



Enhancing Customer Experience through Customer Service Quality : An Empirical study on the telecommunication sector in Algeria

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Abstract :

Enhancing the customer experience has increasingly become a central focus for many companies, serving as a crucial strategy to attract and retain customers in a highly competitive market. However, the impact of these efforts is not always directly reflected in sales figures. As a result, understanding and improving the customer experience has emerged as a vital factor in analyzing and predicting customer behavior. To validate our hypotheses, we conducted a quantitative study involving a sample of 107 customers from the telecom operator Ooredoo in Sidi Bel Abbes. The hierarchical regression analyses performed in this study reveal that the quality of customer service has a significant and positive influence on the customer experience. Based on these findings, we recommend that the operator prioritize enhancing the customer experience by offering a unique, enjoyable, and engaging experience to its customers.

Key Words: customer service, customer experience, satisfaction, telecommunication sector, service quality

JEL Classification : M31, L96, L25

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Introduction :

This last decade has been marked by a series of changes, namely the evolution of the services market, the intensification of competition, the scale of investments and the increase in the level of customer demand, etc. , which have greatly influenced the foundations and practices of modern marketing. At the same time, we are faced with a better informed, more educated and above all more demanding consumer whose expectations continue to multiply and diversify, going far beyond the traditional framework of better value for money.

Faced with these changes, the search for effective ways of differentiation to maintain a sustainable competitive advantage has become an imperative for companies. One effective approach is to place greater emphasis on understanding customers' perceptions of service quality and ensuring their satisfaction. Companies are trying to use marketing techniques to adequately meet customer expectations and conquer new market shares. Indeed, marketing was initially applied to consumer goods, it only appeared in the field of services with the development marked by the remarkable rise of the latter sector. Service marketing has therefore fallen behind



product marketing, but the situation is improving rapidly. To differentiate themselves from competitors, companies leverage customer service as a powerful marketing tool, aiming to foster customer loyalty and attract clients who currently engage with rival businesses. The interest of good customer service is to make the transaction last beyond the purchase, to not only meet the primary need of the customer but also to satisfy his secondary needs, which are mainly related to his ability to correctly use the product he has just purchased.

Customer service is no longer just an asset, it has become an undeniable competitive element. Customer service lies at the core of any successful organization. It is the most visible operational aspect and often the key factor customers remember when choosing to become loyal to a brand. However, many companies make the mistake of neglecting their customer service, 48% of companies do not systematically respond to complaint letters sent to them, and 19% of companies have a customer service that is occasionally unreachable (Jasor, 2009). In fact, company customer services remain one of the strong links in building a company's image and customer loyalty. Therefore, in order to develop a lasting relationship with customers, the company must consistently offer excellent service that goes beyond simple quality of service and concerns companies that have chosen to differentiate themselves through personalization and the emotional dimension of the customer experience. In the path of this reflection, our problem is to understand how customer service and customer experience can raise the quality of service to new heights and lead to all sorts of benefits for the company. In this case, the question we ask ourselves is:

How does customer service quality impact customer experience in the mobile phone sector, and to what extent does satisfaction influence this experience?

This study is conducted to gain a deeper understanding of the role of customer service quality in fostering long-term customer relationships. By enhancing the quality of customer service and the overall customer experience, companies can improve customer retention. This approach not only strengthens customer relationships but also positively influences customers' perceptions of the company. Based on this, we propose the following three research hypotheses:

H1 : Mobile operator Ooredoo places importance on the quality of customer service and customer experience.

H2 : Customer service quality positively influences customer experience in the mobile telephony sector in Algeria.

H3 : The quality of customer service positively influences the customer experience through the mediating role of satisfaction.

To answer our problem, an empirical study was conducted. This study was conducted in the mobile telephony sector, so we carried out a data collection by questionnaires, from a sample of 107 customers at the Ooredoo operator in the wilaya of Sidi Bel Abbès.



I. The literature review

1. Theoretical foundations of services marketing

In recent years, services have become ubiquitous in our daily lives, with more than 70% of economic activity coming from services. It is difficult to precisely define a service, as most commercial offers are a combination of products and services.

A service is an activity or series of activities of a more or less tangible nature that, normally but not necessarily, takes place in the interactions between the consumer and an employee of the service company, and/or physical goods and resources, and/or systems of the service provider, and that is offered as a solution to the consumer's problems (Zollinger & Lamarque, 2004, p. 8). This definition emphasizes the three components of the service activity: personnel, means and systems. Other definitions show that the service is an economic activity that creates value and provides benefits to the consumer at a given time and place to bring about the desired change, in favor of the recipient of the service (Lovelock, Wirtz, & Lapert, 2004, p. 24). The service is therefore a provision subject to an essentially intangible exchange and which does not give rise to any transfer of ownership. A service may or may not be associated with a physical product (Kotler, Keller, Dubois, & Manceau, 2009, p. 462).

