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SURVEYING FACTORS INFLUENCING USER'S LOYALTY IN PUBLIC LIBRARIESIN TEHRAN
(BASED ON CUSTOMER RELATIONSHIP MANAGEMENT (CRM))

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ABSTRACT
Costumer's loyalty is one of the pillars of management. In non profit organizations like libraries; user's loyalty means the number of returns and the number of users. These two elements are essential to explain budget and to reply to original organization (Kiran and Dijilit 2011). The study aims to investigate and to measure the application of influencing factors on user's loyalty in public libraries based on customer relationship management (CRM) concepts. **Research Method:** The study is a descriptive- analytical study in survey type. A researcher made questionnaire is designed to gather the data. Statistical community includes librarians of artistic and cultural organization of Tehran municipality and national institution of public libraries; the samples are 265 people chosen by random sampling (Cochran formula). Friedman and t- student test were used for analyzing and comparing effective factors on loyalty in the libraries. **Findings:** The finding of the study indicates that every effective factor on user's loyalty based on CRM in Tehran public libraries include: organizational cultural elements, user strategy, organizational structure, management support, human force, technology, organizational process, knowledge management factors. Testing the first hypothesis states that the equality of observing survey variables in public libraries is accepted. Testing the second hypothesis indicates that there is not significant relationship among organizational cultural elements, organizational structure, technology, knowledge management factors, organizational process and human force separated by the libraries and also there is significant relationship between user's strategy and management support separated by the libraries. **Conclusion:** The results of this study indicate that user's loyalty and applying CRM in institution of public libraries is lower than average level and it is average for artistic & cultural organization of Tehran municipality.

Keyword: *Users Loyalty, Customer Relationship Management, Artistic & Cultural Organization of Tehran Municipality, Institution of Public Libraries.*

INTRODUCTION
Customer relationship management (CRM) is considered as new concept so only few organizations have accessed to good understanding of customer relationship management and its successful performance (Ellahi and Heidari, 2005).
Doing exact examination, researchers have concluded that the organization's long time success in the market is gained only by their capability for development and protection of loyal customers. Customer's loyalty is considered as key of commercial success. It has been proved that nowadays the success of any organization depends on its customers. The original concept of marketing is the recognition of customers and the profits which they have expected from organization (Rouly, 2008). The importance of the issue is too extensive so that the expense of new customer is 5 to 6 time as much as the maintenance an old customer. It is reasonable that among the applicable principle of the organization's policy, determining the proper policy in order to maintain the present customers, improve their loyalty, assigning the best

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procedure to keep continuity in customer longtime relationship is the first priority (Shahin and Timori, 2008). Libraries have no exception .One of the library's purpose is to increase the number of users and to maintain the present customers.

Loyal customers as good advertisers have an important role in increasing the number of users of library service. The importance of this issue causes a lot of profit for all kinds of libraries. Libraries like other organizations should pay attention to customer's loyalty and offering related programs because despite of customer satisfaction of offering services they may not return to the library and may not use its services (Keshvari, 2013; Kasaeipoor *et al.*, 2015).

The maintenance of customer loyalty is very important because it is a kind of guarantee for using of library services (Kiran and Dijilit, 2011).

The purpose of this study is to investigate the extent of application of influencing factors on customer's loyalty in the form of customer relationship management concepts. The study also presents some proposition about customer loyalty and making a longtime relationship with them. To achieve this purpose we investigate all eight factors which are related to customer's loyalty. There are two hypothesizes:

1. There is difference between influencing user loyalty factors in the case studies libraries.
2. There is meaning full differences among the influencing user's loyalty factors in artistic & cultural organization of Tehran municipality and Institution of public libraries.

MATERIALS AND METHODS

Methodology

The present research is a descriptive-analytical study in survey type and from measurement branch and it is also applicable. The statistic community has been chosen from the librarians of public libraries of artistic & cultural organization of Tehran municipality (82librarians) and the institution of public libraries (47 librarians). The number of librarians of public libraries of artistic & cultural organization of Tehran municipality is 259 people and the number of librarians of institution of public libraries is 265 people.

After sampling by Cokran model, the whole volume of the sample became 265 people. A questionnaire is designed to gather the data which its admissibility has confirmed by masters and its constancy became five times as much as 0/961 by Cronbach's coefficient alpha.

