

The Role of Customer Service Management in Customer Experience (CX) Quality in Iraq (Asia Cell Communications Company)

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Abstract: This study investigates how customer service management influences customer experience quality at Asia Cell Communications Company in Iraq, focusing on its digital channels. Through both descriptive and inferential analytical approaches, we explored how different aspects of customer service management contribute to overall customer experience. The results show that customers view the company's customer service management at a moderate to high level (mean score = 3.75, SD = 0.419), and rapid response and quality of communication was rated the highest (mean = 3.80), indicating these are valued by the customers. Other dimensions such as attention to customer needs (mean = 3.75), problem-solving (mean = 3.72), and employee efficiency (mean = 3.70) were significant contributors, though slightly lower. Overall, major findings indicated that customer experience quality is most influenced by the company's responsiveness, the level of personalization of communication, and reliability of services. Regression analysis further supported this finding by demonstrating that customer service management has a significant positive effect on customer experience quality, accounting for 64.8% of variations ($R^2 = 0.648$, $p < 0.001$). Of the different areas of customer service management, rapid response had the highest effect ($\beta = 0.810$), followed by employee efficiency ($\beta = 0.617$), quality of communication ($\beta = 0.604$), attention to customer needs ($\beta = 0.563$), and problem-solving abilities ($\beta = 0.372$).

Keywords: Customer service management, Customer experience (CX) quality, digital marketing plans, Asia cell communications.

Introduction: In the current digital landscape, organizations face intense competition that goes beyond the reach of creative advertising or widespread marketing efforts. The real differentiator now lies in the caliber and management of customer service, which plays a pivotal role in shaping the overall customer experience. As digital transformation accelerates, customers' expectations for rapid, efficient, and personalized service have only grown stronger. Within this shifting environment, weaving customer service management into digital strategies has become crucial for sustaining customer satisfaction, cultivating loyalty, and driving meaningful engagement with the brand. Digital marketing strategies now form the backbone of contemporary organizational practices, influencing how businesses connect with and retain customers online. As highlighted by Chahdi et al. (2025), it is not enough to recognize the resilience these strategies

foster; it is equally important to understand the range of digital platforms that promote business continuity, adaptability, and long-term growth, especially in times of uncertainty. In this context, the quality of customer experience stands out as a key source of competitive edge particularly in service-based sectors like telecommunications, where every stage of the digital journey shapes customer perceptions and loyalty. This study investigates the central role of customer service management in elevating customer experience quality within the Iraqi telecommunications sector, with a focused case study on Asia Cell Communications Company, a leading telecom provider in Iraq. The integration of digital engagement with responsive, high-quality customer service can significantly influence how customers perceive the brand, their satisfaction levels, and their likelihood of maintaining long-term relationships. The research examines critical

dimensions of customer service, including responsiveness, clarity and effectiveness of communication, problem-solving capabilities, and staff expertise. It seeks to determine how these factors collectively impact the overall customer experience within Asia Cell's digital framework. Additionally, the study aims to identify actionable improvements that can enhance the alignment between customer service management and digital engagement strategies, ensuring the organization meets the evolving needs and heightened expectations of today's digital-savvy Iraqi consumers.

LITERATURE REVIEW

1. Customer Service Management

Customer service management here are all the retail activities that increase its customer value while shopping at the store (Levy & Weitz, 2007). Excellent customer service management can be identified as existence of both tangible and intangible value increasing the activities related to the customer's experience with its product or service (Parasuraman et al., 1991, 1994a, 1994b) and it either affects the customer directly or indirectly (Kursunluoglu, 2011).

Customer service management is the supply chain management process that represents the firm's face to the customer (Bolumole, 2003). Great customer service does not just fall on the customer service department. It takes a 360 approach including all departments in the organization in order to identify and remove barriers quickly, reduce costs, and increase satisfaction of both the organization and the customers (Mathew et al., 2014). Customer service has two dimensions, the procedural dimension, and the personal dimension.

• Rapid response

Quick responses are indispensable to longevity or sustained success (Jayachandran et al., 2004., 2018). Rapid response systems are typically used in healthcare settings like hospitals to identify and respond to a patient whose condition is escalating or deteriorating while outside of the intensive care unit. The value of rapid response systems is debated (Lyons et al., 2018).

• Communication quality

The quality of communication is fundamental to effective customer service and customer satisfaction, particularly in the digital era. Communication quality reflects the clarity, consistency, tone, and timing of the conversations between the company and its customers. When communication is excellent quality, customers are accurate information, their feelings and queries are recognized, and they are treated respectfully, which builds on-brand trust.