In the service offering, every service company does not offer one; but customer services, we often distinguish:

- Core services that satisfy the customer's main need, the company cannot remove this core service and it is therefore offered to all customers (Brechigna-croubaud, 2006, p. 77).
 - Peripheral services that facilitate access to the basic *service* or add value to it. They provide additional quality to the basic service and help to differentiate the offer from that of the competition (Tardieu, 2004, p. 32).
- a. The service features:** Understanding the specificities of services and their implications is essential for defining marketing policy. The four major characteristics of services that influence the development of marketing actions are presented in figure 1.



Figure 1. The service features

The intangibility of a service means that it cannot be perceived by the senses or observed directly. To reduce uncertainty, customers look for indicators of quality. Service companies use elements such as premises, staff, equipment, information, logos and prices to make their services more tangible.

The indivisibility of services means that production and consumption take place simultaneously and in close proximity. The service is created when it is consumed, which implies the presence and involvement of the service provider, the customer and sometimes other customers.

Perishability
The perishability of a service means that it is consumed immediately after it is produced and cannot be stored. Being an action or performance, it is neither transportable nor storable, and cannot be produced in advance or measured easily.



Variability
The variability of a service means that it varies according to the circumstances and the people involved in providing it. No two services are the same, as different employees may deliver them in different ways, resulting in fluctuations in quality with each delivery.

b. The conceptual framework and model for measuring service quality: Service quality is the level of excellence that the company has chosen to achieve in order to satisfy its target customers. This is a question to which most companies attach great importance. In this case, service quality is a strategy adopted by all successful companies, and a decisive factor for a customer who intends to choose a company to entrust it with the performance of a service. In this case, How do consumers evaluate services? Service quality is presented as a judgment that results from an evaluation process during which the consumer compares his expectations with the performance of the service he has received (Morales, Ladhari, Perreault, & Nyeck, 1998, p. 2). However, it seems that the most commonly accepted definition is that of Parasuraman, Zeithaml and Berry (1988) who conceptualize service quality as "an overall judgment or attitude towards the superiority or excellence of a service" (Bressolles, 2006, p. 20).

According to the marketing literature, the level of service quality depends on the one hand, on the match between customer expectations and service delivery, and on the other hand, on the components constituting the overall service, i.e. the quality of the physical support, the contact personnel and the quality of the interaction.

Research on service quality has identified several conceptual models for its measurement. These models include unidimensional and multidimensional approaches, as well as multilevel hierarchical models that consider customer experiences (Roy, Lassar, Ganguli, Nguyen, & Yu, 2015). In the field of service marketing constitutes a prolific field in the identification of dimensions of perceived



quality. The marketing approach distinguishes three main schools of thought in the literature on service quality:

Grönroos's Nordic Perspective relies on the structure of the service, on these various components in order to measure the quality for each of them.

The French perspective of Eiglier and Langeard shows that the customer is both consumer and producer of a service.

The American perspective of Parasuraman, Zeithaml and Berry, conceives of service quality in terms of characteristics that are directly related to the services offered.

The first two models are classified as models that rely on the structure of the service and its various components in order to define and measure quality. And the third most dominant model focuses on the attributes of the service.

Parasuraman, Zeithaml and Berry (1985;1988) have developed the SERVQUAL model, which is of extreme importance, as it demonstrates the understanding of the customer and his needs. In fact, it proposes a distinction between the customer's needs, the service he expects to receive, and the way he perceives this service. The conceptualization work of Parasuraman, Zeithaml and Berry initially distinguished ten dimensions used by customers when evaluating service quality. Then, they refined the SERVQUAL measurement instrument into five dimensions (Hernon & Danuta, 2001, p. 693).

Current service quality models have some limitations, including contradictions and gaps in covering all relevant dimensions for certain contexts (Preaux, 2022). It is recommended to develop more creative models adapted to the specificities of each sector to overcome these limitations (Martínez, 2010). Moreover, the integration of emotions in the definition of service quality is a recent advance that could enrich existing models (Roy, Lassar, Ganguli, Nguyen, & Yu, 2015).

