

The Reality of the Use of Customer Relationship Management (CRM) by the Employees of the Department of Social Services in the Deanship of Students Affairs at Sultan Qaboos University, the Sultanate of Oman

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Abstract—Universities around the world offer a variety of services and deal with a large number of customers. To guarantee customers' loyalty, they have to use a strategy call "Customer Relationship Management "CRM". This strategy has four components and a university has to follow each of the four components, if they want to be successful with customers. This study was conducted at the Department of Social Services in the Deanship of Student Affairs (DSA) at Sultan Qaboos University in Oman (SQU). The study aims to answer the following question "What is the reality of the use of CRM at social services Department of DSA?" The study used interview as a research tool for data collection. The interview was conducted with 24 employees of the Department of Social Services at Deanship of Students Affairs.

Index Terms—Beliefs, customers relationship management, deanship of students affairs, policy, technology.

I. INTRODUCTION

Universities around the world provide different services such as academic services, social, medical, etc. These services are delivered to the current and to the expected customers; these customers are in the following order: students, parents, investors, etc. In providing these services, the universities aim to meet the satisfaction of the customer so as to ensure to retain their loyalty. For universities to guarantee the satisfaction of the customers about the services they have to apply a system or a strategy that helps them to succeed and this system has to relate directly to customers' relationship. Through customers' relationship the universities will know their community and they will be close to them, they will know their habit and their needs, etc. Moreover, through customers' relationship, universities will explore if they have the right administrators who design the policy for the services. Apart from this, the system will help them to ensure that they have the right factors to succeed in customers' satisfaction and also know their strengths and weaknesses. In addition, this system will help retain their customers and help them to know about them. As it is a known fact, that there is always a competition between universities within a country to keep their current students and at the same time to attract more students. Actually, the strategy or a

system that can help universities to retain their customers can be the Customer Relationship Management (CRM). The literature review on this aspect shows that CRM has been studied and used as part of universities strategies for improving the quality of universities services [1]. This is because CRM is a widely implemented strategy for managing organizational interactions with customers. It involves the processes of finding, attracting, and retaining new customers, nurturing and retaining customers the organization already has, enticing former customers back into the fold, and reducing the costs of marketing and customer service. This means the aim of the CRM is to create customer satisfaction, trust, loyalty, and retention [2]-[4].

According to [5], the factors behind the success of CRM include items that drive a successful implementation which become the key components underlying the success of CRM. Many academics such as [6]-[8], have conducted studies and proposed important different components of CRM. They have proposed the following four items for driving CRM: organizational culture, leadership or people, customer management processes and technology for supporting customer management. To shed light on the four factors or components of CRM, [9], and [10], stated that organizational culture created is accumulated from beliefs, expectations, attitudes, and common values of all members. All of these aspects result in cooperative learning, acceptance, and successful implementation in order to achieve the organizational aims that are then transferred to future generations. With regard to leadership or people, [8], believes that these are the administrators of the organization who set the policies and are responsible for advancing CRM towards success. [1] think the administrators should have leadership capacity meaning they understand and know CRM well. They should be able to establish the vision and lead the organization by efficiently introducing CRM, be responsible for developing CRM strategies, and drive implementation by creating CRM support mechanisms such as resources, time, working environment, and technology. They should be able to remove obstacles or problems that will hinder the administration from reaching the expected goals. The third component that leads to the success of CRM is the customer management processes. Reference [11], considered this component as the most important factor supporting the introduction of CRM in organizations. This is because, this factor focusses on getting to know customers and building good relationships with customers based on the behaviors of

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targeted groups. The final factor is the technology for supporting customer management. As we know, nowadays information technology and communication are used as the tool for organizational communication, knowledge management, and strategies [12]. Likewise, CRM technology is an important strategic tool of an organization to attain success in CRM application [13], [14], due to the basic structure of information technology and information from customers' databases [15].

According to the discussion above, the need for CRM in academics is crucial because in universities the end users are the customers: students, parents, investors, etc. For these users, the universities have to identify and implement the factors that lead CRM to succeed or else, the universities will lose many resources without knowing the reason.

