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Evaluating human factors in customer relationship management Case study: private banks of Shiraz city

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Abstract

Customer relationship management in all the organizations, has been represented as a fundamental and applicable principal. In spite of that, using CRM will not always realized the expected results of organizations. Because the view of most of the organizations to this principal was technological point of view so this view caused failure in most of the organizations that apply that principal. Besides technology, other factors including human resources should be recognized as one of the important and key sources in the success of customer relationship management. In this regard, recognizing and evaluating effective human resources in customer relationship management, is so important. The statistical community of this research is the employees of private banks of Shiraz city and data has been collected by means of questionnaire. In order to analysing data, we have used coefficient test of Pierson and in order to prioritizing effective human factors in customer relationship management, we have used Friedman test. The findings of this research show the positive effect of human factors on the customer relationship management and amongst these, factors such as view, understanding and self-recognition of human resources guaranteed the outmost effectiveness.

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Keywords: customer relationship management; human resource; customer's satisfaction

1. Introduction

By moving away from the strategy of production-based business toward the strategy of concentrating on customer, organizations find out the need of changing (Alshawi et.al, 2011). In order to compete in nowadays world of business and in order to be profitable for long term, we should not just concentrate on attracting new customers but we should keep the old customers they should also gain the persisting requisite which is the faith of customers (Young et.al, 2008

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,Mendoza et.al, 2007). Customer relationship management is one of the most fundamental strategies for keeping and preserving customers, especially the most profitable ones in the world of nowadays business. In recent years the word management of customer relationship management has attract lots of attention in different fields of marketing, information technology and etc. the organizations have extensively recognized that customers are their important possession and they consider communicating with customers as profitable trading (Plakoyiannaki, 2005). CRM is a technology and integrate process of business that should be coordinated to eliminate needs of customers and in order to performing that all the elements of the system should be considered carefully and all the expectations should be managed (King and Burgess, 2008). Actually CRM is a 360 degree customer based view and an advances and increasing communicating with customer that its point of view should cover all the cycle of business. Not just all the departments of organization such as marketing, accounting ,producing and etc. should pay attention to customer and his needs and participating in sharing information, but all the points of communicating with customer should be controlled and the most detailed information about customers should be transformed to useful data among departments and people (Chou et.al, 2002). Although CRM systems have been chosen for increased implementation in organizations, but success in its implementation requires paying attention to various factors (Mendoza et.al, 2007). CRM should be considered as a strategic concept that has consisted of important factors such as human resource, technology and business processes. This investigation of 202 implementing projects of CRM shows that only 30.7 percent of organizations were successful in implementing this system and could show successful function in selling, attracting and keeping customers. 70 percent of implementing the projects of customer relationship management that considered CRM from technological point of view, have failed. High rate of failure in CRM implementing projects show that complete attending and concentrating on hardware implementing projects and the lack of deep understanding of this issue that organizations are consist of integrated parts of culture, processes, human resources and technology is one of the most important factors of failure in CRM implementation (J.Finnegan and L.Currie, 2010). We should consider CRM as a participatory strategy that needs the support of all the people in organization not just technology and human resource (Chou et.al, 2002). Strategy, human resource and the processes of business are all vital elements of CRM. The most difficult phase in implementing this system is not paying attention to technology but it is paying attention to human resources of organization (Fredrick et.al, 2005). That's the human resource of organization which are the constructing blocks of customer relationship management (Saedi and Deylami Moazzi, 2010, Chen and Popovich, 2003). CRM implementation means extent involvement of human resource in all parts of organization such as marketing, service, guarantee and master management (J.Finnegan and L.Currie, 2010). According this in this research we will deal with investigating the effects of human factors on customer relationship management.in the literature of this subject, there is no research that has entered directly. In spite of that, in examining the literature, some factors have represented for the success of customer relationship management that human resource was the most important factor in implementing that. The definition that Chen and Young have represented from customer relationship management was the combination of people, processes and technology. They concluded that the success of customer relationship management is not just possible by means of technological solution but in implementing customer relationship management human process has the significant importance that includes activities such as understanding the needs of customer, controlling friendly relationships, integrating customer's feedbacks and etc. (Chen and Shang 2007). Croteau and Li have introduced human resource, integrated system, and technology readiness as important factors in customer relationship management (Croteau and Li, 2003). Dibb and Meadows have introduced organizational structure, employment and education as the most important factor in the success of CRM in the under study organization (Dibb and Meadows, 2004). Motmeni and Jaafari in a research, recognized knowledge, using technology ,the integration of the system in the organization ,personalizing of services, personnel and master management as the most effective factors in implementing CRM that among all these the factor of master management has the outmost importance (Motmeni and Jaafari, 2009). Shahraki and his colleagues in a research considered the successful implementing of CRM in requirement of designing and correct use of CRM strategies and their balance with the structure, culture and technology of the organization (Shahraki et.al, 2010). Keramati and Shahrivar start recognizing indices and criterions as the key fundamentals of success in implementing customer relationship management in loom industry and three key characteristics such as human factors, technology and processes have been considered that has a significant importance for individual relations and processes (Keramati and Shahrivar, 2008). Although literature has no direct relation with under study subject, and each of the represented subjects have investigated one or several variables in the study. But the considered literature from subjective and contextual point

