

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

September 2022

Feasibility study of implementation of a customer satisfaction monitoring system (CSMS) in the public library from a management perspective

Iraj Radad Dr

Imam Reza International University, irajradad@yahoo.com

Zahra Hojjat Hoseyni

Imam Reza International University, z.h139373@gmail.com

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

Radad, Iraj Dr and Hojjat Hoseyni, Zahra, "Feasibility study of implementation of a customer satisfaction monitoring system (CSMS) in the public library from a management perspective" (2022). *Library Philosophy and Practice (e-journal)*. 7301.

<https://digitalcommons.unl.edu/libphilprac/7301>

Feasibility study of implementation of a customer satisfaction monitoring system (CSMS) in the public library from a management perspective

Zahra Hojjat Hoseyni

Student, Department of Knowledge and Information Science

Imam Reza International University, Mashhad, Islamic Republic of Iran

z.h139373@gmail.com

Iraj Radad

Assistant Professor, Department of Knowledge and Information Science

International University of Imam Reza, Mashhad, Islamic Republic of Iran

irajradad@yahoo.com

Abstract

The present study examined the public librarians' perceptions of the level of readiness for implementation of a customer satisfaction monitoring system (CSMS) in a public library from a management perspective. The researchers adopted a descriptive survey design for the study. The statistical population consisted of all librarians working in the central library of Astan Quds Razavi (285 people) of which 165 people (based on Krejcie-Morgan sample size table) were randomly selected. A researcher-made questionnaire was used to collect information. After electronic distribution and collection of questionnaires (through office automation system) and elimination of incomplete ones, 124 completed questionnaires were statistically analyzed. The findings of this study showed that the respondents enjoy a desirable level of all four managerial dimensions including strategic planning, organizational culture, internal marketing and project management for implementation of CSMS in the library. The present study also makes some recommendations to improve the current conditions based on the findings.

Keywords: *User Satisfaction, Customer Satisfaction Monitoring System, Public Library, Astan Quds Razavi Library*

1. Introduction

Libraries and information centers are organizations that play an important role in the growth and development of human societies. One of the main goals of libraries and information centers is to try to attract users of different services, and an important part of the activities, including services and set of functions, are focused to achieve this goal. In the meantime, public libraries, which are the vital arteries of educational and research centers of societies, are of special importance from scientific and cultural aspects. The optimal functioning and efficiency of these institutions will facilitate the achievement of the scientific and cultural goals of the societies. However, the success of libraries and the provision of desirable services and the satisfaction of users will not be possible only by having a rich and up-to-date collection, but they must use the theories of organization and management like other organizations. Today, library managers have come to the belief that in order to increase access to resources and information in the library and for each user to obtain the most accurate needed information in the shortest possible time, it is necessary to adopt smart measures (Jalilpour & Beryaji, 2014; quoted in Razavi, Taherkhani, Jalali, & Sohrabi, 2018). Due to this, libraries have shifted from a collection-oriented to a customer-oriented mode, and librarians have considered the quality of service to keep users satisfied. However, these centers must use up-to-date management solutions and strategies to increase user satisfaction and loyalty, one of which is the use of feedback monitoring strategy. This strategy will be effective for all centers that provide special services to a specific group of people with the aim of satisfying them more (Hariri & Shahvar, 2010). Implementing the strategy of monitoring users' opinions and satisfaction is the establishment of a technological mechanism, which has been mentioned in the literature under the title of customer satisfaction monitoring system (CSMS).

CSMS is the result of technological advancement that aims at effective management interaction and long-term relationships with customers. This system helps organizations to adapt to changing customer needs, which in turn creates a competitive advantage. Thus, the number of organizations that have adopted a monitoring system is increasing rapidly, and the concept of CSMS in today's competitive environment is increasingly being considered by businesses and researchers. However, critics point out that some CSMS projects have failed to deliver on the promised improvements in business performance (Frow, Payne, Wilkinson & Young, 2011). Such criticisms can be countered by arguing that, to date, our empirical knowledge of what constitutes successful stabilization of CSMS is inherently weak (Cook, 2012). What confuses us as to what guarantees the successful implementation of CSMS and its potential for significant improvement in customer relationships requires significant research into the current situation and evaluation of key success factors. It helps other organizations to manage the monitoring system more effectively and thus achieve better performance.