II. BACKGROUND TO THE STUDY

Sultan Qaboos University (SQU) in the Sultanate of Oman is the only public university. It was established in 1986 and has 9 Colleges. These are College of Agricultural and Marine Sciences (CAMS), College of Arts and Social Sciences (CASS), College of Economics and Political Sciences (CEPS), College of Education (CE), College of Engineering (CEng), College of Law (CL), College of Medicine and Health Sciences (CMHS), College of Nursing (CN) and College of Science (CS). The total number of undergraduate students at SQU is 15000. SQU offers undergraduate programs and postgraduate programmes such as Master and PhD.

SQU provides different services free of charge to the students in addition to the education itself. For example, it provides several social services for the students, medical services, etc. This paper focuses on the social services. SQU provides and supervises the social services through the Deanship of Students Affairs at Sultan Qaboos (DSA). DSA comes under the umbrella of SQU Vice- Chancellor. DSA has a Dean on the top of the DSA structure. The role of the Dean is to draw the strategic plan for the students' services and to achieve the university's vision, mission and objectives regarding students' services. In addition to the Dean, there are two Assistant Deans to help the Dean in achieving the mission of the DSA and to organize and facilitate the services for the students and to ensure the quality of the services as well as the satisfaction of the students. The two Assistant Deans are the Assistant Dean of Student Affairs for Guidance and Student Activities and the Assistant Dean of Student Affairs for Social Services. Each assistant has different sections to provide the services to the students. For instance, the Assistant Dean for Guidance and Student Activities has section for student's initiative, section for student activity plans and booking the room for the activities, section for guidance and religious guidance, section for sport and cultural activities. On the other hand, the Assistant Dean for Social Services has section for housing, catering and social services.

DSA delivers different services for the undergraduate students either at the level of the guidance and student activities or the social services. For example, at the level of

guidance and student activities, the students organize all the activities related to the culture, sport, artistic, religion or any matter related to students' professional development. Also, at the level of social services, through this section, the students find all the support that is needed, and it is free of charge. For instance, via this section the DSA offers accommodation and catering for the female students whose original residence is 100 km far from Muscat. It also gives an allowance of 120 Omani Riyals for the male students who live 100 km far from Muscat. In addition, it offers transportation for the students who live in Muscat. The students from all over Oman who come from low income families are also given an additional 35 Omani Riyal (OMR). In addition, the students get free of charge medical service and free of charge catering for two to three meals a day.

III. THE PROBLEM OF THE STUDY

Although the main role or mission for DSA is to provide services for the students, specially the social services such as accommodation, social and financial care as well as catering and transport, most of the times we read tweets from students (on SQU formal Twitter account) complaining about the bad services as well as the bad treatment from the administration of the Social Services Department at the DSA. What makes the situation difficult is that, the students say we do not know about the policy of offering the services. In addition, the staffs use traditional methods at work. For example, they mention that the social supervisor authorizes a female student to go out of the campus using hard copy record. It means the technology does not exist at the work place. They complain a lot about the absence of communication between the provider of the services (staff) and the receiver of these services (customer as students). How can the communication be absent in a department when the core of its work depends on communication and interaction with the students or the customers? The communication in the Department of Social Services is very important. The aim of this interaction and communication, according to [1], is to attract and maintain those customers who will be the organization's true customers who are using the organization's services. For the Department of Social Services to be successful in serving the students they have to adopt CRM and they have to be sure that they the factors related to it exist in the department.

So, for the CRM to be successful at the DSA, the staffs at Department of Social Services have to have a culture of the organization. This culture emphasises that the staff needs to have positive belief and positive attitude towards SQU values and objectives, which includes providing excellent services for the students as customers. In addition, the Department of Social Services has to have a good leadership and administrators who set the policies and are responsible for advancing CRM toward success. In other words, the staffs have to set the policies related to students' services related to accommodation, catering, and transportation. Moreover, the concerned staff and administrators should understand and know the CRM as well. The third factor that drives the success of CRM is that the process commences from getting

to know customers and building good relationships with customers based on the behaviors of targeted groups. The last factor for the success of CRM is the use of technology. The customer management strategy requires a central repository to store all customer news and information.

A. Research Questions and Aims of the Study

In light of the above discussion, the study aims to answer the following questions:

1. What is the reality of the use of CRM at the Department of Social Services at DSA?
2. What are the beliefs of the employees at the Department of Social Services at DSA about the culture of CRM and its connection to students' social services?
3. Does the Department of Social Services have the leadership and administrators who set the policies and are responsible for advancing CRM toward success at Social Services?
4. Do the employees at Social Services Department know their customers and build good relationships with them?
5. Do the employees at the Social Services Department at DSA use technology at their work?

