Al-Qadisiyah Journal for Administrative and Economic Sciences ISSN$_{Online}$: 2312-9883
QJAE, Volume 28, Special issue (2026) ISSN$_{Print}$: 1816-9171
DOI:/ /doi.org/ 10.33916/qjae.2026. Special issue 0107118

The Impact of Digital Transformation on the Digital Customer Experience: An Exploratory Study of the Opinions of a Sample of Customers of Asiacell Company in Al-Diwaniyah Governorate

Mustafa Hamed Abdul Noor
Mustafa.hameid@qu.edu.iq
University of Al-Qadisiyah
Ashwaq Ali Abdul-Miyali
ashwaq.a@uokerbala.edu.iq
University of Karbala
Firas Adnan Abbas
Firas.a.abbas@qu.edu.iq
University of Al-Qadisiyah
Corresponding Author: Mustafa Hamed Abdul Noor, Ashwaq Ali Abdul-Miyali, Firas Adnan Abbas

Abstract*:* The current research aims to identify the relationship between digital transformation through its dimensions (leadership support, infrastructure, digital security, and resource mobilization) and the digital customer experience through its dimensions (functional cues, mechanical cues, and human cues). The research problem is represented by several questions aimed at understanding the conceptual frameworks of its variables and diagnosing the level of interest in them in the field. Additionally, it seeks to identify the appropriate actions by the company. Two main hypotheses were proposed, branching into several sub-hypotheses to measure the level of correlation and impact by analyzing the relationship between these variables. The study was conducted on the customers of Asiacell in Al-Diwaniyah province as the research field to test its hypotheses. A questionnaire was used as the method for data collection with regards to the field part of the study, with an expected sample size of 150 people. The study drew various conclusions, the most significant one being that digital transformation has a significant relation and impact on digital customer experience.

Keywords: Digital Transformation, Digital Customer Experience

Introduction: Society lives within a new, fourth Industrial Revolution unparalleled in its variables, applications, and effects. This includes complex and comprehensive digital orientations, since it is a smart, digital, technological industrial revolution that differs from past revolutions in speed, scope, and influence on all aspects of economic, industrial, cultural, and social development. Digital transformation has become one of the common topics among governments and commercial companies in countries around the world, as a result of the information and communications revolution that has brought about a change in legal concepts and terminology. It has also led to a radical change in the way services are delivered to customers, giving rise to what is known as e-government, digital companies, e-commerce, smart cities, smart mobility, and learning, among others. The process of digital transformation has become an urgent necessity imposed by the rapid development in the use of information technology tools to improve the efficiency of commercial organizations and government institutions in decision-making. The present study consists of four sections: the first section includes the research methodology, the second section presents the theoretical aspect of the study, the third section represents the practical aspect of the study, while the fourth section is devoted to presenting the conclusions and recommendations reached by the research.

Section One
Research Methodology

1-1-1 Research Problem

The research problem can be defined through a main question that states: *What is the importance of digital transformation in the studied company in recent years? And to what extent is digital transformation possible and what is its impact on the digital customer experience?* From this main question, several sub-questions arise, as follows:

1. What is the level of availability of digital transformation dimensions in the studied company?
2. To what extent are customers in the studied company interested in digital transformation?
3. What is the nature of the correlation and impact relationship between digital transformation and the digital customer experience?

1-1-2 Research Objectives

1. Identifying the relative importance of the dimensions of digital transformation and diagnosing their reality in the research population.
2. Identifying the relative importance of the dimensions of the digital customer experience and diagnosing their reality in the research population.
3. Clarifying the level of contribution of digital transformation to the availability of the dimensions of the digital customer experience among customers of Asiacell Mobile Telecommunications Company in Al-Diwaniyah Governorate.

1-1-3 Hypothetical Research Model

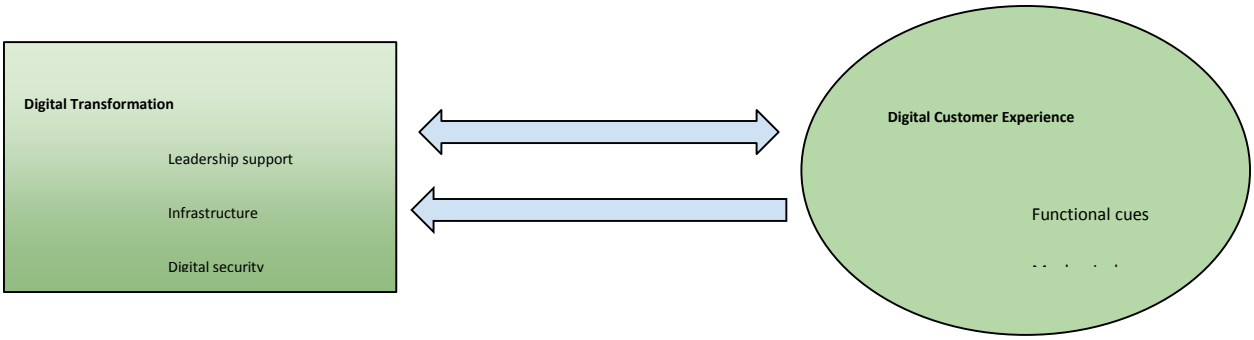

Figure (1): Hypothetical Research Model

1-1-4 Significance of the Research

1. The significance of the research is embodied in light of the studied variables, as digital transformation represents one of the essential characteristics that must be available in contemporary organizations. In addition, the importance of the digital customer experience has increased in recent times due to its connection with both society and the organization.