However, the implementation of CSMS, like many other organizational phenomena, may not be successful due to lack of necessary capacities, capabilities and contexts, or may not lead to the desired level of expected functions. In this case, its negative consequences such as imposing financial costs on the organization and increasing resistance are inevitable. Therefore, in a rational solution, it seems that it is necessary to check the readiness of organizations before

implementing this system. The Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi, as the custodian of a large collection of public libraries throughout the country, is no exception to this rule. Therefore, the motivating issue of this research is to what extent it is possible to implement CSMS in this organization and which factors from the management perspective are effective on its successful implementation?

2. Theoretical Framework

In management theory, customer monitoring can be defined as a management approach that includes identifying, attracting, developing, and maintaining successful long-term customer relationships in order to increase profitable customer retention. Recently, research on important factors that affect the success of the adoption of CSMS has attracted the attention of many researchers in the field of management (Ko, Kim, Kim, & Woo, 2008). From a management perspective, organizations are involved with organizational issues related to the development and implementation of a business monitoring strategy and the role of employees and the organization in managing the implementation of the monitoring system. A review of the literature shows that these organizational issues can include strategic planning, organizational culture and leadership, internal marketing, and project management, which are described below.

2.1. Strategic planning

A business strategy requires identifying clear paths in the future to create a faster competitive advantage than competitors. Many researchers have discussed the change in management pattern (Newby, Nguyen, & Waring, 2014). Understanding and responding to customer needs and raising the level of quality and services have become essential elements of the organization's strategy. Over the past decade, the existence of a highly competitive market has put organizations under pressure to reduce costs while still having to keep customer orientation on the agenda. Therefore, organizations have designed CSMS to support these strategies. According to King & Burgess (King & Burgess, 2008), the position of marketing development in organizations is intertwined with the development of strategic planning. Strategic planning is defined as the process of developing and implementing an operational or leadership course that a company must perform to achieve its goals. Best (2009) explains that CSMS is a technology, not a tactic, supported by technology that involves fundamentally reorganizing organizational elements and processes which is often planned for organizational strategic change with the aim of maximizing the value of relationships with the organization's customers.. In such a case, the strategic planning processes should be in line with the customer-oriented philosophy.

2.2. Internal marketing

Internal marketing is a pivotal strategy for developing customer orientation and facilitating a coherent understanding of relationship marketing essentials (Payne & Frow, 2005). According to Bull (2003), employees are the basic components of customer relationships and the most difficult element in creating customer-oriented organizational change. The concept of internal marketing is also related to ensuring that employees communicate and interact with the business and monitoring strategy. Internal marketing is to motivate employees to engage in processes of implementation and integration of technological advances and organizational change in

customer-oriented processes (Petäsno, 2017). Thus, there is a strong need for the organization to motivate and influence employees to comply with internal processes if needed to effectively implement the CSMS. This is important for organizational development and change, because it reduces the resistance of employees to the process of change and adaptation, while improving the performance of the organization by creating a strong organizational culture (Ko, et al., 2008). This can be achieved through efficient interaction between management and employees, because intensive, high-quality communications better inform employees of the nature of changes in the internal and external environment and lead them to understand the need for change. In relation to CSMS, this includes not only the actions but also the behaviors and attitudes towards the customer orientation of the organization (Berry, 1995).

2.3. Organizational climate, culture and leadership

-Organizational climate:

The concept of organizational climate is defined as employees' perception of the organizational environment including policies, characteristics, events, and processes (Chen, Yen, Li, & Ching, 2009). Ko et al. (2008) state that organizational climate is related to "status" or "atmosphere" within the organization. They describe the organizational climate as a relatively stable quality of an organization that distinguishes it from other organizations. He also argues that organizational climate 1) embodies the perception of organizational members of organizational practices, 2) is the result of internal interaction, 3) acts as a basis for interpreting the status of the organization, 4) reveals the prevailing norms and attitudes of organizational culture, and 5) Acts as a stimulus to shape behavior.

Chen et al. (2009) show that the right atmosphere and culture within the organization is essential to facilitate e-marketing and in particular to monitor customer satisfaction. Dibb & Meadows (2001) argue that organizations should coordinate their efforts to align the organizational climate with the organizational culture to enable more effective implementation of the CSMS. Organizational climate determines the behaviors of people in an organization and mostly reflects organizational values. It has been described in the field literature as an important tool for achieving customer satisfaction, customer retention and service quality.