B. Accordingly, the Study Aims to

1. Explore the reality of the use of CRM at social services departments at DSA,
2. Discover the beliefs of the employees at the Department of Social Services at DSA about the culture of SQU regarding CRM,
3. Explore the role of leadership towards advancing CRM success at Social Services Department of Social Services,
4. Finally, discover if employees at the Social Services Department at DSA use technology at their work.

IV. LITERATURE REVIEW

This section will explore the relevant literature regarding the use of CRM in general and also look for available literature in in Omani context and the region as well to find out if the culture of CRM is known in the region. The literature review shows that the majority of the research discussed the use of CRM in business or in companies as indicated in the following studies: [16], [17]. These studies agreed to the fact that it is very important to apply the CRM and the most important factors that affect the success of CRM are people or administrators and technology.

In their study, [17], about the influence of CRM on customer satisfaction, the study found that because there is a highly competitive market, companies need to keep positive relationship with their customer. A good CRM program is the one that helps a company in satisfying the customer. The study explored different methods and techniques for establishing effective CRM to satisfy the customers. The study also checked the effectiveness of CRM in retaining and satisfying customers with reference to Shell Pakistan. This study illustrated that CRM has significant effect on the customer satisfaction and both variables have positive relation. Company makes its CRM as strong and reliable the customer will be more satisfied and retain with the company.

The study concluded that CRM is playing a major role in increasing the market share. Actually, CRM enhances productivity, superior employee's morale, improves the in-depth customer knowledge and also higher customer satisfaction. To improved customer loyalty, company will also have the clear information that who are their customers, what their needs are, and what will make them more satisfied.

In a study about the role of CRM systems in customer knowledge creation, [18], discover how CRM systems support customer knowledge creation processes, including socialization, externalization, combination and internalization. The study conducted in three Canadian organizations varied by industry sector (electronics, education and health). CRM systems are categorized as collaborative, operational and analytical. An analysis of CRM applications in three organizations reveals that analytical systems strongly support the combination process. Collaborative systems provide the greatest support for externalization. Operational systems facilitate socialization with customers, while collaborative systems are used for socialization within an organization. Both collaborative and analytical systems support the internalization process by providing learning opportunities. In addition, the study found CRM systems help improve products and services in several ways. For instance, customer purchase trends can be analyzed to allow an organization to help its customers make new purchases and assist the organization in offering customers' new products that closely match their needs and expectations. From a technological perspective, system integration is one of the most important challenges. Integrated CRM systems enable knowledge sharing and ensure that employees have access to the right customer information to make appropriate decisions. The interviewees noted that a lack of integration led to work redundancy and ineffective use of systems. Finally, the study shows that appropriate training is required to make sure that employees have enough IT skills and expertise to effectively utilize systems' capabilities. As described above, this was very evident in the case of the educational organization.

In study about the organizational factors influencing effective use of CRM, [19], used conceptual model developed based on the Technology Acceptance Model (TAM). In the literature review of this study, we find that many researchers often analyze the usefulness of CRM solutions at the level of individuals, and less at the level of organization and its orientations. This study is different in terms of the fact that it includes these aspects in the model, by a set of organizational factors which may influence the effective use of CRM solutions. Organizational factors are reflected in the three types of orientations – in process, technological and innovation orientation of organization. The conceptual model is presented, and organizational factors are discussed in more detail. This study contributed to knowledge in the constructed conceptual model that combines use of CRM solutions at the level of organization and critical organizational factors. The platform of the conceptual model enables its future empirical testing.

The study conducted by [20], about the impact of knowledge Management (KM) on CRM, reveals that CRM and KM have become crucial strategic tool for all companies,

especially in the recent competitive environment. Moreover, KM is an important issue for CRM implementation. Revising the literature, the study found many studies that analyze the vital role played by KM initiatives as determinants of the success of CRM. In addition, the study also found diverse studies that show high rates of failure when implementing that strategy. In conclusion, there is still no integrated conceptual framework to guide companies to their successful implementation. So, this study, examined data of 153 Spanish hotels, to understand the relationships between KM and CRM success through using a structural equation model. The study concluded that having KM capabilities is not sufficient for the success of CRM, but there are other factors to consider. In particular, organizational factors indeed impact CRM success and they appear to be intermediaries of the impact of other factors (KM capabilities/technological/customer orientation factors) in the success of CRM (in financial and marketing terms).