of view have provided appropriate backgrounds and views for better performance of investigation. In the way that different dimensions of human resources factors and customer relationship management has been exploited according to represented back grounds.

2. Theoretical principals

One of the important factors of organization's survival and durability is quantitative and authoritative human resources. Actually the importance of human resources is much more than new technology and financial sources. The role of competent, able and learned human resource in realization of organizational purposes is undeniable (Teymor Nejad and Esfastani, 2010).

In implementation project of CRM, human resource is the factor that its ignorance led to organizational failure. Human resource by resisting against CRM implementation is a new obstacle. In order to confronting these obstacles management and employment convergence, participating human resources in implementing the project of CRM, accommodating them with the changes and training them, has an outmost importance (Motmeni and Jaafari, 2010). According this paying attention to human resource is one of the important factors in the success of customer relationship management. That's why, by considering the performed investigations in subject literature and holding the sessions of mental storm with the presence of geniuses and specializes, we dealt with recognizing effective human factors on the success of customer relationship management, that according this, training, knowledge, management convergence, view, understanding and self-recognition, talent creativity, culture and inter organizational communication potential have been considered that we will consider these factors in following.

2.1. Training human resources

Existence of forces such as globalization and technology has increased the speed and complexity of the changes that the organizations had to learn lots of more things in order to persistence and durability (Teymor Nejad and Esfastani, 2010).

That's why improvement and development of human resources is one of the organizational necessities. When the people who work at organization have professionally trained in their job, they would do their job in the best way and that will lead to their success.

Human development in profession dimension will cause people to use advanced technology and equipment more eagerly in their productions and in implying them they will show more accuracy and on the other side they will increase and extend their scientifically and technologically capacity and view in order to perform applicable researches, inventing and exploring and that will cause, they adjust themselves with the continuous changes of technology and processes. If organization's human resources do not train accurately, a new CRM system may not operate successfully. Actually if the organization does not act successfully in representing appropriate training to its employees all its investment in strategy, hardware and software will be useful (Motmeni and Jafri, 2010). The organization's employees should be trained in the field of communicating and contacting with customers in professional and applicable semesters so they could make an effective contact with their customers.

2.2. The knowledge of human resource

By rising the epoch of knowledge-based economic, the new paradigm about the place of human resource, especially knowledge-based has been represented. The most valuable possession of the 20th century organization, is producing equipment and in 21st century it is knowledge-based human resources and their effectiveness. Knowledge-based human resource and developing knowledge-based acts in next decades, will be create fundamental changes in structure, nature and the method of economic system. Knowledge-based human resource is the most important part of the organization in 21st century. Bill Gates says that, all my assessments will get out of the organization after their working hour will be finished. It is the knowledge-based human resource that will extensively determine that in 21st century, which organizations will be stars and which organizations will expire. That's why managers in the epoch of knowledge-based economic, want to exploit as much as they could from this possession (Fathi, 2014). New economic theories by emphasizing on knowledge-based economic, knows that the most successful economic in future, will

produce and distribute its knowledge and will use it commercially. That's why in new economic theories, the role of human investments in knowledge distribution and making money, has been considered more than ever. In the age of knowledge and wisdom, the organizations are increasingly emphasize on knowledge and knowledge-based employees (Tahmasebi and Golipour, 2012). Actually the vital blood of CRM is the ability of using knowledge, at the best time, in the best way for customers (Alshawi et.al, 2010).