- Organizational Culture:

Implementing a CSMS is successful only if organizations create the appropriate culture and attitude of employees around them (Rahimi, 2017). The element of "people involved" in organizational culture and leadership seems to be crucial in actively supporting the implementation of CSMS and improving customer and shareholder values (King & Burgess, 2008). Implementing a monitoring system can be challenged by resisting change at different levels of the organization, and to overcome these challenges, a high level of commitment of the organization's senior management is necessary to overcome employee resistance to change (Rahimi, 2017). Additionally, organizations that are open to innovation and embrace a learning culture will more readily support the adoption of monitoring systems (King & Burgess, 2008). According to these texts, in the present study, this conceptual factor is divided into three sub-

factors: resistance to change (Rahimi, 2017), supportive organizational culture (King & Burgess, 2008) and leadership (Chen, et al., 2009).

Given these factors, it is essential for managers to evaluate and understand how the goals of CSMS fit into the culture and values of an organization. A study by Iriana & Buttle (2008) states that organizational culture reflects a set of values and beliefs deeply embedded in the organization that serve to create norms of appropriate behavior in the organization. Since organizational culture exists within all organizations, it can be considered as one of the potential competencies. The type of organizational culture developed reflects the date of its creation, its development over time, and its environmental impact. Organizational culture shapes the characteristics of human resources and the degree of readiness for change in the organization (Rahimi, 2017).

- Leadership:

According to Isern & Sena (2014), the dynamic process of building and managing organizational culture is the essence of leadership. Therefore, fostering a supportive organizational culture for the implementation of CSMS is a continuous task of leadership at all organizational levels. Researchers found that the leadership and active commitment of the organization's senior management of customer satisfaction monitoring activities is very effective in implementing and adopting CSMS (Best, 2009). According to these findings, organizations can not just hope to implement a monitoring system to effectively implement it and then stand and watch from a distance. Even if the organization uses the latest technologies and provides an environment for innovation, employees are prevented from progressing without the necessary motivation to embrace monitoring initiatives. Because CSMS requires changing the attitude of employees and the culture of an organization, the support and commitment of the organization's senior management is a key factor in the success of implementing a monitoring system. According to Iriana & Buttle (2008), an effective customer monitoring strategy relies on management support and a high customer-oriented spirit. Thus a culture must be created to support interactions across the organization. Therefore, organizations should have strong support among senior managers to create an appropriate organizational environment for the effective implementation of customer monitoring strategy throughout the organization.

2.4. Project management

Project management can be defined as a professional practical framework for presenting a project in a specific time frame, performing a specific mission by organizing a project-specific team, and effectively combining the most appropriate technical and managerial methods (Bull, 2003). The extensive set of technical elements (hardware and software) and the myriad of organizational and employee issues make CSMS implementation projects very complex. For this reason, it is impossible to ignore the role of project management techniques and skills in determining the success rate of system implementation. The monitoring system life cycle, presented by Marcus and Tanis (quoted in Bull, 2003), consists of four stages: selection, implementation, use, and continuous system change. Thus, for the effective implementation of

CSMS according to the mentioned life cycle, the existence of a specific team of experts and specialists is inevitable.

Thus, according to the aforementioned theoretical foundations, the conceptual model of the research can be shown in Figure 1.



Figure1. conceptual model of research

3. Research Hypotheses

According to the conceptual research model, the present study seeks to test the following hypotheses:

H₁: Librarians enjoy a desirable level of strategic planning for implementation of CSMS in libraries.

H₂: Librarians enjoy a desirable level of internal marketing for implementation of CSMS in libraries.

H₃: Librarians enjoy a desirable level of organizational culture and leadership for implementation of CSMS in libraries.

H₄: Librarians enjoy a desirable level of project management for implementation of CSMS in libraries.

4. Review of Literature

Novokreshchenova (2015) in a qualitative study using a combined method examined the establishment of a system to monitor employee satisfaction in Russian research universities. The findings of this study indicated that the reports and statistical outputs of this system have helped managers to make strategic decisions as well as strategic planning in the universities under study. The deployment of these systems in terms of strategic planning has been largely successful from the perspective of senior managers of the organizations under review. In this regard, Shauchenka, Bleimann, Knoll & Clarke (2009) in a survey study discussed the importance of the role of CSMS in marketing in higher education. The findings of this study indicated that the favorable organizational climate and culture were effective factors in the successful establishment of CSMS in universities and higher education centers. Meanwhile, Valero-Silva & Jones (2011) aim to evaluate a CSMS as part of a project to participate in knowledge transfer in the field of

