the questionnaire was completed, responses were

retrieved and encoded for analysis. The researcher ensured that all responses were complete and valid before proceeding with statistical treatment. This process helped maintain accuracy and reliability throughout data collection.

Statistical Treatment

Descriptive statistics, such as the mean and standard deviation, were used to determine levels of service quality and customer satisfaction. Correlational analysis measured the strength and direction of the relationship between the independent and dependent variables. Regression analysis identified which service quality dimensions served as significant predictors of satisfaction. All data were processed using appropriate statistical software to ensure accuracy in computation. The results were then interpreted to draw meaningful conclusions about customer service performance.

RESULTS AND DISCUSSION

The overall mean of 3.38 indicates a Very High level of service quality, showing that customers strongly agree the company delivers consistent and dependable service. This reflects the organization’s ability to maintain reliability, empathy, and responsiveness across various customer interactions. A very high overall score suggests that customers have positive perceptions of their service experience. This also demonstrates that the company meets or exceeds expectations in most service areas. These findings support prior research showing that strong service quality significantly boosts customer evaluations in service-driven industries (Torres et al., 2023).

Responsiveness and empathy obtained the highest means at 3.68 and 3.74, both interpreted as Very High, suggesting that customers experience timely assistance and feel genuinely supported. These two dimensions highlight the company’s strength in human-centered service delivery. High responsiveness indicates that agents provide quick, practical help, while empathy shows that customers feel understood and valued. These outcomes suggest that emotional connection and fast responses are the most influential aspects of customer experience. This aligns with findings that responsiveness and empathy are primary contributors to customer satisfaction in call center environments (Mishra & Sahoo, 2022).

Tangibles received the lowest mean of 2.89, classified as High, indicating that customers find the company’s digital tools and service interfaces adequate but not exceptional. This may reflect limitations in system usability, visual design, or technological support. Assurance also received a slightly lower rating of 3.21, indicating that while customers trust the agents’ competence, there is room to improve confidence and professionalism. These lower scores point to technical and skill-based areas where upgrades may strengthen customer service performance. Such observations are consistent with studies showing that digital interface quality and agent professionalism often score lower than interpersonal dimensions in service assessments (Dwivedi et al., 2021).

Table 1
Service Quality Levels of the BPO Company

Service Quality Dimension	Mean	SD	Description
Reliability	3.42	0.51	Very High
Responsiveness	3.68	0.44	Very High
Assurance	3.21	0.56	High
Empathy	3.74	0.39	Very High
Tangibles	2.89	0.63	High
Overall Mean	3.38	0.50	Very High

The overall mean of 3.51 indicates a Very High level of customer satisfaction, showing that customers strongly agree that the company meets their expectations. This suggests that customers consistently perceive the service as effective, reliable, and helpful. A very high rating also reflects that the company provides a service experience that users find favorable across different interaction points. The consistently high results imply strong organizational performance in addressing customer needs. These findings are consistent with research showing that high satisfaction is common when service systems reliably meet user expectations (Alshurideh et al., 2022).

The highest scores were found in overall satisfaction (3.61), recommendation likelihood (3.59), and problem resolution (3.52), all interpreted as Very High. These results indicate that customers feel confident recommending the company due to positive past experiences. A strong problem-resolution score indicates that customers trust the company’s ability to resolve issues effectively. These high ratings reflect successful service delivery and strong customer–organization relationships. Similar studies reveal that satisfaction and intention to recommend increase significantly when service issues are resolved efficiently (Kankam et al., 2023).

The lowest-rated dimension is intent to reuse, at 3.37, although it still falls into the Very High range, indicating that customers remain willing to return for future service. The slightly lower score may indicate that customers desire even more consistency or faster processing. Despite this, the results show that the company still maintains strong loyalty levels among its users. This minor score variation suggests opportunities for enhancing long-term customer engagement. Such patterns align with findings that reuse intention, while generally high, can fluctuate based on perceived consistency in service encounters (Chatterjee & Kar, 2020).

Table 2
Customer Satisfaction Levels of the BPO Company

Customer Satisfaction Dimension	Mean	SD	Description
Overall Satisfaction	3.61	0.46	Very High
Expectation	3.44	0.52	Very High
Intent to Reuse	3.37	0.55	Very High
Recommendation Likelihood	3.59	0.48	Very High
Problem Resolution	3.52	0.49	Very High
Overall Mean	3.51	0.50	Very High

Table 3 shows a correlation coefficient of 0.782, indicating a strong positive relationship between service quality and customer satisfaction. This suggests that higher levels of service quality consistently lead to greater customer satisfaction in the BPO company. The strength of the correlation demonstrates that the two variables are closely linked and move in the same direction. Customers respond positively when service agents exhibit competence, responsiveness, and empathy. This supports findings that high service quality directly enhances satisfaction in digital customer service environments (Manoharan & Singaraju, 2024).

The p-value of 0.000 confirms that the correlation is statistically significant and not due to random variation. This means the relationship observed in the data is meaningful and reflects a genuine pattern in customer experiences. A statistically significant correlation further strengthens the conclusion that service quality influences satisfaction. This provides strong evidence that improving service processes can lead to higher satisfaction outcomes. Similar research found that improvements in interpersonal service dimensions significantly increase satisfaction across service industries (Sari & Yulianto, 2021).

The strong positive relationship suggests that strengthening service quality should be a priority for enhancing customer satisfaction. Improvements in reliability, responsiveness, and assurance would

likely lead to better customer perceptions. The results also imply that even small enhancements in service delivery can have meaningful effects on satisfaction levels. This relationship can guide organizational planning, staff training, and performance evaluation. Prior studies confirm that quality-related improvements consistently lead to higher satisfaction in contact center environments (Kumar & Singh, 2021).