We analyzed the findings of the study by use of the inference statistic (testing the hypothesis) and also we used the student's t test in order to compare the position of the index with its quantity and to compare among libraries. To investigate the differences among the factors influencing user loyalty in the libraries the Firdman's test has been used.

The gathered data has been analyzed by spss 20 software and it has been showed in the form of charts and graphs.

Review of Literature

Kiran and Dijilit (2011) in their study titled "***Antecedents of customerloyalty: Dose service quality suffice***?" have investigated the antecedents of customer loyalty in universities libraries. In order to measure the relationship among the quality of service user satisfaction and user loyalty, they have provided a structural models which allow them to engage in user loyalty and the quality of service. The statistic society of their study included a scientific mission from four universities of Malaysia. The findings of the research show that the quality of services, the value of services and user satisfaction have direct effect on user loyalty. On the base of these findings, the libraries should seriously pat attention to the issues of user loyalty otherwise, they cannot compete and they may be marginalized.

Rowley, (2006) in his book titled "**Information Marketing**" has pointed to two kinds of behavioral loyalty and insightful loyalty in the library environment. In his opinion, behavioral loyalty may be shown in repetition and protection of services. Such behaviors may depend on loyal insight or not, they may reflect the value which a customer considers for a library. Such perceptions (for example for public

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library) may not result in creating permanent customers but it can result in creating loyal behavior such participating in public recall for resistant to issues related to change of locality of local public library.

Lindgren *et al.,* (2007) in his research declaimed that in order to maintain the valuable personnel we should recognize them and reword them on the based on their customer- oriented behavior, the personnel often need a leader, their satisfaction effect on customer maintenance. He also has pointed to ten essential factors: people, culture, relation management process, knowledge management, Information Technology, organization, customer principle, interaction with customer and commercial sign principle.

Keshvari and Abdollahi (2013), in their research pointed to social media and its effect on customer loyalty in libraries. They also stated that marketing by means of social media is effective because it save time and budget and customer can access to it freely in any time. The researchers believe that these media give librarian and libraries an opportunity to have relationship with their customers. Libraries like any other organization can use these media for customer loyalty.

Rahimian (2013), in his thesis titled as "The feasibility of providing customer relationship management services libraries nuclear science and technology research institute" declared that the most important influencing factors on customer relationship management and the extent of their influencing in order are: knowledge management, management support, technology and technique, user and user strategy, organization principle and creating value, human force and personnel, organizational culture, organizational structure and organizational process.

RESULTS AND DISCUSSION
Findings
After answering research questions and analyzing those, the results show that:

Table 1:The Extent of Application of Human Factor on User's Loyalty in Public Library

Library	Mean	SD	The Amount of Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	1/79	0/814	-2/695	109	0/008	Lower than average
Artistic & Cultural Organization of Municipality	1/97	0/755	-0/425	154	0/671	Equal to average

According to above data, the extent of application human force in institution of public libraries islower than average level and the extent of employing human force in artistic &cultural organization of municipality is equal to average level.

According to the data of table 2, the extent of application of organizational structure in institution of public libraries is lower than average level and the extent of application of organizational structure in artistic & cultural organization of municipality is lower than average level too.

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Table 2: The Extent of Application of Process Factors on User Loyalty in Public Libraries

Library	Mean	SD	The Amount of Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	1/72	1/855	-3/861	109	0/000	Lower than average level
Artistic &cultural organization of municipality	1/83	0/783	-2/771	154	0/006	Lower than average level(2)

Table 3: The Extent of Application of Technique Factors on User's Loyalty in Public Libraries

Library	Mean	SD	The Amount of Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	1/72	1/858	-3/444	109	0/001	Lower than average level
Artistic & Cultural Organization of Municipality	1/74	0/868	-3/792	154	0/000	Lower than average level

According to the data of table 3, the extent of application of technique on institution of public libraries is lower than average level. The extent of application of technique on artistic &cultural organization of municipality is lower than average level too.

Table 4: The Extent of Application of Knowledge Management on User Loyalty in Public Libraries

Library	Mean	SD	The Amount of Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	1/70	0/830	-3/791	109	0/000	lower
Artistic &Cultural Organization of Municipality	1/69	0/794	-4/855	154	0/000	Lower than average level

According to data of table 4, the extent of application of knowledge management in institution of public libraries is lower than average level and the extent of application of knowledge management in artistic& cultural organization of municipality is lower than average level too.