social housing by conducting qualitative research using non-structured interviews with system stakeholders. Findings showed that the monitoring system has played an effective role in transferring and sharing knowledge between employees and stakeholders, as well as awareness of customer satisfaction and obtaining their opinions. In examining the success factors of the project implementation of the monitoring system, the leadership and project management factor were identified as more effective than other management factors. In this regard, Nevala (2018) in his dissertation examined the customer satisfaction of a film company in Finland using a mixed method. He considered the establishment of a monitoring system in continuous measurement of customer satisfaction as one of the necessary solutions to improve the quality of services and awareness of customer expectations and needs and thus increase their level of satisfaction. Its success depends on some technological and managerial factors at the organizational and individual level. According to the research results, among the managerial factors, the impact of organizational culture and internal marketing was identified more than other factors. In addition, the role of CSMS in TQM was also studied in a study conducted by Ali (2013). With the aim of explaining quality control approaches in the Malaysian food industry, he has provided a theoretical framework that empirically examines the fundamental success of implementing quality management methods as well as their relationship to the organization's performance in the Malaysian food industry. His findings show that the establishment of a customer feedback monitoring system is one of the essential elements in a comprehensive quality control system in a company and this system provides appropriate feedback to managers in order to adopt appropriate management approaches and decisions.

5. Methodology

The present study adopted the applied descriptive survey. The population consisted of all librarians working in the central library of Astan Quds Razavi (285 people) from which 165 people were selected randomly using Krejcie-Morgan sample size table. The data collection instrument was a researcher-made questionnaire which its validity was confirmed by several experts in the field and its reliability was determined and confirmed according to Cronbach's alpha calculation of 0.72. The questionnaires were electronically distributed using the organization's office automation system and 124 completed questionnaires were collected. The Statistical Package for Social Sciences (SPSS) software was used for data analysis test such as Kolmogorov Smirnov Test, t-test, Significance level etc.

6. Data Analysis and Interpretation

In order to investigate whether the research variables can be assumed to be normally distributed, the Kolmogorov-Smirnov test was used to test the null hypothesis that a set of data comes from a normal distribution. The results are presented in the following table.

Table 1: Kolmogorov Smirnov Test value results for testing variables normality

Variable	Kolmogorov Smirnov Test	Significance level
Strategic panning	1.412	.214
Internal marketing	1.126	.852
Organizational culture and	1.285	.141

leadership		
Project management	1.551	.714

It can be seen in the above table that all four research variables were normally distributed because the Sig. value of the Kolmogorov Smirnov Test were greater than 0.05.

Table 2: Desirable level of CSMS implementation

Variable	T	Degree of Freedom	Significance Level	Mean Difference
CSMS implementation	8.452	123	.000	.37815

The results in Table 2 indicate that t-value (8.452) with degrees of freedom (df=123) at (sig=0.000) is significant. Thus null hypothesis is rejected based on lack of difference between sample mean and base mean. It can be concluded that librarians in libraries of Astan Quds Razavi enjoy desirable level of CSMS implementation that is more than average.

Table 3: Desirable level of strategic planning for implementation of CSMS

Variable	T	Degree of Freedom	Significance Level	Mean Difference
strategic planning for implementation of CSMS	7.261	123	.000	.41173

The results in Table 3 indicate that t-value (7.261) with degrees of freedom (df=123) at (sig=0.000) is significant. Thus null hypothesis is rejected based on lack of difference between sample mean and base mean. It can be concluded that librarians in libraries of Astan Quds Razavi enjoy desirable level of strategic planning for implementation of CSMS that is more than average.

Table 4: Desirable level of internal marketing for implementation of CSMS

Variable	T	Degree of Freedom	Significance Level	Mean Difference
internal marketing for implementation of CSMS	8.994	123	.000	.47501

The results in Table 4 indicate that t-value (8.994) with degrees of freedom (df=123) at (sig=0.000) is significant. Thus null hypothesis is rejected based on lack of difference between sample mean and base mean. It can be concluded that librarians in libraries of Astan Quds Razavi enjoy desirable level of internal marketing for implementation of CSMS that is more than average.

Table 5: Desirable level of organizational culture and leadership for implementation of CSMS

Variable	T	Degree of Freedom	Significance Level	Mean Difference
organizational culture and leadership for implementation of CSMS	6.787	123	.000	.26531

The results in Table 5 indicate that t-value (6.787) with degrees of freedom (df=123) at (sig=0.000) is significant. Thus null hypothesis is rejected based on lack of difference between sample mean and base mean. It can be concluded that librarians in libraries of Astan Quds Razavi enjoy desirable level of organizational culture and leadership for implementation of CSMS that is more than average.