2. The Importance of Customer Service

For some researchers, customer approach and customer service are synonymous and for others they have a completely different meaning. But the most important thing is to meet the needs of the customer. The company must place the customer at the heart of its concerns, and customer service at the center of the company's management philosophy (Rock & Ledoux, 2006, p. 4).

Customer service is the ability of competent, experienced and enthusiastic personnel to provide products and services to their internal or external customers, in a way that satisfies their needs, whether apparent or not, with a view to benefiting from favorable word-of-mouth publicity that will bring new buyers (Robert W Lucas, 2002, p. 4).

With the customer approach, the company goes beyond customer service, because it seeks to meet the needs of customers the first time. At the same time, it increases its profitability and secures its future. The ultimate goal of a customer approach is not to simply satisfy the customer, but to retain them. The customer approach is essential to support customer satisfaction and retain them within the company.



a. Customer service objectives: Providing customer service involves the presence of a customer and a service provider. It is then the social actions that characterize the simultaneity and intangibility of this service. The staff is the most important actor in providing customer service, their responsibilities relate to the information to be collected, to knowledge, and to customer orientation. The tasks of customer service are therefore varied and numerous, which consist of (Robinson, Paré, & Trudel, 2007, p. 26):

- Welcome customers, determine their needs and ensure their satisfaction.
- Provide information verbally, electronically or by telephone.
- Present the company's service offering and support the customer during their transaction.
- Determine the method of payment, prepare invoices and any other required documents.
- Collect and maintain information about the company's customers.
- Evaluate customers, define and support elements of service quality.
- Properly handle complaints and claims.

The customer service is the provision of service to customers , it can be done directly at the customer's premises, at the supplier's premises or via intermediary media (telephone, email, etc.). The proliferation of call centers demonstrates the importance that companies attach to customer service. Customer service covers the following activities: answering customer questions , settling disagreements about billing, processing orders after purchase (after-sales service, complaints, product returns, etc.) .

The customer is the heart of a company's strategy. The company must know what they like to buy and discover what influences them, because the most important goal of the company is to:

- **Satisfy Customer** : Customer satisfaction can be measured qualitatively through discussion or individual interviews, or quantitatively by relying on general satisfaction or points of dissatisfaction. Research can also focus on the intention to recommend the company, the degree of loyalty of a customer and the complaints to be made.
- **Customer loyalty** : The company measures loyalty by customer behavior which is present by purchase frequency and quantity purchased, by future intentions and by willingness to recommend the company.
- **Building a relationship** : For the consumer, the connections established with the customer are more important than the content of the service offer; they influence the customer's perception of the credibility and competence of the staff. The connections established with customers make the employee more empathetic and influence the determination of the quality of service on the personality of the company (Robinson, Paré, & Trudel, 2007, p. 17).

b. Key Elements of Customer Service: Customer service is a crucial element of business success. Its main elements are (Rock & Ledoux, 2006, p. 6):

**Table 1. Key elements of customer service**

Key Components of Customer Service	Main elements
Resources human	▪ Selecting customer service representatives whose personality matches the profile of the tasks to be performed. ▪ Job-related training to ensure the highest possible levels of customer service. ▪ The evaluation system adapted to the objectives of customer service.
Organizational culture	▪ The company's mission reflects the importance of customer service. ▪ The management philosophy of the leaders is consistent with the objectives pursued by customer service. ▪ Clear job definitions help channel employee expectations. ▪ Company policies help to achieve goals properly. ▪ The establishment of elements motivating excellence in customer service. ▪ Creating an appropriate reward system.
Delivery system	▪ Work tools enabling efficiency and comfort. ▪ Efficiency and reliability in fulfilling orders ▪ Respecting customer expectations. ▪ The ability of the system to meet demand. ▪ Operating costs that meet what customers are willing to pay
Products and services	▪ Consistent quality tailored to function. ▪ Value for money ▪ Location: distribution according to the company's strategy. ▪ Time: deadlines according to company standards and strategy. ▪ Harmonious relations between employees with a climate of mutual assistance. ▪ Courteous relations with customers according to their nature.

Source : (Rock & Ledoux, 2006)

All of these key components refer us to a more global vision. Whether it is a complaint resolution, reception or advice function, customer service has become a creator of the interaction between the customer and the staff in direct contact in order to be able to identify their needs and satisfy them with a certain level of operational efficiency (Lovelock, Wirtz, & Lapert, 2014).

On another level, Artificial intelligence (AI) and automation are radically transforming how companies manage service quality and customer interactions. AI-powered chatbots and virtual agents provide real-time responses to common customer requests, enhancing the speed and accuracy of replies. Additionally, behavioral data analysis enables highly personalized experiences, significantly boosting customer satisfaction (Parasuraman, 2015).