2.3. Management convergence

In projects that require new designing of work processes and creating main changes in organization including the project of customer relationship management, the support of master managers has the key role in the success of project, and it could be one of the personnel resisting eliminating factors against these changes.

Most of the projects of customer relationship management, because the insufficient support of the managers of project, will fail (Keramati et.al, 2009). The master managers of organizations will motivate human resources that work in the organization by recognizing and training them (Motmeni and Jaafari, 2009). Master Managers should clearly explain the strategies of CRM implementation for the people in organization so they could work according to this updating strategy (Arab et.al, 2010). Also CRM system as an organizational creativity needs continuous support of master managers and without these supports, the creativity of human resources and having training programs for them is not possible (Kim et.al, 2008). Senior Managers by having enough information about new technology and supporting employees' technological creativities, accepting new technologies in the company, could make possible the quick changes from employees and providing appropriate grounds for training and increasing technological knowledge of employees about CRM technology (Alipour Dervish, 2011).

2.4. View, understanding and self-recognition of human resources

Any aspect of human resource has a key role in strategy and implementing CRM technology. That is why human resource is the foundation of success and failure of projects as long as considering doubts and anxiety before taking any action, could be useful (Chalmeta, 2006). Creating useful relationship and satisfaction that could bring the faith of customer, needs a developed view in organization. Views of profession, conceptual and creativity aspects. One of the aspects of organizational human development is that employees have a comprehensive view of organizational processes and issues. The conceptual skill help the employees to recognize the processes and re-workings much better and relate them to one another. In general the conceptual aspect of human development will be realized in three concept such as mind comprehensiveness, depth and flexibility.

2.5. Creativity and talent of human resources

Nowadays the routine of finding something new and creativity in organization will be a new method for organization's adjustment to complicated situations in working environment. Actually nowadays the motto of 'you will doom if you are not creative' is the serious warning to the organizations (Alvani, 2007). The various studies that have performed on technical systems such as CRM show that the unification of information in these systems and the effectiveness of other factors will relate significantly to organizational creativity (Alshawi et.al, 2011). Being creative and making the culture that can increase this creativity is one of the key factors of overcoming the problems and increasing the ability of organizations in using customer relationship management for the systems that represent new productions to the customers so they can use their information in the best possible way to make their relationship much better (Sebjan et.al, 2014). Providing competence, internal rewarding system, the unity of perspective and obvious purposes, recognizing creative situations and providing healthy environment in order to creating new ideas is like organizational factors that will represent for creativity (Klijn and Tomic, 2010). The creative environment will allow organizations to compete with other organizations at the highest point and the human resource of this organization will not stop trying as the most fundamental element of this environment for making the implementation of CRM system as effective as they could and they will overcome all the obstacles that limit them in this route. The human resource of organization could work with world's newest technology and start trading their information in a creative and free environment and train with world's most updated method of education (Galbreath and Rogers, 1999).