Diagnosing the reality of the studied variables in the company under study by using a number of ready-made measures that were adapted to suit the Iraqi environment, in a manner that allows for proposing a set of solutions to address the problems faced by customers in the studied company with regard to digital transformation and the digital customer experience.

Attempting to benefit from the research results to enhance the concepts of digital transformation and the digital customer experience in the studied company.

2. 1-1-5 Research Hypotheses

❖ **Correlation Hypothesis**

The first main hypothesis: There is a statistically significant correlation between digital transformation and the digital customer experience.

❖ **Impact Hypothesis**

The second main hypothesis: There is a statistically significant effect of digital transformation on the digital customer experience.

Section Two

Theoretical Framework of the Research

1-2-1 Concept of Digital Transformation

Digital transformation refers to the change associated with the application of digital technology in all social aspects, as it reduces reliance on user-owned devices and increases dependence on shared cloud-based services (Vial, 2019: 119). Matt et al. (2015: 340) defined it as the process of transitioning organizational operations from a traditional system to a digital system based on digital technologies across all fields of work.

Kraus (2021: 2) indicated that digital transformation is a process aimed at improving institutional performance by introducing major changes to organizational characteristics through the use of a set of digital technologies and a group of employees with digital skills in order to provide the best possible customer experience. From another perspective, Zaoui (2020: 622) pointed out that digital transformation involves the use of information technology to change business inputs, processes, services, and organizational structures, and represents a fundamental change or modification in how work is performed. It refers to the use of digital technologies to create value and transform work styles and business models, as it brings about fundamental changes in organizational work models and policies, such as the innovation of new products (Tabrizi et al., 2019: 2).

Hess (2016: 22) described that 'Digital transformation is realizing the potential of modern digital technologies, such as social media, mobile phone technology, or embedded systems in order to allow organizations to gain productivity in their basic activities, for example, by serving customers better, by facilitating processes, by establishing new businesses.' Majchrzak (2016: 268) discussed that 'Digital Transformation is the transformation of all transactions, processes, and documents into wider e-transactions by the optimal use of information and communication technology in all areas of businesses.

1-2-2 Importance of Digital Transformation

Digital transformation is important for both organizations and customers alike. Its importance can be summarized as follows (Ziyadin, 2020: 408):

1. It is more cost-effective due to digital transformation.
2. This provides room for innovative and creative service delivery outside the conventional service-delivery approaches, hence inducing a state of satisfaction and acceptance among customers in relation to the company's applications.
3. Digital transformation accelerates the processing of digital procedures compared to conventional procedures; therefore, the procedures will be simplified for the beneficiary.
4. Enhances operational efficiencies and organizing in improving service qualities and making it easy to access services offered to customers.

1-2-3 Dimensions of Digital Transformation

Fuchs (2018: 216), Eden and Demirbas (2019: 27), and Fuchs (2018: 312) identified the dimensions of digital transformation as follows:

1. **Leadership Support:** Leadership represents the decisive element in the success of any organization. It plays a central role in formulating the vision and mission that define the organization's philosophy and values. Leadership is also attributed a fundamental role in assigning tasks and motivating employees to achieve organizational goals. Employees should support awareness and understanding of subordinates' behaviors by moving forward in a journey of empowerment and change and through the prevailing leadership style adopted in organizations.
2. **Infrastructure:** Infrastructure represents the foundation that supports the organization's system in the field of computing. Information technology infrastructure consists of hardware and software resources that support data flow, storage, processing, and analysis. IT infrastructure can be defined as all the devices, software, networks, and facilities required to develop, test, deliver, monitor, control, and support information technology services.
3. **Digital Security:** Digital security is a collective term that describes the resources used to protect the organization's identity, data, and other assets online. This term includes tools such as data encryption tools, mobility privacy tools, and many programs, such as remote monitoring software, in addition to numerous other tools and programs used in the process of protecting the identity of the company's users.
4. **Resource Mobilization:** Resource mobilization refers to all activities involved in securing new and additional resources for the organization. It also includes better utilization and maximization of existing resources. Resource mobilization is often referred to as "new business development."

1-2-4 Concept of the Digital Customer Experience

The customer experience arises when the organization and the customer interact with one another. The digital customer experience may begin from the organization's website, or it may include mobile applications, chat programs, social media platforms, or any other channel with a virtual touchpoint (Silalahi & Rufaidah, 2017: 469). Van Thiel (2017: 71) indicated that the digital customer experience is the sum of encounters, images, and emotions formed by the customer regarding the organization's business through websites. The digital customer experience may emerge when the customer uses any station or interface through which the service is delivered digitally, enabling the customer

to perform the required transaction or part of it.The digital customer experience refers to the total online interactions conducted by the customer with the organization's brand (Sahu et al., 2018: 2). Most interactions take place on the organization's website or application; moreover, other channels such as social media, email, and live chat also play a role in how customers communicate with the organization's brand online (Hendrik Betzing et al., 2018: 5). Digital experiences can be considered a conversion journey, as the customer enters a website or application with a specific goal in mind. Most organizations that embark on managing this journey begin by measuring the different stages of the conversion path, and the overall conversion rate (the percentage of customers who achieve their goal) is often viewed as the ultimate measure of success (Gellweiler & Krishnamurthi, 2020: 2).Every digital experience also offers a window into the overall business offer. The digital experience is very much aligned with the overall business and should not be analyzed independent of the overall business because it would not be possible to analyze the digital experience independent of the overall business. Even the smallest things that need improvement within the digital experience would likely fall into the realm of correcting mistakes rather than things that could have negative implications. The broader view of the customer experience would involve everything from the normal customer support channels that organizations put in place to new channels such as digital interfaces that people utilize for the purposes of interacting with the organization. The digital customer experience would deal with the new channels of interacting with the organization. It would involve the back-end processes that can be improved for the ultimate satisfaction of the customer.