In another way, companies are adopting methodologies such as Voice of the Customer (VoC) and Net Promoter Score (NPS) to better listen to their customers



and integrate their feedback into continuous improvement processes. Dedicated VoC platforms collect and analyze customer comments to identify weaknesses and opportunities for improvement, while the NPS, a still-relevant indicator, is often supplemented by qualitative analyses for deeper insights (Gao, 2014).

3. Customer experience a source of differentiation strategy

There is often confusion between customer service and customer experience, "If the customer service is good, the customer experience will be good" (Body & Tallec, 2015, p. 22). We note that there is a complementarity and not a similarity, for the simple reason that customer service is at the center of the concerns of today's companies. The problem lies in the importance of having perfect customer service before talking about customer experience. Enriching the customer experience seems to become today more than ever the leitmotif of many companies that rely on it to continue to attract and retain their customers in the face of strong competition, without the efforts made being felt in sales.

a. Key concepts of customer experience: Consumer preferences and motivations are influenced much less by the functional attributes of products and services than by subconscious sensory elements from their overall experience (Ray & Sabadie, 2016, p. 141). In marketing, researchers emphasize that customer value lies not only in the product or service but also in the customer's experience. They recommend that companies wishing to provide a "perfect" customer experience take into account both rational and emotional dimensions (Lefranc, 2013, p. 27).

Customer experience is a set of positive and negative consequences that the consumer gets from the use of a good or service (Filser, 2002, p. 14). In their work, Ismail et al. (2011) define customer experience as emotions provoked, sensations felt, knowledge obtained and skills acquired through active involvement (of the consumer) with the company before, during and after consumption (Ismail, Melewar, Lim, & Woodside, 2011, p. 208).

The experience is not only lived in a direct way with the company, but through all the points of contact with the latter. Whether by phone, email, face to face, each encounter that the consumer has with the company counts (Lemke, Clark, & Wilson, 2011, p. 852). Indeed, a good customer experience cannot take place without the participation of the consumer and must not only meet expectations, but exceed them (Montour Brunet, 2015, p. 16). The customer experience is therefore strategic for companies, particularly because it can generate positive or negative word of mouth, and the company can gain customer loyalty.

To face the strong competition, we must try to see further, to create a lasting customer engagement through their experiences. The goal is to allow customers to keep a memory from their different interactions with the company.

Thinking about the customer experience means changing the paradigm, that is, radically modifying the point of view and the field of observation on the relationship between a company and its customer, and this involves the following components:

- Establish a personalized response based on marketing, sales and after-sales service.



- Ensure uniform quality treatment of all company services.
- Intimately understand the customer's needs and wants.
- Respond quickly and efficiently to issues and requests.
- Provide advice and opinions in a manner
- Behave and speak properly.
- Intervene in person to consolidate the relationship.
- Manage the relationship to ensure its quality and duration.

b. Customer experience and satisfaction: competing or complementary visions

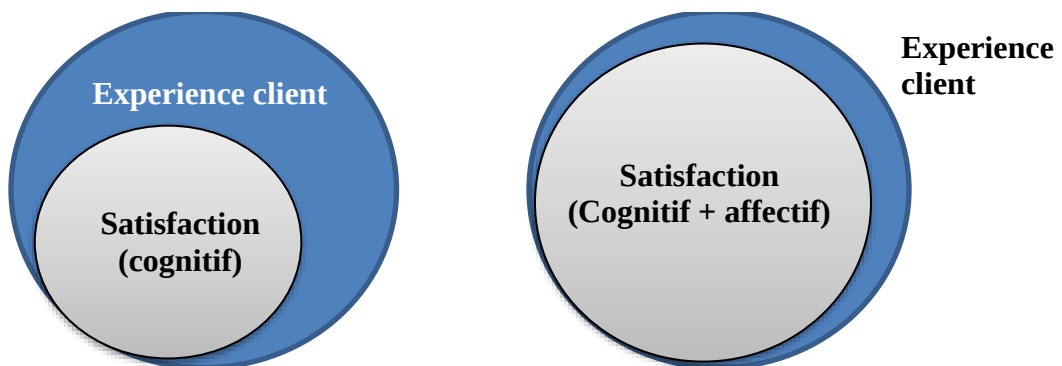
Customer experience is a lived, interactive phenomenon that occurs in an environment and can provide additional value to the consumer. It is the cumulative feeling of the consumer following all of their interactions with a company.