Due to the diversity of its customer base and the competitive environment of the telecom market in Iraq, Asia Cell Communications Company must

maintain high communication quality. Ensuring clear, responsive communication from service representatives, whether via call center, web page, or on social media, improves the effectiveness of marketing campaigns. It encourages comprehension of promotional messages, prompts a fast resolution of customer questions and concerns, and enhances the overall customer experience.

• Problem solving

Problem solving interactions share common characteristics within various streams of literature. First, they are not easily scripted, and often require improvisations in the moment, to deal with service related problems (Heritage and Maynard 2006). Second, they tend to be emotional, typically characterized by frustrated customers, who provide even higher potential for miscommunication and misperceptions (Groth and Grandey 2012). Thirdly, customers-- and public citizen's more generally (Stack 2017)

• Attention to customer needs

(Restak ,2004) contends that, "The Age of the Old Brain is over; we are now in the Age of the New Brain". He remarks on previous medical research where practitioners were only able to view very minimal perspectives of neural patterns due to limitations of available surgical techniques. As stated previously in this chapter (Restak, 2004), technological advances have afforded new medical practices enabling imaging that can capture the details of subtle and remarkable activities that never had the chance to be examined prior to the last decade. The field of cognitive science involves not only the able study human mechanisms that are responsible for thoughts, moods, decisions and actions. As (Restak ,2004) notes, it allows us to better understand the attributes of media and technology on our thoughts and emotions. There exists ample evidence our brains are increasingly reacting to television, mobile devices, laptops and the internet. As an example, the 'crawlers' of text at the bottom of television screens are designed to capture our attention, however given their prevalence more recently, the crawling text continues to exhibit markedly decreased impact and influence over attention. There is also considerable research documenting the type of information overload that exists when decision agents are included in websites that allow for comparison shopping (Tan, 2003). Again, it is assumed that the consumer is currently engaging in and involved with the commercial process.

• Staff efficiency

A skill is the ability to carry out a series of tasks that can be acquired through training and practice. Skill can be equated with the ability to perform a challenge, quickly and accurately, which requires the building

foundational skills. Skills can be attained and developed through the process of working alongside others or through self-training (Khan & Quaddus, 2018).

2. Customer Experience (CX) Quality

In contemporary markets, customer expectations are in a constant state of flux, placing tremendous importance on the delivery of superior Customer Experience (CX). High-quality CX extends well beyond mere fulfillment of customer needs; it demands consistently surpassing expectations at every point of interaction. This commitment to excellence fosters experiences that are not only seamless but also emotionally resonant and memorable. When organizations achieve this level of CX, the impact is substantial. Customers exhibit greater satisfaction, deepen their loyalty, and often become vocal advocates for the brand—sharing their positive experiences with others both personally and through digital channels. In a highly competitive landscape, exceptional CX becomes a defining advantage, setting a brand apart and encouraging customer retention. Strong CX strategies lead to increased customer lifetime value, enhanced brand reputation, and significant word-of-mouth promotion. Data further underscores this point; for example, research from PwC indicates that 73% of consumers consider a positive customer experience to be a crucial factor in their loyalty to a brand. This highlights the strategic necessity for organizations to prioritize and continually invest in CX excellence if they hope to achieve sustained success (Renaissance, 2024).

Overall Satisfaction

Customer satisfaction refers to the extent to which individuals feel their expectations have been met or surpassed by a product or service. Essentially, it is the outcome of comparing anticipated benefits with the actual experience. This evaluation is influenced both by rational analysis and emotional response, as customers determine whether their initial hopes align with the reality of what was delivered. In academic contexts, satisfaction is often viewed as a blend of cognitive judgment and affective reaction, reflecting the interplay between expectation and perceived performance (Malek et al., 2023).

Product/Service Quality

Product or service quality essentially reflects the degree to which an offering satisfies or surpasses customer expectations. For tangible products, this is often assessed by evaluating performance, reliability, and overall value. When considering services, the focus shifts to less concrete factors such as responsiveness, professionalism, and the overall customer experience. High quality whether in a product or service is fundamental for fostering satisfaction, encouraging loyalty, and maintaining a competitive edge in the

marketplace. In essence, organizations that consistently deliver quality are better positioned to retain customers and succeed in their respective industries (Northern Arizona University).

Customer Support & Interaction

Customer support refers to the reactive process of assisting customers with specific product-related or technical issues, whereas customer interaction is the more general, wider concept of all communications and engagements between a customer and a company, and is also more proactive in nature (Zabava, 1999).

Customer Journey & Experience

The customer journey refers to the steps a customer takes in their interactions with a company, from initial awareness to loyalty after the purchase. Customer experience is the sum of all feelings and perceptions a customer has during the entire journey (Renaissance, 2024).