1-2-5 Importance of the Digital Customer Experience

The digital customer experience has become an essential marketing tool as organizations are shifting towards the virtual environment not only for marketing but also for conducting electronic commerce and relationship marketing (Mbama et al., 2018: 433). Mbama & Ezepue (2018: 231) pointed out that 70% of customers make use of different channels when conducting a transaction; hence the quality of the digital customer experience is of greater significance than before.

Customers expect their online experience to be seamless and easy to follow from start to finish (Bennett & Azhari, 2015: 14). Sahu et al. (2018: 24) added that providing a positive digital customer experience helps organizations meet these expectations and enables customers to move away from other brands while leaving a positive impression. This may encourage them to share this experience with others or reconsider the brand in the future as repeat customers (Taupin, 2019: 448).

As the world is moving toward digitalization, digital channels are used for promotion, increasing awareness, sales, and managing customer relationships, and the customer journey may begin and end digitally (Ko et al., 2016: 5). Therefore, it is necessary to focus on the digital experience that individuals go through (Lao et al., 2021: 817). The digital customer experience is very important because it helps customers form an opinion about the organization's business (Hoorn & Siegl, 2018: 11). Delivering a smooth digital customer experience leads to building trust and communication with customers and can persuade them to purchase the organization's products (Ho & Hsu, 2022: 6).

Moreover, dedicating time and effort to improving the organization's relationship with customers through a good digital customer experience can also lead to increasing customer lifetime value and enhancing the overall brand perception of the organization (Sianipar et al., 2023: 1236). Although delivering an advanced digital customer experience may seem challenging, many organizations already have an existing foundation in the form of customer management tools and data (Peltola et al., 2015: 336).

1-2-6 Dimensions of the Digital Customer Experience

1. **Functional Cues**

2. Functional cues concern the functionality of the website or application, loading speed, and ease of browsing. Their role depends on the performance of the online application and how easily the visitor can view information. It is directly linked to measurable elements to be analyzed with important insights for advancing the digital customer experience (Hoorn & Siegl, 2018: 11). Functional cues are also associated with response rate issues concerning support and communication in various channels (Peltola et al., 2015: 336).

3. **Mechanical Cues**

4. These are numerous aspects which enhance engagement between the customers and the brand. Mechanical cues can be described as signs that function physically in order to improve the customer experience (Hoorn & Siegl, 2018: 11). Examples of mechanical cues are responsive design, easy navigation, and easy direction to a site or application (Peltola et al., 2015: 336).

3. **Human Cues**

4. The human factor is the human aspect that influences customers' interaction with the brand through digital interfaces. This includes the aspect of customer services' interaction through live chat, phone, and email communication (Peltola et al., 2015: 336).

Section Three

Practical Aspect of the Research

3-1 Verification of the Normality Test of Data Distribution

A- Using the Kolmogorov–Smirnov Statistic for the Digital Transformation Variable

B- The study hypothesis is that the sample data are drawn from a population whose data do not follow a normal distribution. However, the statistical test analysis presented in **Table (1)** shows that all Sig values for the normality test are more than (0.05). Hence, this hypothesis based on assumptions of normality of data distribution is refused, and the reverse alternative assumption was accepted, which means that data follow a normal distribution.

Table (1): Results of the Probability Distribution Test for the Digital Transformation Variable and Its Dimensions

One-Sample Kolmogorov-Smirnov Test						
Digital Transformation	**Leadership Support**	**Infrastructure**	**Digital Security**	**Resource Mobilization**		
150	150	150	150	150	N	
3.2735	3.2417	3.3181	3.2183	3.4283	Mean	Normal [b] Parameters[a]
.59071	.74649	.75347	.81681	.64530	Std. Deviation	
.055	.065	.048	.031	.046	Absolute	Most Extreme Differences
.050	.038	.041	.025	.039	Positive	
-.055-	-.065-	-.048-	-.031-	-.046-	Negative	
.055	.065	.048	.031	.046	Test Statistic	
.077[a.]	.059[a.]	.062[a.]	.069[a.]	.073[a.]	Asymp. Sig. (2-tailed)	
a. Test distribution is Normal.						

B- Using the Kolmogorov–Smirnov Statistic for the Digital Customer Experience Variable The statistical analysis of the test presented in Table (2) shows that all Sig values for the normality test are greater than (0.05). Therefore, the hypothesis assuming that the data do not follow a normal distribution is rejected, and the alternative assumption is accepted, indicating that the data follow a normal distribution.