In customer relations, the concept of customer satisfaction has given way to customer experience. That is to say, in the 1990s, the company sought to satisfy its customers, today, this is no longer enough. It now aims to provide them with personal, positive and memorable experiences.

Satisfaction shares many characteristics with the emerging concept of customer experience (Palmer, 2010, p. 199). Both concepts focus on interactions between customers and a company from a subjective perspective.

Customer experience is therefore both broader and deeper than satisfaction, mainly through the integration of non-cognitive mental processes poorly taken into account by satisfaction. (Ray & Sabadie, 2016, p. 147) . A purely cognitive view of satisfaction therefore only represents part of the entire customer experience. But integrating affective aspects into satisfaction then strongly approaches these two concepts.

Figure2 . The links between satisfaction and customer experience, depending on whether or not the affective aspects of satisfaction are taken into account



Source : (Ray & Sabadie, 2016).

From this perspective, customer experience and satisfaction are therefore close and therefore competing concepts. But, in reality, satisfaction is not "a reduced and therefore outdated version of the customer experience". On the contrary, it is one of the main consequences of a successful customer experience (Antéblan, Filser, & Roederer, 2013). Satisfaction is therefore a very good proxy for the customer



experience since the majority of rational and emotional elements should be transformed above all into cognitive and affective satisfaction.

II. Research Methodology

To test our research model, we conducted a study among mobile phone users, employing a quantitative research approach. This study focuses on presenting the sampling and data collection methods, the measurement of variables, and the data analysis techniques used.

1. Area of application: The mobile telecommunications sector

The mobile telephony market continues to grow, with a significant increase in the number of subscribers and the penetration rate. According to figure 3 from the Autorité de Régulation de la Poste et des Communications Électroniques (ARPCE), the number of active subscribers has risen by 5.11%, from 49.02 million in 2022 to 51.52 million in 2023. This increase reflects continued adoption and sustained expansion in the sector. The mobile penetration rate has also increased, rising from 111.05% in 2022 to 116.51% in 2023. These figures indicate that the number of subscribers now exceeds the total population, suggesting that many users hold multiple subscriptions or handsets. This growth reflects the maturity of the mobile telephony market. Against this backdrop, operators could focus on improving services and implementing strategies to retain existing customers and maximize value per user, rather than concentrating solely on acquiring new subscribers. The Algerian market mobile telephony is made up of three operators namely Algeria Telecom ATM (Mobilis); Optimum Telecom Algeria OTA (Djezzy) and Wataniya Telecom Algeria WTA (Ooredoo).

Figure3 . Breakdown of market share by number of subscribers 2023

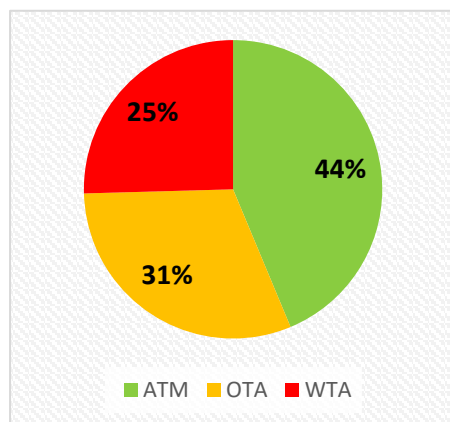
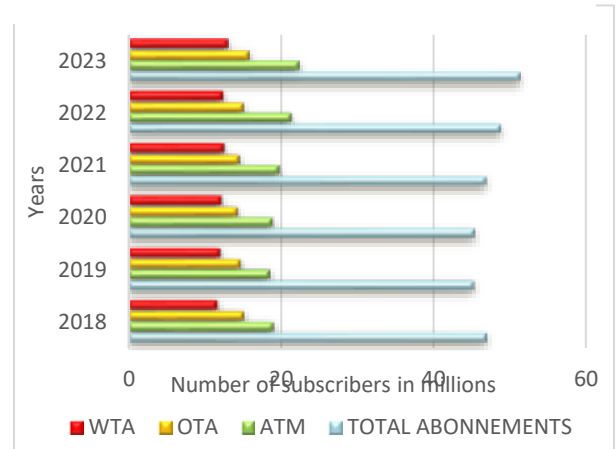


Figure4 . Growth in total subscriber base in millions (2018-2023)



Source: Designed by the authors based on data from the ARPCE annual report (2023)

The mobile telephony market has experienced significant growth, with the total number of subscriptions increasing steadily over the years. From figure 4, ATM



leads the market with the largest share, demonstrating consistent growth in subscribers and clearly dominating by 2023. OTA follows with growth, albeit at a slower pace, securing the second position in terms of subscribers. WTA, however, has seen more modest growth compared to its competitors, remaining the smallest operator among the three. In summary, ATM maintains its dominant position with steady growth, while OTA and WTA show more modest progress.