Table 3
Correlation Between Service Quality and Customer Satisfaction

Variable Pair	r-value	p-value	Interpretation
Service Quality & Customer Satisfaction	0.782	0.000	Strong Positive Relationship

Table 4 presents the regression results showing that several service quality dimensions significantly predict customer satisfaction. Assurance emerged as the strongest predictor with a beta value of 0.336, indicating that professionalism and confidence strongly influence satisfaction levels. Responsiveness and reliability also demonstrated strong predictive power, underscoring the importance of prompt, accurate support in shaping positive customer experiences. Empathy showed a more minor yet significant contribution, suggesting that emotional connection still matters but plays a secondary role. These results align with findings that higher service quality dimensions strongly enhance satisfaction outcomes in customer service environments (Lopez & Hernandez, 2022).

Assurance’s strong predictive value demonstrates that customers place great importance on how competent and knowledgeable agents appear during interactions. Responsiveness, with a beta of 0.297, emphasizes the critical role of prompt action and timely responses in increasing satisfaction. Reliability’s significant value indicates that customers greatly appreciate consistent and dependable information. Empathy’s mild effect suggests that while customers value understanding and care, they prioritize efficiency and correctness more. These patterns reflect previous studies showing that professionalism, quick service, and accuracy are the most influential predictors of satisfaction in service-driven industries (Vergara & Molina, 2022).

Tangibles, with a beta of 0.102 and a p-value of 0.062, were not significant predictors of customer satisfaction. This suggests that customers are less concerned with the appearance of digital tools or interfaces compared to the quality of human interaction. The result implies that even if system design or platform visuals are acceptable, they do not strongly determine overall satisfaction. Customers appear to value interpersonal and functional service dimensions far more than physical or digital aesthetics. Similar findings indicate that technological features often have a weaker influence on satisfaction than human-centered service factors (Martinez & Cruz, 2021).

Table 4
Regression Analysis: Predictors of Customer Satisfaction

Service Quality Dimension	Beta (β)	p-value	Significance
Reliability	0.211	0.004	Significant
Responsiveness	0.297	0.000	Significant
Assurance	0.336	0.000	Significant
Empathy	0.144	0.028	Significant
Tangibles	0.102	0.062	Not Significant

The ranking highlights assurance as the strongest predictor of customer satisfaction, emphasizing the importance of confidence-building behaviors and professional competence during interactions. Customers place significant value on how trustworthy, skilled, and knowledgeable agents appear when addressing concerns. Responsiveness and reliability follow closely behind, indicating that fast

assistance and dependable information are also essential drivers of satisfaction. These top three predictors indicate that interpersonal and functional service behaviors primarily shape customer perceptions. This supports findings that strong interaction quality consistently leads to improved satisfaction outcomes in service-driven environments (Navarro & Espinosa, 2021).

Empathy ranked fourth, reflecting that emotional support positively affects satisfaction but is less influential than competence and speed. Customers still appreciate being understood and treated with care, but they prioritize efficient and accurate solutions to their concerns. Tangibles ranked lowest, suggesting that customers place minimal weight on the appearance of the system, tools, or digital interfaces used during service delivery. This pattern indicates that technical aesthetics matter less than the quality of communication and problem-solving. Similar studies show that service environments rely more on human engagement than visual or physical features to shape satisfaction outcomes (Torres & Manuel, 2023).

The ranking provides valuable insights for the company’s strategic improvement efforts, especially in training and performance development. Enhancing assurance-related competencies—such as product knowledge, communication clarity, and professionalism—could significantly elevate customer satisfaction outcomes. Strengthening responsiveness and reliability through workflow improvements and continuous performance monitoring may also boost service effectiveness. While empathy and tangibles show weaker effects, they remain functional support elements that can reinforce customer experience when integrated appropriately. These implications align with findings that organizations focusing on capability-building in key service dimensions achieve higher competitiveness and customer loyalty (Morales & Javier, 2025).

Table 5
Summary of Significant Predictors of Customer Satisfaction

Rank	Service Quality Dimension	Effect Strength
1	Assurance	Strongest Predictor
2	Responsiveness	Strong Predictor
3	Reliability	Strong Predictor
4	Empathy	Mild Predictor
5	Tangibles	Weak Predictor

CONCLUSION

The study's findings reveal that the BPO company delivers a very high level of service quality, which strongly influences customer satisfaction. Responsiveness, empathy, and reliability emerged as powerful components, indicating that customers value timely assistance, genuine support, and accurate service delivery. Customer satisfaction was also recorded at very high ratings across all dimensions, showing that the company consistently meets and exceeds customer expectations. The significant positive correlation between service quality and customer satisfaction confirms that improvements in service behaviors lead directly to better customer experiences. Overall, the results show that the company performs excellently in its frontline service delivery and maintains strong customer perceptions.

The regression results show that assurance, responsiveness, and reliability are the strongest predictors of customer satisfaction. This means that customers place high importance on professional competence, fast responses, and consistent information when evaluating service effectiveness. Empathy also contributes meaningfully, although to a lesser extent, while tangibles have minimal influence on overall satisfaction. These patterns indicate that customers prioritize interpersonal and functional service interactions over system design or physical elements. Based on these findings, the

study concludes that enhancing agent professionalism, maintaining fast response times, and sustaining reliable service delivery will further strengthen customer satisfaction and overall organizational performance.

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