The study that can be close to the use of CRM in academia is a study by [1]. The study aims to investigate and analyzes the factors affecting CRM practices in Thai academic libraries. The research conceptual framework focuses on factors affecting CRM practices and was developed using [8], study on assessing CRM strategies. The study used mixed methods, qualitative, and quantitative approaches as a research methodology. Data was collected by using the interview and survey techniques with the administrators, staff and customers of six selected academic libraries in Thailand. The results of the study show that factors that have statistically significant impact on CRM practices in Thai academic libraries at 0.05 level were: (1) the knowledge and understanding of CRM of library staff and leadership of library administrators (Beta Z 0.762), (2) Organizational culture and communication (Beta Z 0.323), (3) customer management processes (Beta Z 0.318), (4) technology for supporting customer management (Beta Z 0.208), and (5) channels for library services and communications (Beta Z 0.150). The knowledge and understanding of CRM of library staff and leadership of library administrators which include the perception and awareness of service quality focusing on customer relationship is a key to library's success. Important factors also include the acceptance and support of the use of CRM in the library, the clear vision and mission about using CRM in the library strategic plan, the knowledge and understanding of library staff on CRM processes, customer characteristics, and behaviors. The organizational culture and communication factors involve the creation of the CRM cultures of working in the library, good teamwork, and cooperative and clear working agreements, clear roles and responsibilities, good communication between library staff, cross-library functional integration, and performance evaluation and development. The customer management processes factor includes recording and registration of customer profiles, customer analysis and classification, services to individual customers, services to expected customers, and continual customer interactions. The technology for supporting CRM factors includes communication technology, information technology, and operations support technology. The channels for library services and communications factors can be direct channels,

such as a service counter and self-circulation service, and indirect channels such as telephone, call center, email, personal web, library web, and social networking technology.

With regard to the use of CRM in the Arabic world, the researcher found few studies that used the CRM. For instance, [21] studied the adoption of CRM in an Arab Middle Eastern context. The study shows that while the development of CRM started in the developed west, it has rapidly spread to developing countries. However, the way organizations adopt CRM in developing countries, and more specifically in the Arab world, might be different and the context certainly differs. There is a shortage of rigorous studies that examine the drivers of CRM adoption in this context. This study examined the reality of CRM adoption in the Jordanian service sector. The conceptual framework of this research was tested using a cross-sectional survey of more than 322 practitioners. Using structural equation modelling analysis, results specify six underlying factors that explain CRM adoption: segmentation analysis, clear direction and objectives, performance measurement, rewarding usage, managing project changes, and knowledge management. Each area has implications for improving practices and maximizing the benefits of adopting the process or management practice of CRM. This paper identifies key practices to provide useful guidelines for organizations in the Arab world making plans to adopt CRM, with broader implications for the adoption of many systems and projects there and for CRM deployment in developed regions.

Another study by [22], talks about the CRM practice by small business in developing economies. The study was conducted in Egypt, and it aims to investigate the different factors affecting CRM adoption by Egyptian Small Business Enterprises (SBEs). A systematic review of extant literature on CRM adoption by SBEs was conducted both holistically, and specifically in developing countries (e.g. Egypt). The study then progresses to validate a conceptual framework of CRM practices utilizing a positivist research philosophy augmented with a quantitative approach, using questionnaire survey data. The study found the response rate of Egyptian SBEs was low and that SBEs' owners, marketing managers and sales managers lack knowledge about CRM practice and the different tools or forms related to it. The findings also illustrated that SBEs internal and external factors have a different impact upon CRM adoption. The major contribution of the study is that it provides stakeholders (including entrepreneurs, policy makers, practitioners, researchers and educators) with an invaluable insight and a deeper understanding of issues related to CRM adoption by Egyptian SBEs. As well as it makes an important contribution to the current lack of empirical studies in this field.