2. Sampling

The study sample consists of individuals from the Algerian population living in the Wilaya of Sidi Bel Abbes, aged 18 years and older. The final sample includes 107 Ooredoo customers who have interacted with customer service. Due to practical considerations such as accessibility, low response rates, and cost, the non-probability convenience sampling method was selected. Data was collected through a face-to-face questionnaire survey.

3. Measurement of variables

All measurement scales use five-point Likert-type scales, ranging from Strongly Disagree to Strongly Agree. We employed multi-item measurement scales derived from the existing literature then adapted to our study. The variable of customer service quality was measured via the scale proposed by Parasuraman , Zeithaml and Berry, (1988) comprising five dimensions which are: The tangible element consists of 2 items, reliability includes 3 items, helpfulness comprises 3 items, assurance contains 3 items, and empathy is made up of 3 items..

To assess customer experience, we developed a scale based on existing scales from the tourism, cultural, and brand experience domains (Bagdare and Jain, (2013); Brakus , et al ., (2009); Fornerino et al., (2006)). An adaptation of this scale retaining 3 items. And customer satisfaction was measured via the 3-item scale proposed by Vanhamme (2001). The reliability or internal consistency of our measurement scales is examined through Cronbach's Alpha coefficient . The closer the Alpha value is to 1, the more homogeneous the set of items is.

Table 2. Reliability of the measurement scales of the constructs

The variables	The dimensions	Items	α cronbach	
Quality of customer service	Tangible elements	02	0.603	0.848
	Reliability	03	0.744	
	Helpfulness	03	0.721	
	Insurance	03	0.832	
	Empathy	03	0.810	
Customer experience		03	0.758	
Customer satisfaction		03	0.769	
Reliability		20	0.883	

Source : Created by the authors based on the results from SPSS analysis

Reliability refers to the extent to which the scales used produce consistent measurements of the construct being studied. The table shows a difference in Cronbach's alpha that is probably due to a divergence in the response of our respondents and may also be due to random responses. The results obtained for the reliability of the constructs clearly show that the constructs are reliable, Therefore,



the total Cronbach's Alpha coefficient value is 0.883, indicating excellent reliability, as it surpasses the critical threshold of 0.7 (Nunnally, 1978). We can say that we obtain, for this scale composed of 20 items, a satisfactory internal consistency.

We used SPSS version 26 software for the analysis of the collected data.

Tableau 3. Test of Normality

	Tests of Normality					
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Qual_Serv	,087	106	,091	,984	106	,229
Satisfa_customer	,115	106	,153	,951	106	,074
Exper_customer	,183	106	,276	,941	106	,119
a. Lilliefors Significance Correction						

Source: SPSS

Given that the sample size is 107 (> 50), the Kolmogorov-Smirnov test is preferred for assessing the normality of the data. The results show that all p values (Sig) are greater than 0.05, meaning that the normality hypothesis is not rejected. Therefore, we can conclude that the data follow a normal distribution making it possible to use parametric tests for statistical analyses.

III. Results and discussion

1. Descriptive analysis

The following table (table 4) presents the description of the socio-demographic variables. The results show that 65.4% of the respondents have a university level, among them 58.9% are women ($n=63$) and the largest group of respondents falls within the 40 to 49 age range, representing 31.8%.

Table 4. Sample characteristics

Socio-demographic variables		Frequency	%	% cumulative
Gender	Women	63	58.9	58.9
	Man	44	41.1	100.0
Age	Under 20 years old	8	7.5	7.5
	From 20 to 29 years old	24	22.4	29.9
	From 30 to 39 years old	32	29.9	59.8
	From 40 to 49 years old	34	31.8	91.6
	Over 50 years old	9	8.4	100.0
Level of studies	Primary \ middle school	6	5.6	5.6
	Secondary	25	23.4	29.0
	University	70	65.4	94.4
	Others	6	5.6	100.0
	Total	107	100.0	

Source : Prepared by the authors based on SPSS results



2. Statistical Analysis and Hypothesis Testing

The table below presents the descriptive statistics for the 20 items. We will therefore identify the items to which respondents are sensitive. In this sense, to determine the important items, we will average the items (Table 5).