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Table 5: The Extent of Application of Organizational Structure Factors on User Loyalty in Public Libraries

Library	Mean	SD	Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Library	1/98	0/766	-0/249	109	0/804	Equal to average level
Artistic &Cultural Organization of Municipality	2/14	0/798	2/113	154	0/.36	upper than average level

According the data of table 5, the extent of application of organizational structure in institution of public libraries is at average level while the extent of application of organizational structure in artistic &cultural organization of municipality is upper than average level.

Table 6: The Extent of Application of Cultural Elements on User Loyalty in Public Libraries

Library	Mean	SD	T Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	2/27	0/800	3/574	109	0/001	Upper than average level
Artistic & Cultural Organization of Municipality	2/31	0/778	4/958	154	0/000	upper than average level

According to data of table 6, the extent of application of cultural elements in institution of public libraries is upper than average level and the extent of application of cultural elements in artistic & cultural organization of municipality is upper than average level.

Table7: The Extent of Management Support on User Loyalty in Public Libraries

Library	Mean	SD	T Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	1/83	0/844	-2/145	109	0/034	Lower than average level
Artistic & Cultural Organization of Municipality	2/12	0/829	1/743	154	0/083	Equal to average level

According to data of table 7, the extent of application of management support in institution of public libraries is lower than average level and the extent of application of management support in artistic & cultural organization of municipality is at average level.

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Table: 8 The Extent of Application of User Strategy on User Loyalty in Public Library

Library	Mean	SD	T-Statistic	Freedom Degree	Definition Level	T-test Result
Institution of Public Libraries	0/281	109	1/084	0/791	2/08	Equal to average level
Artistic &Cultural Organization of Municipality	2/39	0/716	6/841	154	0/000	Upper than average level

According to data of table8, the extent of application of user strategy in institution of public is equal to average level and the extent of application of user strategy in artistic & cultural organization of municipality is upper than average level

Results of Hypothesis Testing
For ranking the effects of variables on user loyalty in the studied libraries, we have used Fridman's test.

Table: 9 The Examination of Observance of Research Variables on User's Loyalty.

Variable	Ranks Mean	K2	Freedom Degree	Definition Level	Application Rank
Organizational cultural elements	5/41	212/149	7	0/000	1
User factors and user strategy	5/33				2
Organizational structure factors	4/79				3
Management support	4/59				4
Human force and personnel	4/32				5
Organizational process	3/93				6
Technology and techniques factors	3/90				7
Knowledge management factors	3/74				8

The data of table 9 shows that there is difference between observances of research variables in public libraries. The variable "organizational cultural elements" is in the first rank and the variable "knowledge management factors" is in the eight ranks.

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Table 10 The Extent of Observance of Research Variables in Artistic & Cultural Organization of Municipality of Tehran and Institution of Public Libraries

Variable of Statistical Index			Number	Mean	SD	T Statistic	Freedom Degree	Definition Level
Organizational cultural elements	Institution of public libraries		110	2/27	0/8	-0/377	263	0/707
	Artistic &Cultural organization of municipality		155	2/31	0/778			
User factors And user strategy	Institution of public libraries		110	2/39	0/791	-3/342	263	0/001
	Artistic &Cultural organization of municipality		155	1/98	0/716			
Organizational structure factors	Institution of public libraries		110	2/14	0/766	-1/57	263	0/118
	Artistic &Cultural organization of municipality		155	1/72	0/798			
Technology and techniques factors	Institution of public libraries		110	1/74	0/858	-0/161	263	0/873
	Artistic &Cultural organization of municipality	155		1/70	0/868			
Knowledge management factors	Institution of public libraries		110	1/70	0/830	0/096	263	0/924

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	Artistic &Cultural organization of municipality	155	1/69	0/794			
Organizational Process	Institution of public libraries	110	1/73	0/741	-1/032		0/303
	Artistic &Cultural organization of municipality	155	1/83	0/783		263	
Human and personnel	Institution of public libraries	110	1/79	0/814	-1/884		
						263	0/061
			1/97	0/755			
	Artistic &Cultural organization of municipality	155					

Management support	Institution of public libraries	110	1/83	-2/773	263	0/006

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The results of t-test in table 10 show that the observance of the factors (organizational cultural elements), (organizational structure factors), (techniques and technology factors), (knowledge management), organizational process), (human force and employee), between the institution of public libraries and artistic & cultural organization of municipality of Tehran is THE same but there is meaningful difference between (user and user strategy factors) and (management support) for libraries in separate. It means that the observance of these factors in artistic & cultural organization of municipality more than in institution of public libraries.