Table 6: Desirable level of project management for implementation of CSMS

Variable	T	Degree of Freedom	Significance Level	Mean Difference
internal marketing for implementation of CSMS	6.448	123	.000	.35682

The results in Table 6 indicate that t-value (6.448) with degrees of freedom (df=123) at (sig=0.000) is significant. Thus null hypothesis is rejected based on lack of difference between sample mean and base mean. It can be concluded that librarians in libraries of Astan Quds Razavi enjoy desirable level of project management for implementation of CSMS that is more than average.

7. Conclusion

According to the findings of the study, librarians in libraries of Astan Quds Razavi enjoy desirable level of CSMS implementation that is more than average. As users are the focus of all library core activities (Ranganathan, 1931), constant monitoring of their satisfaction is a necessity in public libraries. The ultimate goal is to preserve library user loyalty (Kiran and Diljit, 2011) because loyal library users provide word-of-mouth and referrals to the library, thus, increasing patronage and use. Thus implementing an integrated CSMS can help the libraries to achieve this goal.

The study established that librarians in libraries of Astan Quds Razavi enjoy desirable level of strategic planning for implementation of CSMS that is more than average. Explaining this finding, we can cite Bull (2003) who believes that for two important reasons, organizations are increasingly accepting customer monitoring systems as one of the main strategies of the

organization: First, this technology enables organizations to precisely target different market segments and single customers, and second, new marketing thinking understands the limitations of traditional marketing and seals the potential for greater customer orientation and process orientation. Service organizations such as libraries, which plan all their activities around user satisfaction, naturally see this as an important strategy for their maximum success in order to maximize user satisfaction and loyalty to the user feedback system.

The study's findings showed that librarians in libraries of Astan Quds Razavi enjoy desirable level of internal marketing for implementation of CSMS that is more than average. Gummesson (2004) believes that internal marketing is the best way to create service orientation as an organizational necessity. Achieving effective internal interactions between the organization and its staff is a prerequisite for success in successful exchanges with foreign markets. Therefore, in order to achieve its goals in establishing a monitoring system, libraries need to focus more on internal marketing techniques.

The study indicated that librarians in libraries of Astan Quds Razavi enjoy desirable level of organizational culture and leadership for implementation of CSMS that is more than average. In this regard, Bohling et al. (2006) believe that organizational culture is one of the influential factors in the establishment and use of any technology related to the field of customer relationship. According to Rahimi and Gunlu (2016) organizational culture readiness is one of the most important requirements in CSMS implementation initiatives.

Based on the findings of the study, librarians in libraries of Astan Quds Razavi enjoy desirable level of project management for implementation of CSMS that is more than average. An organization needs to manage its CSMS as an ongoing project involving requirements and change management, user support, and maintenance and upgrades. As such, managing a CSMS project has been described as a “lifelong journey”. All projects, large and small, IT or non-IT, have limits on three golden constituents: schedule, quality, and budget. A project manager constantly makes tradeoff decisions among these three constituents. A poor control of any of these three constituents poses threats to the success of a project (Nah, Lau & Kuang, 2001).

Recommendations

- 1- Considering the importance of strategic planning for implementation of CSMS, it is recommended that the libraries prepare an strategic plan to monitor the opinions of users by preparing an experienced group of experts in the field inside and outside the organization.
- 2- Since the organizational culture has a vital role in successful implementation of CSMS, libraries should form working groups consisting of employees of different departments to create appropriate mechanisms to facilitate communication and persuading employees to change the existing obstacles to the implementation of CSMS.

- 3- Considering the importance of internal marketing for implementation of CSMS, it is recommended that libraries should develop procedures for redesigning the processes and also rewarding the use of the CSMS and to explain these procedures to the relevant employees in briefings.
- 4- In order to avoid any possible damages due to unsuccessful implementation of CSMS as a project, it is recommended that libraries familiarize the heads and managers of different departments with project management techniques by holding meetings and training workshops..