Table (2): Results of the Probability Distribution Test for the Digital Customer Experience Variable and Its Dimensions

One-Sample Kolmogorov-Smirnov Test					
Digital Customer Experience	**Functional Cues**	**Mechanical Cues**	**Human Cues**		
150	150	150	150	N	
3.1588	2.9779	3.2007	3.3043	Mean	Normal [b] Parameters[a]
.57073	.75722	.70154	.76897	Std. Deviation	
.038	.047	.083	.053	Absolute	Most Extreme Differences
.034	.047	.083	.033	Positive	
-.038-	-.033-	-.048-	-.053-	Negative	
.038	.047	.083	.053	Test Statistic	
.067[a.]	.074[a.]	.069[c]	.078[a.]	Asymp. Sig. (2-tailed)	
				a. Test distribution is Normal.	

3-2 Description of the Measurement Instrument Table (3) provides a clarification of the coding of each variable and each dimension, identifies the source from which the scale was obtained, and specifies the number of items for each of the sub-dimensions.

Table (3): Research Measurement Scale

Variable	Dimension	Number of Items	Source
	Leadership Support	**4**	**Fuchs,2018:216؛ Demirbas, 2018:312؛ Eden, 2019:27**
	Infrastructure	**5**	

Digital Transformation	**Digital Security**	**5**	
	Resource Mobilization	**5**	
Digital Customer Experience	**Functional Cues**	**4**	**Peltola et al., 2015:336**
	Mechanical Cues	**3**	
	Human Cues	**3**	

3-3 Confirmatory Factor Analysis

Confirmatory factor analysis contributes to explaining the extent to which an item is explained by the dimension for which it was designed. Confirmatory factor analysis is considered one of the methods used to demonstrate structural equation modeling, which is a mathematical technique aimed at determining the strength of the models constructed by the researcher for a specific phenomenon in order to assess their adequacy through studying the correlations among the constructs and their dimensions. For the constructed model to be accepted, it must pass the tests and indicators prepared for this purpose. In this regard, another indicator is given by the ratio of chi-square value (χ^2) to degrees of freedom (df). This ratio is obtained by dividing chi-square value by degrees of freedom in a model. It indicates acceptability of a model if it is below 5%, and if it is below 2%, it indicates a very good fit of a model to its data.

In addition, the Goodness of Fit Index was employed, which relies on estimating the level of variance in the analyzed matrix representing the developed model. The value of this index ranges from zero to one; higher values reflect improved fit between the data and the model.

Moreover, the Adjusted Goodness-of-Fit Index (AGFI), which is adjusted for degrees of freedom, was also employed. The Root Mean Square Error (RMSE) index was also used to assess the significance level obtained from the analysis at 5%; if the value is lower, this indicates the superiority of the applied model and its full conformity with the studied sample data (Hair et al., 2010: 53–66).

1- Confirmatory Factor Analysis of the Digital Transformation Variable

The factor loading indicators of the items shown in Figure (2) indicate the validity of the assumption that the (19) items measure the construct of digital transformation. The standardized regression weights displayed on the arrows linking the latent variables with each item of the scale show that some of these weights exceed the value of (0.4), which is the criterion for judging item validity, and they are statistically acceptable (Costello & Osborne, 2005).

To ensure that these items measure a multidimensional variable, the goodness-of-fit indices presented in Figure (2), when compared with Table (4) (Goodness-of-Fit Indices and Criteria for Structural Equation Modeling), indicate that the digital transformation variable consists of four main dimensions: leadership support, infrastructure, digital security, and resource mobilization, as the values of these indices conform to the rules of structural equation modeling. This confirms that the data drawn from the research sample are consistent with the measurement model represented here by the digital transformation scale.

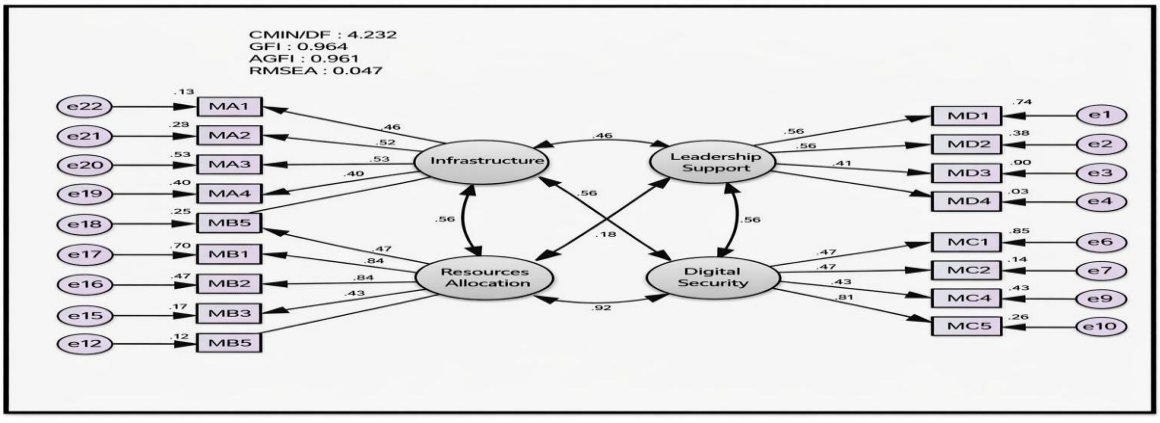

Figure (2): Structural Model of the Items of the Digital Transformation Variable

It also shows **Table (4)** a summary of the analysis, as it is evident that all model estimates are statistically significant at the 0.05 level (P < 0.05), and the critical ratio (C.R) values are greater than (1.96), thus satisfying the required condition.