From the results showed in table 5, we notice that the value of the means is quite high, that is, often greater than 3 on a scale of 1 to 5 and significant ($t > 1.96$). We can conclude that the elements are all essential to create a good customer experience. These results confirm hypothesis H1.

Table 5. Means, standard deviations of statements

The variables				
	Average	Standard deviation	t	Sig .
QUALITY OF CUSTOMER SERVICE				
Items	Tangible element			
T1	3.36	,914	37,982	,000
T2	3.27	,896	37,754	,000
	Reliability			
R1	3.58	,942	39,303	,000
R2	3.50	,935	38,653	,000
R3	3.56	,860	42,840	,000
	Helpfulness			
H1	3.37	1,077	32,392	,000
H2	3.39	1,122	31,268	,000
H3	3.46	1,143	31,285	,000
	Insurance			
I1	3.50	,975	37,186	,000
I2	3.69	1,041	36,690	,000
I3	3.42	,962	36,784	,000
	Empathy			
E1	3.44	,992	35,855	,000
E2	3.57	1,074	34,391	,000
E3	3.50	1,136	31,918	,000
CUSTOMER EXPERIENCE				
CE1	3.64	1,084	34,788	,000
CE2	3.68	1,006	37,876	,000
CE3	3.81	,848	46,502	,000
CUSTOMER SATISFACTION				
CS1	3.69	1,022	37,346	,000
CS2	3.79	,992	40,846	,000
CE3	3.58	,945	39,064	,000
T : Tangible element ; R : Reliability ; H : Helpfulness ; I : Insurance ; E : Empathy ; CE:Customer Experience ; CS: Customer Satisfaction				

Source : Prepared by the authors based on SPSS results

To examine the relationships between the dependent variable and each of the independent variables, regression analysis is conducted. This technique enables the representation of the relationship, including its extent, direction, and form, through



an equation, whether with a single independent variable (simple regression) or multiple independent variables (multiple regression).

For the simple regression analysis, We based our assessment of the relationship between the dependent variable, customer experience, and the independent variables on two key elements (Daghfous & Kah, 2006) .

The quality of the model, with the R^2 test according to the rule that:

- If $0.1 \leq R^2 \leq 1$, the linear model is acceptable;

The nature of the relationship , by analyzing the results of the ANOVA table:

- If $\text{Sig} \leq 0.05$, we are talking about a significant relationship

To validate Hypothesis 3, the hierarchical regression model is chosen and used in this study to explain and describe the variation in customer experience by customer service quality and satisfaction. Prior to conducting the regression analyses, it is crucial to verify the absence of multicollinearity. The Stepwise method was employed to reduce multicollinearity among the variables.

Table 6. Multi-collinearity test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,537	1,522		,353	,725		
	Qual_Serv	,111	,039	,250	2,859	,005	,706	1,417
	Satisfa_customer	,489	,087	,495	5,652	,000	,706	1,417

a. Dependent Variable: Exper_customer

Source: SPSS

The table below clearly shows (Tolerances > 0.3) that this problem does not arise in our study. After performing the multi-collinearity test, We will conduct a correlation analysis to verify the relationship and direction of each variable based on the R coefficient.

The table 7 showed that the correlations between the variables supposedly related to each other are significant (Sig <0.005). We note that all the correlations are positive (which means that all the variables vary, on average, in the same direction)

Table 7. Correlation between variables

Correlations				
		Qual_Serv	Satisfa_customer	Exper_customer
Qual_Serv	Pearson Correlation	1	,724**	,658**
	Sig. (2-tailed)		,000	,000
Satisfa_customer	Pearson Correlation	,724**	1	,631**
	Sig. (2-tailed)	,000		,000
Exper_customer	Pearson Correlation	,658**	,631**	1
	Sig. (2-tailed)	,000	,000	

** . Correlation is significant at the 0.01 level (2-tailed).

Source : SPSS



Multiple linear regression is used to evaluate the model's effectiveness and determine the extent to which the independent variable (customer service quality) can explain variations in the dependent variable (customer experience).

We will examine the impact of each independent variable on the dependent variable using the standardized regression coefficients, where a larger coefficient indicates a more influential variable in the model. The table demonstrates that the models linking customer service quality and customer satisfaction to customer experience are significant, with a p-value of Sig = 0.000, which is less than 0.05. The model shows a satisfactory explanatory power, as these variables account for 49.5% of the variance.