2.6. *The culture and inter-organizational communicating potential*

Most of the companies have problem in recognizing customer relationship management. They think that only through implementing technology, they could gain the advantages of customer relationship management but they don't know that they could only take advantage of the points of CRM business if they start considering customer-based business strategies that will lead to customer-based organizational culture and then implement appropriate and unified technology with IT under structure (Saeedi and Deylami Moaazi, 2010). In CRM projects, almost all the departments of organization are involved and if there is no coordination between people and senior managers the project will fail (Motmeni and Jaafari, 2010). Organizational culture is a key solution for implementing CRM strategy, and if it was coordinated with the structure and necessary human resource for CRM technology, it will operate as supporting source of organization (Abbasi and Torkamani, 2010). The change in the culture of organization for the success in implementing customer relationship management should be in the way that motivate the human resource as the key factor and could easily communicate with other people in organization (Arab et.al, 2010) because CRM is a unified method and demands the cooperation of different parts of organization. The data that have been collected in one department should be shared in other departments (Abassi and Torkamani, 2010). Although both technology and work processes are necessary for the success of CRM but this is the personnel of organization that is the foundation of having relationship with customer. Change in the culture of organization from production-base to customer-base demands the change in the view of all the people who work in organization. The study that has performed by Pedro University show that the high level of customer's unfaithfulness is because of the weakness in representing services. Also there are reasons for weak quality of services such as 41 percent of personnel lockage 26 percent of creativity lack in personnel 20 percent for being rude in making contact with customers and 13 percent is for the low responsively of the personnel (Mendoza et.al, 2007).

3. Research method

This research is according to applicable purpose and the method of collecting data and it is a correlational description. It is applicable because it used the results of the design to improve the function of private banks of Shiraz city and it is descriptive because studying the situation of human resource factor and customer relationship management has been considered and since the researcher is up to making relationship between 2 or 3 variables it is correlated one. The statistic community of research includes all the employees of private banks of Shiraz city in 2014 which is equal to the statics of above mentioned organizations that is 600 people. The capacity of sample according to Cochran formula has calculated 235 person.in order to evaluating the indices of research, collecting data and necessary information we have used questionnaire. The questionnaire of factors of human resource includes 24 questions that will used for evaluating 6 aspects (training, knowledge, management convergence, view, understanding, self-recognition, talent, creativity, organizational culture and inter-organizational communicating potential). The evaluating level of questionnaire is hierarchical and it is according Likert criterion. In order to analysis data and by considering the purpose after necessary editions on related and various aspects, we will use Pierson's meaningful test for testing **Hypotheses**. And also for ranking recognized factors we have used Friedman test.

3.1. *The main question of the research*

Does human factors have any relation to customer relationship management?

3.2. *Secondary questions*

- Is training human resource has any role in customer relationship management?
- Is the knowledge of human resource has any role in customer relationship management?
- Is management convergence has any role in customer relationship management?
- Is view, understanding and self-recognition has any role in customer relationship management?
- Is creativity and talent of human resource has any role in customer relationship management?

- Is culture and inter-organizational communicating potential has any role in customer relationship management?

4. Findings

4.1. The test of research Hypotheses

4.1.1. Main Hypothesis: human resource factors has a role in customer relationship management

In order to examining this Hypothesis after performing necessary editions on various kinds, we have used significant test of Pierson. According to this human factors have a significant correlation with customer relationship management because the evaluated level of significantly is sig= 0.000 which is less than research’s alpha (alpha= 0.05). That is why according to the linear correlation of two variables and the rate of the determined correlation (r=0.394) considering human factors contain more success of customer relationship management.(Table 1)

Table1. Correlational test of human resource factors with customer relationship management

Variables	Customer relationship management
Intensity	0.394
significantly	0.000
Amount	235

4.1.2. The test of detailed Hypotheses

4.1.2.1. Hypothesis 1: Training human resource has a role in customer relationship management

In significant level (sig= 0.000) the variable of training human resource has a relation with customer relationship management with the customers of private banks of Shiraz city which is around (r= 0.336) and we can analysis that the intensity of the abovementioned relation of correlation is 0.336 which is almost the average rate. The kind of correlation between two variables is the positive and direct one and the calculated level of significantly is (sig= 0.000) which is less than the project’s alpha which is (alpha= 0.05) which indicates the meaningfulness of the relation between two variables so we can say that the rate of training human resources (employees) will affect the customer relationship management in abovementioned organizations. .(Table 2)

Table 2.The test of training correlation of human resources with customer relationship management

Variables	Customer relationship management
Intensity	0.336
significantly	0.000
Amount	235