Ease of Use / Accessibility

the relative ease with which a person can use a product or system to achieve his or her goals with little effort or confusion. Ease of use is one of the key areas of user experience and refers to the extent to which something is simple, intuitive, and user-friendly, to allow someone to do tasks without extensive training or a user manual. a product with a high ease of use rating is considered easy or effortless to work with.

Research hypotheses

The study includes two main hypotheses; The third main hypothesis included four sub-hypotheses as follows:

First main hypothesis:

There are adequate customer service management in Asia cell communications company.

Second main hypothesis

customer experience (CX) quality are available in Asia cell communications company.

Third main hypothesis:

The customer service management positively effect in customer experience (CX) quality in Asia cell communications company.

Sub-main hypothesis

1. The rapid response to customer positively effect in customer experience (CX) quality in Asia cell communications company.
2. The communication quality with customer positively effect in customer experience (CX) quality in Asia cell communications company.
3. The customers' problem solving to customer positively effect in customer experience (CX) quality in Asia cell communications company.

4. The attention to customer needs positively effect in customer experience (CX) quality in Asia cell communications company.

5. The staff efficiency positively effects in customer experience (CX) quality in Asia cell communications company.

METHODOLOGY

This study utilizes quantitatively deductive research within a survey framework. The literature review provided the principal role in the research process for developing research hypotheses. After this, numerical data has been used in the research process to test the hypotheses without too much difference on a new sample population

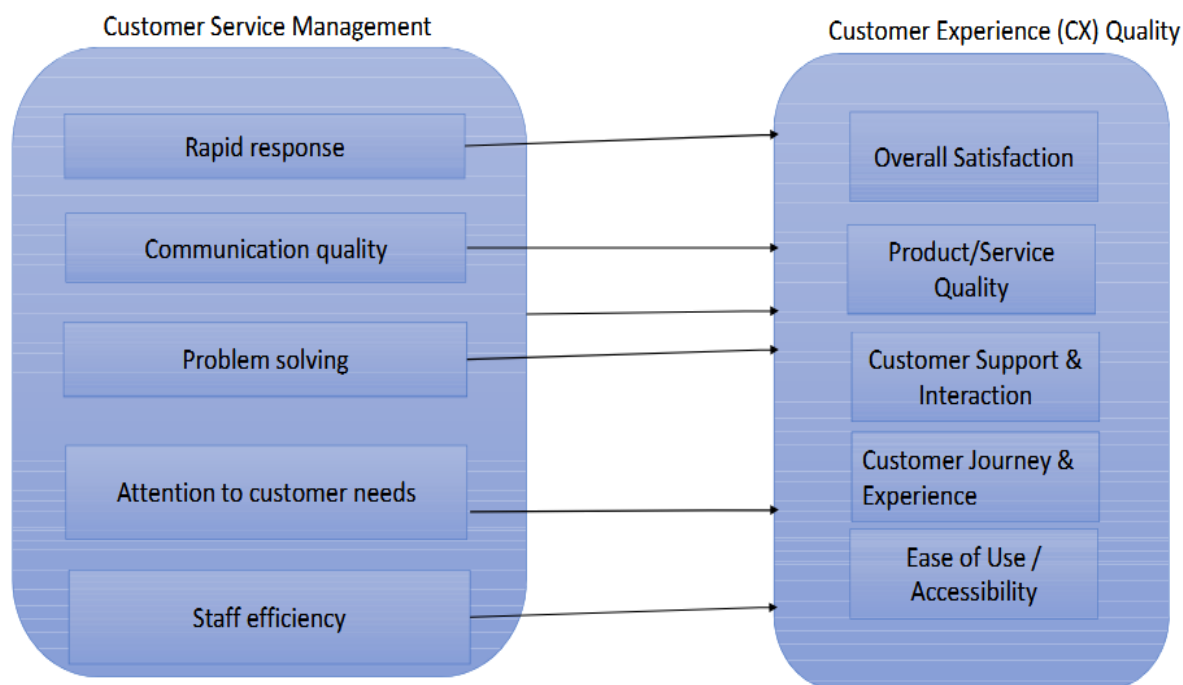


Figure 1. The proposed conceptual model.

Population Description

The population of this study consists of employees associated with Asia Cell Communications Company in Bagdad city, one of the leading telecommunications providers in Iraq.