The results from the hypothesis regarding the impact of customer service quality on customer experience are presented in Model 1 in Table 8. The relationship between customer service quality (X) and customer experience (Y) is significant, with a p-value of Sig = 0.000 (< 0.05), and the Student's t-test value is $t = 6.191$. Additionally, the impact is positive, as indicated by a β value of 0.231. In addition, our model displays an $R^2 = 0.519$, so this model has good explanatory power. This result confirms hypothesis 2: customer service quality positively influences customer experience.

Table 8 . Regression Analysis of Customer Service Quality and Customer Satisfaction on Customer Experience

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,500	1,734		,288	,774
	Qual_Serv	,231	,037	,519	6,191	,000
2	(Constant)	,537	1,522		,353	,725
	Qual_Serv	,111	,039	,250	2,859	,005
	Satisfa_customer	,489	,087	,495	5,652	,000
a. Dependent Variable: Exper_customer						

Source : SPSS

The table also shows that the direct relationship between the independent variable (customer service quality) and the dependent variable (customer experience) remains significant ($t = 2.859$), indicating partial mediation, even if its value is slightly reduced ($\beta_1 = 0.111$) (see model 2 of the Table). One way to test the mediation relationship is to check whether the mediation link going from the independent variable to the dependent variable is significant (Sobel test (1982)).

**Figure 5. Sobel Test of Mediation for Baron & Kenny Approach**

enter data	STEP	PATH	B	SE	B	Results
from three	1	c	0,231	0,037	0,519	Indirect Effect ($a \cdot b$) = 0,152
linear	2	a	0,244	0,037	0,542	Sobel's SE = $\sqrt{[(a \cdot SE_b)^2 + (b \cdot SE_a)^2]} = 0,029$
regression	3 - 4	b	0,624	0,075	0,631	Z = Indirect Effect ÷ Sobel's SE = 5,168
analyses:		c'	0,111	0,039	0,250	p = 0,000
Decomposition: $c = ab + c'$						Standardized Indirect Effect = $(\beta_a \cdot \beta_b) = 0,342$
						Portion of $(X \rightarrow Y)$ due to M = $(c - c')/c = 51,9\%$

Source : Excel program

Following to these results, we calculated the value of Sobel's Z (1982) in order to test the significance of the indirect link of mediation by customer satisfaction. (Figure 5). Using the unstandardized regression coefficients, the results of this Sobel test carried out under an Excel program indicate that the mediating effect of Customer Satisfaction on the link between the customer service q and the customer experience variable is significant ($Z = 5.168$; $p < .01$).

These results therefore lead us to validate hypothesis H3. In other words, our results confirm that customer satisfaction has a partial mediating role because it reduces the effect of customer service quality on recommendation.

Conclusion

Customer service is the core of any thriving business. It represents the most visible aspect of operations and is often the key factor in fostering customer loyalty. As the primary point of direct contact between customers and the company, it holds significant importance. If customers are dissatisfied, they are likely to turn to competitors, particularly those offering an exceptional customer experience.

Customer service is today one of the determining elements for the growth of the company. Its objective is to leave a positive impression and experience. This is essential for the company's image and customer relations. Many studies consider service quality as the antecedent of customer satisfaction (Meziane, 2016), and the latter has consequences on customer behavior (loyalty, word of mouth, etc.) (Boyer & Nefzi, 2009). Replacing satisfaction policies with those related to customer experience is not a problem, because engaging in real customer experience policies requires, on the contrary, better understanding and measuring satisfaction.

Service quality and customer satisfaction are essential concepts central to the overall customer evaluation and service experience. The primary goal of this study is to explore the connections between customer service quality and customer experience, while also highlighting the role of satisfaction in the relationship between service quality and customer experience. Using regression analysis, our results provided evidence of partial mediation satisfaction in the relationship between customer service quality and customer experience because it diminishes this relationship. This finding aligns with (Mittal, 1999), who highlighted that



satisfaction is strengthened and solidified through a series of positive and direct experiences accumulated by the customer. For a customer who has consistently been satisfied with a brand over the years, positive word-of-mouth and loyalty naturally emerge as a logical outcome of these accumulated favorable experiences.

Following the results obtained, we recommend that the mobile operator Ooredoo offer quality customer service in order to create a positive and satisfactory customer experience in relation to the service. We also suggest that it implement strategies that allow it to build relationships with its customers, develop them, and maintain them in the long term. First, it should focus on training qualified and competent staff, and secondly, it should actively identify and correct customer problems, while also understanding their needs and expectations. Following these recommendations, we hope that these results will help mobile operators to benefit from the advantages that the mark and service bring within the organizations.

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