Table (4): Estimates of the Digital Transformation Variable Model

Estimate	Path			Estimate	Path		
Leadership Support Dimension (DI)				**Digital Security Dimension (DS)**			
0.456	**DI 1**	<---	**DI**	**0.651**	**DS 1**	<---	DS
0.516	**DI 2**	<---	**DI**	**0.475**	**DS 2**	<---	DS
0.532	**DI 3**	<---	**DI**	**0.4**	**DS 3**	<---	DS
0.63	**DI 4**	<---	**DI**	**0.427**	**DS 4**	<---	DS
Infrastructure Dimension (IN)				**0.505**	**DS 5**	<---	DS
				Resource Mobilization Dimension (RM)			
0.472	**IN 1**	<---	**IN**	**0.862**	**RM 1**	<---	RM
0.836	**IN 2**	<---	**IN**	**0.615**	**RM 2**	<---	RM
0.491	**IN 3**	<---	**IN**	**0.41**	**RM 3**	<---	RM
0.467	**IN 4**	<---	**IN**	**0.183**	**RM 4**	<---	RM
0.432	**IN 5**	<---	**IN**	**0.427**	**RM 5**	<---	RM

2- Confirmatory Factor Analysis of the Digital Customer Experience Variable

From the results of **Figure (3)**, which was built using the statistical package AMOS v.25, it is clear that the ratio of chi-square to degrees of freedom is (3.813). The Goodness-of-Fit Index (GFI) reached a value of (0.914). The Adjusted Goodness-of-Fit Index (AGFI) was (0.906). The value of the Root Mean Square Error of Approximation (RMSEA) was (0.061). These results show that the fit indices are acceptable according to the goodness-of-fit criteria. Therefore, the structural model in Figure (3) explains the dimensions and items of the digital customer experience variable.

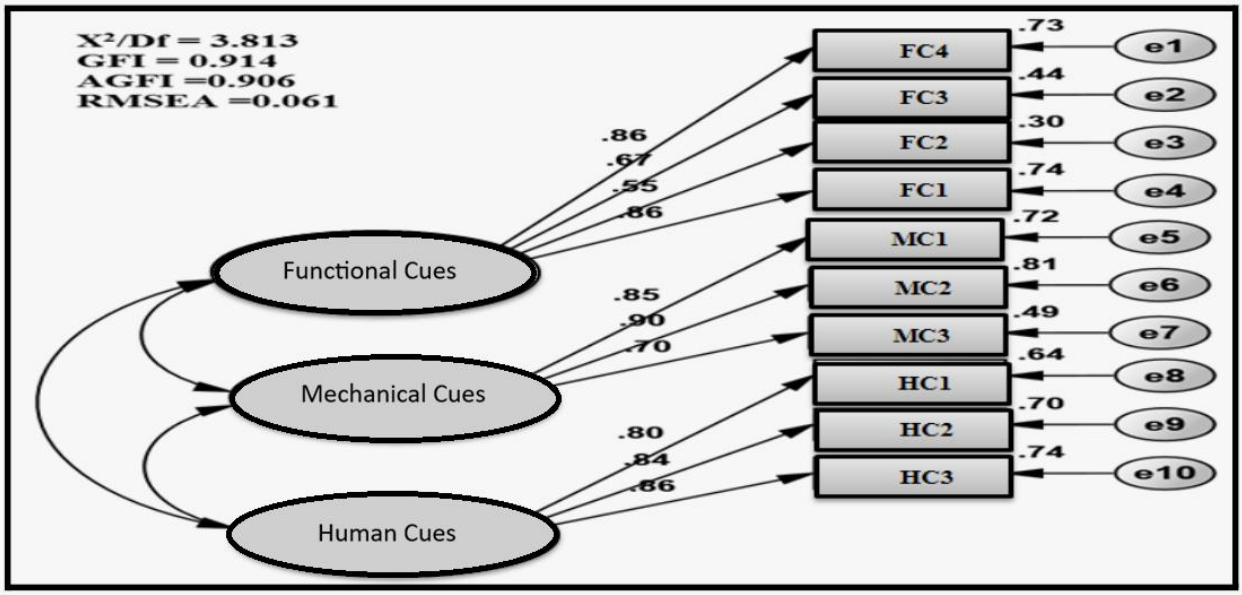

Figure (3): Structural Model of the Items of the Digital Customer Experience Variable

It is observed from the results of **Table (5)** that the standardized loadings related to the digital customer experience variable are acceptable, as they are represented by loadings higher than (0.30). The highest standardized loading for the **functional cues** dimension was represented by item (FC4) with an explanatory value equal to (0.858), which indicates that an increase in the fourth item by one unit leads to an improvement in the **mechanical cues** dimension by the same amount. This is also supported by item (MC2) of the mechanical cues dimension, which contributed an explanatory value of (0.899), in addition to the contribution of item (HC3), which explained (0.858) of the **human cues** dimension.