Sample Selection and Methodology

Participants were selected from the population: Asia Cell Employees in Bagdad city - specifically, those employees with roles within customer service, digital marketing, as well as some support roles of the

company. These participants were selected to have knowledge of the internal processes and execution of customer services undertakings. Most of the respondents in the sample (n=158) were male (89%, n=56.3). The age group with the highest percentage (34.8%, n=55) was less than 25 years old. Of the qualifications, the highest proportion of participants held a diploma (39.3%, n=58). When it came to job titles, most respondents were employees (72.8%, n=115). Lastly, when it came to their overall work experience, most respondents (38.6%, n=61) had between 3-6 years of work experience. (see Table 1).

Table 1. Charachterstics of sample (n=158)

Factor	Level	n	%
Sex	Male	89	56.3
	Female	69	43.7
Age in years			
	less than 25	55	34.8
	25-35	50	31.6
	35-45	40	25.3
	more 45	13	8.2

Qualification			
	Diploma	58	36.7
	Bachelors	57	36.1
	Master	35	22.2
	Ph.D.	8	5.1
Job title			
	Employ	115	72.8
	Deputy Head of section	9	5.7
	Head of section	20	12.7
	Deputy Department Manager	7	4.4
	Department Manager	7	4.4
Experience years			
	Less than 3	39	24.7
	3-6	61	38.6
	6-8	58	36.7

Data Collection and Analysis

Using structured questionnaires data were collected in terms of gender, age, qualification, years of experience and job title.

Reliability analysis

The reliability assessment of the questionnaire items utilized Cronbach's Alpha to assess the internal consistency of each variable. The sub-variables related to customer service management were rapid response ($\alpha = 0.813$), communication quality ($\alpha = 0.753$), problem solving ($\alpha = 0.757$), attention to customer needs ($\alpha = 0.723$), and staff efficiency and all demonstrated acceptable reliability with each alpha value being over 0.70. Overall, these sub-variables demonstrate high reliability when considered as a

whole and provide a measure for the main variable that is Green Marketing Techniques ($\alpha = 0.899$) and demonstrate high levels of internal consistency. The sub-variables of reaching the target customer ($\alpha = 0.764$), interaction and participation ($\alpha = 0.769$), and improve mental image ($\alpha = 0.811$), digital customer satisfaction ($\alpha = 0.768$), and achieving digital campaign goals ($\alpha = 0.800$),

also demonstrated acceptable reliability. Together, sub-variables represent a high level of reliability overall for the customer experience (CX) quality plans construct ($\alpha = 0.893$). Overall, the reliability of all 50 items used in the study was excellent with a Cronbach's Alpha of 0.941 and indicates that the measurement instrument has high reliability and can be deemed reliable for further analysis (see Table 2).

Table 2. Reliability analysis of questionnaire variables

Main variable	Sub-main variable	Number of item	Alpha Cronbach's
	Rapid response	5	0.813
	Communication quality	5	0.753
	Problem solving	5	0.757
	Attention to customer needs	5	0.723
	Staff efficiency	5	0.797
Customer service management		25	0.899

	Overall Satisfaction	5	0.764
	Product/Service Quality	5	0.769
	Customer Support & Interaction	5	0.811
	Customer Journey & Experience	5	0.768
	Ease of Use / Accessibility	5	0.800
Customer Experience (CX) Quality		25	0.893
Total		50	0.941

RESULTS AND DISCUSSION

Table 3 show the descriptive statistics for customer service management and customer experience (CX) quality. Among the sub-variables of customer service management, the rapid response and communication quality received the highest mean of 3.80, reflecting that customers place significant value on having prompt responses, as well as being effectively communicated with. The attention to customer needs followed closely behind (mean = 3.75), and the problem solving received a similar mean of 3.72. Staff efficiency received the lowest mean (3.70); however, a somewhat high mean suggests that although customers rated "staff efficiency" favorably overall, this aspect may need improvement. The overall mean for customer service management was 3.75 (SD = 0.419), indicating a positive perception (high mean) of the service process and thus support for the first main hypothesis. For the CX quality, ease of use/accessibility

received the highest mean (3.85); this positive outcome means that the digital campaign effectively met its goals regarding ease of access in all areas. Customer support and interaction, along with the customer journey and experience received a mean score of 3.82, supporting the notion that these components also indicated a strong branding perception and digital satisfaction. The lower rated components included the overall satisfaction (3.59) and product/service quality (3.57), which implies areas for improvements that enhance engagement and enhance campaign effectiveness in these areas. Overall, the customer experience quality reported a mean of 3.73 (SD = 0.472), providing support for the second main hypothesis. To sum up, the results show strong performance across most variables, with clear opportunities for improvements in areas of staff efficiencies, as well as audience engagement to improve both the customer service experience and the outcomes of digital marketing campaigns.