4.1.2.2 Hypothesis 2: The knowledge of human resource has a role in customer relationship management

In significant level (sig= 0.000) the variable of human resource knowledge, has a relation of (r= 0.207) with customer relationship management and the customers of private banks of Shiraz city. And we can analysis in the way that the intensity of the above mentioned correlation relation is 0.207 which is almost the average rate. The kind of correlation between two variables is positive and direct and the calculated level of significantly is (sig= 0.000) which

is less than the project's alpha which is ($\alpha = 0.05$) that indicates the meaningful relation between two variables so we can say that the rate of human resource's knowledge will affect the customer relationship management in abovementioned organizations. (Table 3)

Table 3. The test of knowledge correlation of human resource with customer relationship management

Variables	Customer relationship management
Intensity	0.207
significantly	0.000
Amount	235

4.1.2.3. Hypothesis 3: Management convergence has a role in customer relationship management

In significant level ($\text{sig} = 0.000$) the variable of management convergence, has a relation of ($r = 0.155$) with customer relationship management and the customers of private banks of Shiraz city. And we can analysis in the way that the intensity of the above mentioned correlation relation is 0.155 which is almost the average rate. The kind of correlation between two variables is positive and direct and the calculated level of significantly is ($\text{sig} = 0.000$) which is less than the project's alpha which is ($\alpha = 0.05$) that indicates the meaningful relation between two variables so we can say that the rate of management convergence will affect the customer relationship management in abovementioned organizations.(Table 4)

Table 4. Management convergence correlation test with customer relationship management

Variables	Customer relationship management
Intensity	0.155
significantly	0.000
Amount	235

4.1.2.4. Hypothesis 4: View, understanding and self-recognition of human resource in customer relationship management

In significant level ($\text{sig} = 0.000$) the variable of view, understanding and self-recognition of human resource, has a relation of ($r = 0.418$) with customer relationship management and the customers of private banks of Shiraz city. And we can analysis in the way that the intensity of the above mentioned correlation relation is 0.418 which is almost the average rate. The kind of correlation between two variables is positive and direct and the calculated level of significantly is ($\text{sig} = 0.000$) which is less than the project's alpha which is ($\alpha = 0.05$) that indicates the meaningful relation between two variables so we can say that the rate of view, understanding and self-recognition of human resource will affect the customer relationship management in abovementioned organizations. So as the view, understanding and self-recognition of human resource being higher the rate of success in organization will increase. (Table 5)

Table 5. View, understanding and self-recognition test of correlation with customer relationship management

Variables	Customer relationship management
Intensity	0.418
significantly	0.000

Amount	235
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4.1.2.5 Hypothesis 5: Creativity and talent of human resource in customer relationship management

In significant level (sig= 0.003) the variable of creativity and talent of human resource, has a relation of (r= 0.384) with customer relationship management and the customers of private banks of Shiraz city. And we can analysis in the way that the intensity of the above mentioned correlation relation is 0.384 which is almost the average rate. The kind of correlation between two variables is positive and direct and the calculated level of significantly is (sig= 0.003) which is less than the project’s alpha which is (alpha= 0.05) that indicates the meaningful relation between two variables so we can say that the rate of creativity and talent of human resource will affect the customer relationship management in abovementioned organizations. So as the rate of creativity and talent of human resource being higher the rate of organizational success will increase. .(Table 6)

Table 6. Creativity and talent of human resource correlation test with customer relationship management

Variables	Customer relationship management
Intensity	0.384
significantly	0.003
Amount	235

4.1.2.6 Hypothesis 6: Culture and inter-organizational communicating potential in customer relationship management

In significant level (sig= 0.001) the variable of culture and inter-organizational communicating potential, has a relation of (r= 0.301) with customer relationship management and the customers of private banks of Shiraz city. And we can analysis in the way that the intensity of the above mentioned correlation relation is 0.301 which is almost the average rate. The kind of correlation between two variables is positive and direct and the calculated level of significantly is (sig= 0.001) which is less than the project’s alpha which is (alpha= 0.05) that indicates the meaningful relation between two variables so we can say that the rate of culture and inter-organizational communicating potential will affect the customer relationship management in abovementioned organizations and this influence is almost average. .(Table 7)