The Results and Discussion

The issue of human resource in customer relationship management is very effective and serious. Unfortunately, the case study organizations have not paid attention to this issue and they had weak operation in this regard. Although institution of public libraries have long antiquity but from the point of the extent of application of human factors, they are in lower level.

One of the most essential factors CRM is the analysis of processes which are related to the customer in any manner. These processes are the ways which have used the all resources of organizations with confidence, repeatedly and with concordance in order to access to the organization's goals.

According to the results, both organizations do not pay attention to application of organizational process so any procedure which results in offering service to users in libraries should be examined and they should be surveyed.

In the user relationship strategy, the integrated information system is considered as key factor because by its application the employee can use the related information in public libraries. There is no progress in technology and updated techniques; unfortunately there is no exact definition of technology and its role on user loyalty and customer relationship management.

One of the most important features of CRM is knowledge management. With regard to result we cannot say that there is user loyalty in administrators organizations because the user's demand are not recognized, the user's knowledge level is disregarded in any time. The issues like the reserve of the relationship with users for development of service, support procedure and the usage of them in CRM have not been forth for discussion. This shows that both institution of public libraries and artistic & cultural organization have not pay attention to knowledge management and its importance in CRM.

The success of organization in absorbing and maintaining of users depend on its recognition and supply their demands. The opinions of two organizations show the dissatisfaction of organizational structure. One of the important factors in correct management and exact performance of customer relationship management is cultural elements. Researchers believe that in order to create customer relationship management the observance of customer- oriented, culture, answering culture, flexibility culture, personnel's liability should be observed by human resource and personnel. According to researcher's results, it is not improbable that is organization management believes in personnel participation and may be it supports customer- oriented programs.

The opinion of researcher is that from the librarian perspective user strategy is observed in the libraries but they do not have enough knowledge about the customer- oriented facts. Although the extent of observance of strategy is at average level, there is no sign of user loyalty. If the loyalty and CRM exist in public libraries in Tehran, why is there the decrease the number of users? According to statistic, every year in spite of user enrolment in libraries, only a few present of them refer to extent their membership. Why?

Since the customer relationship management is a commercial principle for development of organization value in long time and the customers are the organization's wealth, knowing the elements of customer relationship management is essential for its enforcement, development and institutionalized.

It seems that there is no attention to customer relationship management since in tall organization in Iran, there are many managers and supervisors and the most important feature of these organization are making decision in upper levels, no consideration to customer- oriented service management, lack of doing constant research for program developing and the absence of enormous planning for promotion of human

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force which are considered as original capital. Despite the fact that the library should have plane structure and the participation system should be observed and with regard to expert system users should receive the best service, but for some reason this important issue is ignored, one of these reason is the resource. The research results show that there is absence of serous effort in this regard.

Comparison of Research Results

By review the matter, it can be said that with regard to the subject of customer relationship management and user loyalty, the libraries are not active. Such researches have been done repeatedly in various environments like commercial environment, banks etc. which have benefit of them. Rahimian (2013) in his research titled as "the probability of offering customer relationship management service in nuclear science center" pointed to the extent of effectiveness of each factors which are in order: knowledge management, management support, technology and techniques, user and user strategy, organization principle and creating value, human force and personnel, organizational culture, organizational structure and organizational process. He states that with compare to other factors, knowledge management factor has the most effective role.

The findings of the present study show that the same factors in accomplishment of customer relationship management and user loyalty in Tehran public libraries is effective but the difference is in the order of the extent of application the factors:

1. Organizational culture elements
2. User and user strategy
3. Organizational structure
4. Management support
5. Human force and employee
6. Technology and techniques
7. Organizational process
8. Knowledge management these factors have confirmed the findings of research.

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