The Present Study: Contribution to knowledge

The current study is expected to contribute to the existing knowledge and its various aspects. This study will add to literature in general as a new study about the reality of the use of CRM and in particular it will add to the scarce of the Arabic literature specific to the Gulf region. This is because most studies of CRM have focused on either Asia/Pacific markets e.g. [23], [24], or developed markets, such as North America e.g. [25], and Europe e.g. [26]. Also this study is about use of

the CRM in academia whereas, all the previous studies were about the use of CRM in business. Moreover, this study is about the use of CRM in DSA at SQU. In addition, this study has used qualitative methodology to examine the reality of the use of CRM at the Social Services Department of the DSA at SQU in the Sultanate of Oman. Furthermore, the findings of this study can probably help the DSA and SQU to use CRM correctly in providing their services.

V. STUDY DESIGN AND METHODS

This study focuses on exploring the reality of the use of CRM at the Social Services Department, in the DSA at SQU in the Sultanate of Oman. This study adopted an interpretive description methodology. Therefore, this is a qualitative study, which is descriptive in nature and aims as [27] which attempts to gain a deeper understanding of a specific organization or event, rather than a surface description of a large sample of a population. In addition, [28] added more clarification about the qualitative studies, she said qualitative studies focus on analytical generalization to develop and extend theory. Therefore, the selection process should be driven by the research question as it provides the characteristics of the cases to be studied. Therefore, using this paradigm, we can understand to what extent the employees at the DSA know about CRM and through this understanding, we can plan and draw a theory to develop their understanding and extend their knowledge. We will explore the relationship between the employees at the DSA and the customers or the students. This study mainly uses interviews to collect data. The interview respondents were 20 employees from the Social Services Department in the DSA at SQU. However, although these 20 employees are from the same bigger Department, but this has several smaller departments and come under the umbrella of Social Services. The interviews enabled the researchers to acquire a rich and comprehensive understanding of the reality of the use of CRM in the DSA.

VI. STUDY POPULATION

The Social Services Department of the DSA at SQU has about 72 employees. Table I shows that there are 12 (16.6%) male and 60 females (83.3%) employees. It further shows the profiles of the employees of the Social Services Department at the DSA.

The table demonstrates that there is an Assistance Dean at the top of the administrative pyramid of the Department and she is female. It also shows that, the Department is divided into female and male departments where there is a Director of Housing Services to serve the female students and a male director to assist the male students. In addition, the table illustrates that only Omanis are appointed in administrative positions. For example, he positions for Assistant Dean, Director, Deputy Directors and Heads of each section. Furthermore, it shows that the career of social supervisors is run by 90 % male expatriates and 100% female expatriates.

VII. SAMPLE OF THE STUDY

Because this study is a qualitative study, it aims to gain deeper understanding of the reality of the use of CRM in Social Services Department of the DSA at SQU. Since the study will use interview as a method of data collection, the study will involve purposive sample. The sample of the study will involve people occupying administrative positions who are supposed to design the policy and plan for CRM and who ensure its success at the DSA. The study will also have employees who implement the policy because it is their treatment of the customer, which in turn either guarantees the return or the escape of the customer. Thus, this study will involve all the 24 employees as a sample of the study.

TABLE I: THE POPULATION OF THE STUDY

| No | Title of the department | Number of employees | Gender | Nationality |
|----|--|---------------------|---------|---------------|
| 1 | Assistant dean for Social Services | 1 | Female | Omani |
| 2 | Director of Social Services Department - Female | 1 | Female | Omani |
| 3 | Director of Social Services Department- Male | 1 | Male | |
| 4 | Deputy Director of Social Services Department- Female | 1 | Female | Omani |
| 5 | Deputy Director of Social Services Department- Male | 1 | Male | |
| 6 | Heads of Housing Department | 1 | Female | Omani |
| 7 | Heads of Social Welfare Department | 1 | Male | |
| 8 | Heads of Nutrition Department | 1 | Female | Omani |
| 9 | Heads of Activities and Community Service Department | 1 | Male | |
| 10 | Employees at Housing Department | 3 | Females | Omani |
| 11 | Employees at Social Welfare Department | 3 | Females | Omani |
| 12 | Employees at Nutrition Department | 13 | Female | 8 Omanis |
| 13 | Employees at Activities and Community Service Department | 2 | Male | 5 expatriates |
| 14 | Social supervisors | 26 | Female | Expatriate |
| 15 | Maimane employees | 7 | female | Omanis |

Table II clearly shows that the study involves 24 employees. Although there are two directors of Social Services Department, one each for females and males and the same for

the deputy directors of Social Services Department, the study involved female directors and male deputy directors as the other two are on PhD study leave. In the case of social supervisors, the three female expatriates' amount to about 10% out of 26 social supervisors. The study involved 5 i.e. about 19.2% expatriates out of 24 compared to 19 i.e. approximately 79.1% Omanis. With regard to gender, the study had 9 males i.e. about 37.5%, while the female was 15 i.e. 62.5%.