References

- Berry, L. L. (1995). Relationship marketing of services—growing interest, emerging perspectives. *Journal of the Academy of marketing science*, 23(4), 236-245.
- Best, R. J. (2009). *Market-based management: Strategies for growing customer value and profitability*. Pearson Education International
- Bohling, T., Bowman, D., LaValle, S., Mittal, V., Narayandas, D., Ramani, G., & Varadarajan, R. (2006). CRM implementation: Effectiveness issues and insights. *Journal of Service Research*, 9(2), 184-194.
- Bull, C. (2003). Strategic issues in customer relationship management (CRM) implementation. *Business Process Management Journal* 9 (5), pp.592–602.
- Chen, J. S., Yen, H. R., Li, E. Y., & Ching, R. K. (2009). Measuring CRM effectiveness: Construct development, validation and application of a process-oriented model. *Total Quality Management*, 20(3), 283-299.
- Dibb, S., & Meadows, M. (2001). The application of a relationship marketing perspective in retail banking. *Service Industries Journal*, 21(1), 169-194.
- Frow, P., Payne, A., Wilkinson, I. F., & Young, L. (2011). Customer management and CRM: addressing the dark side. *Journal of Services Marketing*, 25(2), 79-89.
- Gummesson, E. (2004). Return on relationships (ROR): the value of relationship marketing and CRM in business-to-business contexts. *Journal of business & industrial marketing*, 19(2), 48-62.
- Hariri, N., & Shahvar, S. (2010). Improving the Satisfaction of Library Users Using the Customer Relationship Management System: A Report of an Experience. *National Studies on Librarianship and Information Organization*, 21(3), 22-39. (In Persian)
- Iriana, R., & Buttle, F. (2008). Does organizational culture influence CRM outcomes?. Australia and New Zealand Marketing Academy Conference 2008 : marketing : shifting the focus from mainstream to offbeat (1 - 3 December 2008: Sydney).
- Isern, G. & Sena, G. (2014). Technical, Organizational and Cross-cultural issues associated with the deployment of Customer Relationship Management (CRM) in Transnational and Global Multicultural Organizations. *Journal of Intercultural Management*, 6(3) 187-196.
- Jalilpour, P., & Baryaji, M. (2014). Review and ranking of infrastructure of customer relationship management in the libraries of Shahid Chamran University and Jondishapoor University of Medical Sciences. *Library and Information Science Research*, 4(1), 93-108. (In Persian)
- King, S. F., & Burgess, T. F. (2008). Understanding success and failure in customer relationship management. *Industrial Marketing Management*, 37(4), 421-431.

- Kiran, K., & Diljit, S. (2011). Antecedents of customer loyalty: Does service quality suffice? *Malaysian Journal of Library & Information Science*, 16, 95-113.
- Ko, E., Kim, S. H., Kim, M., & Woo, J. Y. (2008). Organizational characteristics and the CRM adoption process. *Journal of Business Research*, 61(1), 65-74.
- Nah, F.F., Lau, J.L., Kuang, J. (2001). Critical factors for successful implementation of enterprise systems. *Bus. Process Manage*, 7(3), 285-296.
- Nevala, S. (2018). Study of Customer Satisfaction & Reputation: Case: BioRex Cinemas Oy– Seinäjoki BioMarilyn.
- Newby, M., Nguyen, T. H., & Waring, T. S. (2014). Understanding customer relationship management technology adoption in small and medium-sized enterprises. *Journal of Enterprise Information Management*, 27(5), 541-560.
- Novokreshchenova, N. A. (2015). Staff satisfaction estimation systems in Russian national research universities. *The Education and science journal*, (5), 57-71.
- Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. *Journal of marketing*, 69(4), 167-176.
- Petäsno, R. (2017). How to motivate salespeople to use CRM system efficiently through gamification elements: case Finnish media company.
- Rahimi, R. (2017). Organizational culture and customer relationship management: a simple linear regression analysis. *Journal of Hospitality Marketing & Management*, 26(4), 443-449.
- Rahimi, R. and Gunlu, E. (2016). Implementing Customer Relationship Management (CRM) in hotel industry from organizational culture perspective: Case of a chain hotel in the UK. *International Journal of Contemporary Hospitality Management*, 28 (1), 89-112.
- Ranganathan, S.R. (1931). *Five laws of library science*. Madras Library Association.
- Razavi, A. A., Taherkhani, L., Jalali, B., & Sohrabi, H. (2018). Investigating the Implementation of Customer Relationship Management in Tehran Public Libraries (2016). *Research on Information Science and Public Libraries*, 24(2), 281-303. (In Persian)
- Shauchenka¹, H., Bleimann, U., Knoll, M., & Clarke¹, N. L. (2009). Customer Satisfaction Monitoring System in Higher Education. *Proceedings of the Fifth Collaborative Research Symposium on Security, E-learning, Internet and Networking (SEIN 2009)*, Darmstadt, Germany, 45-55.
- Valero-Silva, N., & Jones, A. (2011). An evaluation of the customer satisfaction monitoring system in a decent homes programme. *Management*, 807, 817.