Table 7. Culture and inter-organizational communicating potential correlation test with customer relationship management

Variables	Customer relationship management
Intensity	0.301
significantly	0.001
Amount	235

4.2. Determining prioritizing factors

After determining the rate of effectiveness of human factors in customer management relationship the priority of the importance of each of these factors will be examined by means of Friedman test. The observed Asymp .Sig= 0.000 means that the mean of factors is not equal and it means that the influence of abovementioned factors is different from responder’s point of view on customer relationship management and view, understanding and self-recognition factor

with the mean of 4.48 has the first place in the ranking between other factors. Skill, views and the behaviour of employees is so important. (Table 8). Because at the end these people are responsible for representing services with quality that the customer expect (Yazdani et.al, 2011). The pessimistic people has a great look toward these issues, they are more creative and flexible in reactions, so they could create better social, emotional and intellectual resources and they could grow better (Mac Mahen and Avril, 2012).

Table 8. Result of Friedman test

Rank	Factor	Average of rank
1	View, understanding and self-recognition	4.48
2	Creativity and talent	3.85
3	Culture and inter-organizational communicating potential	3.66
4	training	3.27
5	knowledge	2.98
6	Management convergence	2.77

5. Conclusion and research suggestions

Although it is not such a long time that passes from the fever of CRM in organizations and it is a long way to its readiness but its concepts and purposes are among the most obvious parts of the business (Saedi and Deylami Moazzi, 2010). Nowadays there are heavy investments on customer relationship management by different institutes. In spite of this, performing these designs is too risky (Hassangholi pour et.al, 2012). Because the eyes of most of the organizations are on this principle as a solution for information technology (IT) but the researches show that technology cannot guarantee the success and failure of the business strategy (Mehrabi, 2008). According to the present research, evaluating the role of human resource in customer relationship management has considered.

The aim of this study is determining the relationship of human factors on customer relationship management in Shiraz private banks and as the results show from employees' point of view, all the factors that related to human factors have direct and significant relation to customer relationship management. The variable that has the most influence on customer relationship management was view, understanding and self-recognition. Able organizations, by designating their responsibilities and duties to the people will grant them independency, competence, influence and meaningfulness. In this situation, people refer their performance to their talent and creativity. So creativity will create easily in this situation so people will always representing new ideas and thoughts. That is why they always try to change their methods and perform their work in the best and shortest way. Not having competitive environment between the banks of the country caused the banks not have any fear because of losing their customers or not follow customer-based programs seriously (Taher Pour Kalantari and Tayebi Toloe, 2010). So we suggest that senior managers should study psychological discussions of employees so they could improve their view and understanding of organization so they could show their talent and creativity by increasing their self- recognition so the organization could act more successfully in the matters that related to customer relationship management. Also inappropriate understanding of managers from customer relationship management will cause failure in implementing the project because customer relationship management is a new technology so in order to increasing the level of customer relationship management we can provide scientific and purposeful classes for the managers of organizations by help of masters and scholarships of universities in the field of concept and customer relationship management so they could be informed about the aspects of customer relationship management by concentrating on human resource management in order to enforce systematically thinking (Keramati et.al, 2009).

CRM by concentrating on relationships and decision makings will represent persistent and continuous services with high quality and low price (Andrade, 2003). It would also able the organizations to have unifies and similar view of customer and treat them as individuals (Mendoza et.al, 2007). If there was no coordination and unification in organization, motivations and cultural normal could destroy the strategy (Abbasi and Torkamani, 2010). That is why senior managers should try improve the relation of people by coordinating organizational environment so people could

trade their information so they can circulate training and knowledge in organization. The training and knowledge that would eventually lead to improving employees' relationship and the success of organization in customer relationship management.

At the end we should say that organizations will born as an active creatures in environment and by providing necessary accommodations they will grow and improve. They will eliminate environmental needs and facilitate growing process by representing productions and valuable services. Increasing customer relationship management is not a sole dimensional act but it is a continuous action that besides human resource factors, it is under the influence of other key factors such as guaranteeing organizational justice, profession security and etc.

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