Table (5): Standardized Loadings of the Items of the Digital Customer Experience Variable

Estimate	Path			Estimate	Path		
Mechanical Cues Dimension (MC)				**Functional Cues Dimension (FC)**			
0.848	**MC1**	**<---**	**MC**	**0.857**	**FC1**	**<---**	FC
0.899	**MC2**	**<---**	**MC**	**0.667**	**FC2**	**<---**	FC
0.697	**MC3**	**<---**	**MC**	**0.549**	**FC3**	**<---**	FC
Human Cues Dimension (HC)				**0.858**	**FC4**	**<---**	FC
0.800	**HC1**	**<---**	**HC**				
0.839	**HC2**	**<---**	**HC**				
0.858	**HC3**	**<---**	**HC**				

3-4 Construct Reliability of the Measurement Instrument

The construct reliability test is considered a statistical method that confirms the extent of reliability of the data obtained by the researcher through distributing the questionnaires to the individuals of the studied sample. The results of the reliability test for the questionnaire items are presented as shown in Table (6) below.

Table (6): Construct Reliability of the Measurement Instrument

Variable	Cronbach's Alpha for the Variable as a Whole	Dimensions	Items	Cronbach's Alpha for Each Dimension	Cronbach's Alpha for the Overall Study
Digital Transformation	**0.926**	**Leadership Support**	**4**	**0.935**	**0.936**
		Infrastructure	**5**	**0.929**	
		Digital Security	**5**	**0.931**	
		Resource Mobilization	**5**	**0.929**	
Digital Customer Experience	**0.924**	**Functional Cues**	**4**	**0.931**	
		Mechanical Cues	**3**	**0.931**	
		Human Cues	**3**	**0.929**	

It is evident from **Table (6)** that the value of the reliability coefficient (Cronbach's Alpha) for the overall items of the independent variable representing digital transformation reached (0.865). This indicates the presence of high reliability in the items of the independent variable, which consist of twenty-two items, as this value exceeds the threshold commonly adopted in administrative and behavioral studies, which is (0.70).

As for the overall items of the dependent variable representing the digital customer experience, the reliability coefficient recorded a value of (0.847). This value indicates that the items of the dependent variable have passed the reliability test satisfactorily, as it is also higher than (0.70). These results indicate the existence of high reliability in the items of both the independent and dependent variables of the study, as well as in all the items representing them.

3-5 Analysis and Interpretation of the Research Results

1- Digital Transformation

In light of Table (7) related to the dimensions of digital transformation, it can be stated that the first dimension, **leadership support**, was at a high level and ranked first among the dimensions. It was followed by the **resource mobilization** dimension, which came at a moderate level. The third rank was occupied by the **digital security** dimension, also at a moderate level, while the **infrastructure** dimension came last and at a moderate level as well. The levels of these sub-dimensions can be summarized in light of the following table.

Table (7) Arithmetic Means, Standard Deviations, and Relative Importance of the Digital Transformation Variable (n = 150)

Dimension	Arithmetic Mean	Standard Deviation	Relative Importance (%)	Importance Rank
Leadership Support	**3.44**	**0.675**	**68.8**	**First**
Infrastructure	**3.15**	**0.784**	**63.0**	**Fourth**
Digital Security	**3.23**	**0.722**	**64.6**	**Third**
Resource Mobilization	**3.32**	**0.752**	**66.5**	**Second**

Overall Mean of the Digital Transformation Variable			
Arithmetic Mean	**3.29**	**Standard Deviation**	**0.584**
Relative Importance (%)	**65.7**		

2- Descriptive Statistics of the Digital Customer Experience Variable

It is shown from the results of Table (8) that the overall the mean of the arithmetic means for the digital customer experience variable reached (3.85), which is directed toward a high level of agreement, with a standard deviation of (0.638) and a relative importance of (77%). Attention to the **mechanical cues** dimension contributes to enriching this dimension, as it recorded an arithmetic mean of (4.02), a standard deviation of (0.730), and a relative importance of (80%). In addition, the company's lack of attention to the **functional cues** dimension led to a decline in the digital customer experience, with an arithmetic mean of (3.39), a standard deviation of (0.780), and an acceptance rate of (68%). This indicates that the studied company's emphasis on the functional cues dimension contributes to improving the digital customer experience through making high-quality decisions that are consistent with the company's aspirations and objectives.

Table (8): Arithmetic Means, Standard Deviations, and Relative Importance of the Digital Customer Experience Variable (n = 150)

Dimension	Arithmetic Mean	Standard Deviation	Relative Importance (%)	Importance Rank
Functional Cues	**3.39**	**0.780**	**68%**	**Third**
Mechanical Cues	**4.02**	**0.730**	**80%**	**First**
Human Cues	**3.92**	**0.854**	**78%**	**Second**
Overall Mean of the Digital Customer Experience Variable				
Arithmetic Mean	**3.85**	**Standard Deviation**		**0.638**
Relative Importance (%)	**77**			

3-6 Testing the Research Hypotheses

1- Correlation Hypothesis

This section is concerned with measuring the nature and type of the correlation relationship between digital transformation and the digital customer experience, as well as between their respective dimensions. In order to accept or reject the first main hypothesis stated above, the value of the simple correlation coefficient was tested using the (Sig. 2-tailed) test to determine the significance of the relationship between the digital transformation variable (independent) and the digital customer experience variable.

The table (9) above shows that there is a statistically significant relationship between the digital transformation variable and the digital customer experience variable. The result of the correlation coefficient between the two variables was (0.793**), which shows that there was a strong and direct relationship between the digital transformation variable and the digital customer experience variable. This is further supported by the significance of the correlation relationship, which appeared at a significance level of (1%) with a confidence level of (99%). Accordingly, the first main hypothesis is accepted, which states that there is a statistically significant correlation between digital transformation and the digital customer experience variable at the (1%) significance level, meaning that the decision result is accepted with a confidence level of (99%).