Table 3. Descriptive statistics of research variable

Main variable	Sub-main variable	Mean	SD	Rank
	Rapid response	3.8	0.65	1
	Communication quality	3.8	0.51	1
	Problem solving	3.72	0.51	3
	Attention to customer needs	3.75	0.56	2
	Staff efficiency	3.7	0.56	4
Customer service management		3.75	0.419	1

	Overall Satisfaction	3.59	0.7	3
	Product/Service Quality	3.58	0.61	4
	Customer Support & Interaction	3.82	0.64	2
	Customer Journey & Experience	3.82	0.65	2
	Ease of Use / Accessibility	3.85	0.65	1
Customer experience (CX) quality		3.73	0.472	2

An analysis of the data presented in Table 4 illustrates a clear, statistically significant positive relationship between customer service management and customer experience (CX) quality within Asia Cell Communications Company. The outcomes of the regression analysis are compelling: the standardized beta coefficient is notably high ($\beta = 0.805$), accompanied by a strong T-value (16.957) and a P-value of 0.000, which confirms the robustness of the findings. The R-square value, at 0.648, indicates that approximately 64.8% of the variance in CX quality can be attributed to customer service management, thereby substantiating the second main hypothesis of the study.

When examining the sub-hypotheses, rapid response emerges as the most influential factor, boasting a beta of 0.810, a T-value of 17.250, and a P-value of less than

0.001. The R-square of 0.656 demonstrates that rapid response alone accounts for 65.6% of the variance in digital marketing success. Communication quality also proves to be significant, with a beta of 0.604, a T-value of 9.454, and an R-square of 0.364, signaling a moderate yet meaningful contribution to digital marketing effectiveness. The variable of problem solving, while statistically significant ($\beta = 0.372$, $T = 5.001$, $P = 0.000$), has a smaller explanatory power, as reflected by its R-square of 0.138. Attention to customer needs is likewise confirmed as a significant factor ($\beta = 0.563$, $T = 8.498$, R-square = 0.316). Staff efficiency is also demonstrated to positively impact digital marketing success ($\beta = 0.617$, $T = 9.799$, R-square = 0.381), underscoring the importance of employee effectiveness in achieving organizational marketing objectives.

Table 4. Regression results of customer service management and its domain in customer experience (CX) quality

variable	B	β	Se	T	P.value
Customer service management	0.907	0.805	0.053	16.957	0.000
R	0.805				
R square	0.648				
Adjusted R square	0.646				
F-statistics	287.54				0.000
Rapid response	0.586	0.810	0.034	17.250	0.000

R	0.810				
R square	0.656				
Adjusted R square	0.654				
F-statistics	297.58				0.000
Communication quality	0.560	0.604	0.059	9.454	0.000
R	0.604				
R square	0.364				
Adjusted R square	0.36				
F-statistics	89.37				0.000
Problem solving	0.346	0.372	0.069	5.001	0.000
R	0.372				
R square	0.138				
Adjusted R square	0.133				
F-statistics	25.01				0.000
Attention to customer needs	0.471	0.563	0.055	8.498	0.000
R	0.563				
R square	0.316				
Adjusted R square	0.312				
F-statistics	72.22				0.000
Staff efficiency	0.520	0.617	0.053	9.799	0.000
R	0.617				
R square	0.381				
Adjusted R square	0.377				
F-statistics	96.02				

CONCLUSION

The results from this particular research explicitly indicate the critical importance of managing customer service in influencing quality customer experience (CX) at Asia Cell Communications. The regression analysis shows a robust and significant positive association between management of customer service and CX quality, demonstrating that successfully managing customer service is important for digital success. Among all the different dimensions tested, rapid response was the dimension that had the most positive influence from the others, which included staff efficiency, quality of communication, attentiveness to customer needs, and problem resolution. All the other listed factors were also shown to have a significant positive factor that contributes towards CX quality. Even though problem resolution is a positive factor on

customer experience, it demonstrated to be the least impactful factor. The descriptive data values further reinforce this trend in the data: rapid response and quality of communication both received the highest ratings; it is clear that customers do want timely and high-quality interactions. Staff efficiency was even though it also had a significant positive impact it received lower ratings in relation to the other dimensions indicating a potential target for improvement.

The elements of the digital customer experience in terms of their ease of use, customer support, as well as, the overall experience could be rated positively indicating that the digital marketing strategies were managed effectively. However, the overall satisfaction and quality of the product/service had lower ratings and levels of engagement in terms of customer

interaction were lower, suggesting a change to the targeted engagement would increase engagement towards the work of customer-focused marketing initiatives.

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