Table (9): Pearson Correlation Matrix for Digital Transformation, Its Dimensions, and the Digital Customer Experience Variable

Dependent Variable	Independent Variable	Leadership Support	Infrastructure	Digital Security	Resource Mobilization	Digital Transformation
Digital Customer Experience	**Correlation Coefficient**	**.784****	**.673****	**.752****	**.591****	**.793****

	Sig. (2-tailed)	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**
	N	**150**	**150**	**150**	**150**	**150**

Based on the foregoing, the correlation relationship between the digital transformation variable and the digital customer experience variable can be interpreted as the existence of a strong positive correlation between the two variables. This reflects the level of availability of digital transformation and its dimensions, which indicates a strong positive impact on the emergence of the digital customer experience in the studied telecommunications company.

2- Impact Hypotheses

The second main hypothesis states that there is a statistically significant impact relationship between digital transformation and the digital customer experience.

The results shown in Figure (4) indicate the presence of a significant impact of digital transformation on the digital customer experience. An increase in attention to digital transformation by one standardized unit leads to an improvement in the digital customer experience by (0.870), with a standard error of (0.054) and a critical value of (16.055). This indicates the necessity of paying attention to digital transformation, change, and policy in order to ensure the improvement of the quality of the digital customer experience adopted by the company.

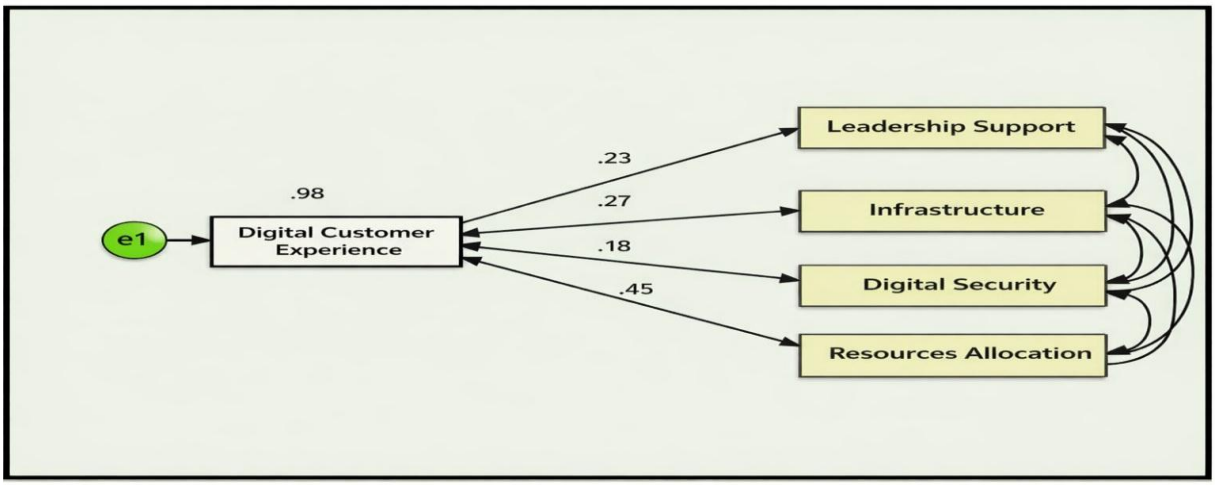

Figure (4): Standardized Model of the Effect of Digital Transformation Dimensions on the Digital Customer Experience

Section Four
Conclusions and Recommendations

Conclusions

1. The digital transformation in Asiacell portrayed an observable enhancement in consumer communication methods, which assisted in offering quicker and more efficient services.
2. Being a big data and analytics user allowed Asiacell to personalize their services based on customers' requirements and preferences, hence improving customers' satisfaction levels.
3. Digital transformation helped in making it easy for consumers to gain access to services through the internet, thus eliminating the need to visit the stores physically.
4. The adoption of modern technology at Asiacell resulted in the development of more interactive customer platforms. Such as platforms that may include smart applications.
5. By offering right information and updates, digital transformation was a success in increasing trust of the customers towards the services of Asiacell.

6. Digital transformation has made it easier for Asiacell to respond effectively to any form of change within the demand or market patterns of their customers, hence assisting them in optimizing their customer experience.

Recommendations

1. There is a need for investment in the development of digital platforms, which will make them user-friendly and meet the requirements of customers.
2. This requires periodic training sessions for employees regarding the latest technologies as well as services of digital transformation, so that they may increase the skills of employees in customer services.
3. The data analytics capabilities shall be improved for the purpose of understanding customer behavior and requirements for further customized offers.
4. The company must work on enhancing the various communication avenues, such as live chat and social media, to enable the customers to get immediate aid.
5. It needs to form strategies for the digital customer experience based on the preferences of the customers.
6. There should be mechanisms set up to ensure continuous feedback from customers on their positive and negative experiences in relation to digital services.

References:

1. Bennett، D. R.، & El Azhari، J. (2015، September). Omni-channel customer experience: An investigation into the use of digital technology in physical stores and its impact on the consumer's decision-making process. In XXIV AEDEM International Conference. European Academy of Management and Business Economics (AEDEM).
2. Demirbas، U.، Gewald، H.، & Moos، B. (2018). The impact of digital transformation on sourcing strategies in the financial services sector: evolution or revolution?.
3. Eden، R.، Burton-Jones، A.، Casey، V.، & Draheim، M. (2019). Digital transformation requires workforce transformation. MIS Quarterly Executive، 18(1)، 1-17.
4. Fuchs، C.، & Hess، T. (2018). Becoming agile in the digital transformation: The process of a large-scale agile transformation.
5. Gellweiler، C.، & Krishnamurthi، L. (2020). How digital innovators achieve customer value. Journal of theoretical and applied electronic commerce research، 15(1)، 1-8.
6. Hasan، R.، Weaven، S.، & Thaichon، P. (2021). Blurring the line between physical and digital environment: The impact of artificial intelligence on customers' relationship and customer experience. In Developing digital marketing (pp. 135-153). Emerald Publishing Limited.
7. Hendrik Betzing، J.، Beverungen، D.، & Becker، J. (2018). Design principles for co-creating digital customer experience in high street retail. Tagungsband Data driven X---Turning Data into Value---Band V.
8. Hair، J.F.، Black، W.C.، Babin، B.J.، & Anderson، R.E. (2010). "Multivariate Data Analysis" ،7th ed.، Prentice Hall، Upper Saddle، P 53-66.
9. Hess، T.، Matt، C.، Benlian، A.، & Wiesböck، F. (2016). Options for formulating a digital transformation strategy. MIS Quarterly Executive، 15(2).
10. Ho، S. C.، & Hsu، Y. P. (2022). Paving the way for digital transformation: Investigate Customer experiences of using mobile apps. Pacific Asia Journal of the Association for Information Systems، 14(1)، 3.
11. Hoorn، A. V.، & Siegl، S. (2018). Application performance management: measuring and optimizing the digital customer experience. Troisdorf: Sigs Datacom Gmbh.
12. Ko، E.، Phau، I.، & Aiello، G. (2016). Luxury brand strategies and customer experiences: Contributions to theory and practice. Journal of Business Research، 69(12)، 5749-5752.
13. Kraus، S.، Jones، P.، Kailer، N.، Weinmann، A.، Chaparro-Banegas، N.، & Roig-Tierno، N. (2021). Digital transformation: An overview of the current state of the art of research. Sage Open، 11(3)، 21582440211047576.
14. Lao، A.، Vlad، M.، & Martin، A. (2021). Exploring how digital kiosk customer experience enhances shopping value، self-mental imagery and behavioral responses. International Journal of Retail & Distribution Management، 49(7)، 817-845.
15. Majchrzak، A.، Markus، M. L.، & Wareham، J. (2016). Designing for digital transformation. MIS quarterly، 40(2)، 267-278.
16. Matt، C.، Hess، T.، & Benlian، A. (2015). Digital transformation strategies. Business & information systems engineering، 57، 339-343.

17. Mbama، C. I.، & Ezepue، P. O. (2018). Digital banking، customer experience and bank financial performance: UK customers' perceptions. International journal of bank marketing، 36(2)، 230-255.
18. Moore، S.، Bulmer، S.، & Elms، J. (2022). The social significance of AI in retail on customer experience and shopping practices. Journal of Retailing and Consumer Services، 64، 102755.
19. Peltola، S.، Vainio، H.، & Nieminen، M. (2015). Key factors in developing omnichannel customer experience with finnish retailers. In HCI in Business: Second International Conference، HCIB 2015، Held as Part of HCI International 2015، Los Angeles، CA، USA، August 2-7، 2015، Proceedings 2 (pp. 335-346). Springer International Publishing.
20. Sahu، N.، Deng، H.، & Molla، A. (2018). A capability based framework for customer experience focused digital transformation.
21. Sahu، N.، Deng، H.، & Molla، A. (2018). A capability based framework for customer experience focused digital transformation.
22. Sianipar، Y. C.، Situmorang، S. H.، & Wibowo، R. P. (2023). Analysis Of The Effect Of Digital Customer Experience On Customer Loyalty Through Emotional Marketing And Customer Satisfaction For Indihome Customers. International Journal of Economic، Business، Accounting، Agriculture Management and Sharia Administration (IJEBAS)، 3(4)، 1235-1247.
23. Silalahi، S.، & Rufaidah، P. (2017). The Role of Digital Customer Experience on Customer Loyalty. In 1st International Conference on Islamic Economics، Business، and Philanthropy (Vol. 1، pp. 468-472).
24. Tabrizi، B.، Lam، E.، Girard، K.، & Irvin، V. (2019). Digital transformation is not about technology. Harvard business review، 13(March)، 1-6.
25. Taupin، P. (2019). The contribution of narrative semiotics of experiential imaginary to the ideation of new digital customer experiences. Semiotica
26. 2019(230)، 447-473.
27. Van Thiel، D.، & Van Raaij، F. (2017). Explaining customer experience of digital financial advice. Economics، 5(1)، 69-84.
28. Vial، G. (2019). Understanding digital transformation: A review and a research agenda. The journal of strategic information systems، 28(2)، 118-144.
29. Zaoui، F.، & Souissi، N. (2020). Roadmap for digital transformation: A literature review. Procedia Computer Science، 175، 621-628.
30. Ziyadin، S.، Suieubayeva، S.، & Utegenova، A. (2020). Digital transformation in business. In Digital Age: Chances، Challenges and Future 7 (pp. 408-415). Springer International Publishing.