TABLE II: THE SAMPLE OF THE STUDY

| No | Title | gender | Nationality | Total |
|-----------|--|--------|-------------|-------|
| 1 | Director of Social Services Department-Female | Female | | 1 |
| 2 | Deputy Director of Social Services Department-Male | Male | | 1 |
| 3 | Heads of Housing Department | Female | | 1 |
| | | Male | | 1 |
| 4 | Heads of Social Welfare Department | Female | | 1 |
| | | Male | Omani | 1 |
| 5 | Heads of Nutrition Department | Female | | 1 |
| | | Male | | 1 |
| 6 | Heads of Activities and Community Service Department | Female | | 1 |
| | | Male | | 1 |
| 7 | Employees at Housing Department | Female | | 1 |
| 8 | Employees at Social Welfare Department | Female | | 1 |
| | | Male | | 1 |
| 9 | Employees at Nutrition Department | male | | 3 |
| | | Female | Expatriate | 1 |
| | | Male | Omani | 1 |
| 10 | Employees at Activities and Community Service Department | Female | Omani | 1 |
| 11 | Social supervisors | female | Expatriate | 3 |
| | | Male | Omani | 1 |
| | | | Expatriate | 1 |
| Total= 24 | | | | |

VIII. FINDING OF THE STUDY

The beliefs of the employees of the Department of Social Services at DSA towards the culture of CRM and its effects on students' social services

With regard to this question, the study shows that 100% of

the sample has positive beliefs about the CRM. They believe that they have to serve the students. According to them, they have not heard about CRM as a term and as a strategy, but they believe in helping the students and show them the good attitudes and behavior when they do their job. The researcher, thus, thinks that the respondents are not familiar with the term CRM as CRM comes from business field and the background of the majority of the staff (18 i.e. 75%) in this study is from social services but are involved in the administrative work. Also, about 25% of the sample came from natural sciences. These are the Deputy Director of Social Services Department-Male, Heads of Nutrition Department and employees at Nutrition Department and understandably are not familiar with the term CRM. This result shows that the origins of the CRM are in the field of business as suggested by [29]. They, however, believe that CRM can be everywhere and though it comes from business and marketing world from mid to late 1990s. [30] agrees with [29] and added CRM has firm roots within two forms of marketing that came to prominence as real-world models in the 1980s and 1990s that are database marketing and relationship marketing. Although all the samples, in this study, believe about serving the students, they had different beliefs about various aspects. For example, 20 of the respondents i.e. about 83.3% said they give all their attention to students when they asked for services or if they have any query because students are the basis of the university. While 16.6%, think it is very hard to gain students satisfaction about the services. They feel however much they improve the services still the students will complain. The researcher believes although the staffs at Social Services Department have not heard about the term CRM but they believe in helping students. This attitude comes from our faith and ethics of Islam that require us to "act, and do". If we as a Muslim believe in action, then we will do our best to serve our customers. In addition, Islam asks us to be creative and productive at our workplace. The researcher believes use of CRM is all about creativity and productivity as it is all about keeping the customers and serving them. This is what [31]. has to say. He thinks in the Quran, a variety of verbs are used in a work context such as *amel*, *faal*, *cehd* (act/deed, making/doing, struggling). Moreover, [32] argues that all these deeds turn into good deeds (*salih amel*) if they have been done with faith and good will.

In fact, although the staff at DSA practices CRM without theoretical background about it, the researcher believes the DSA has to train them and offer them a short course on CRM so that the gap between practice and theory could be bridged. In addition, if the staffs at the Social Services Department have some course about CRM, they will know how to follow the scientific ways to gain the loyalty of the customers. They will not try to keep the customers for good under the pressure of the organization but because they will believe in it as they have learnt about it. In brief, if the staffs at Social Services Department learn, about CRM they will believe in it and they will not follow it just because the SQU would like them to follow. They will realize its value and recognize its benefit. This is what even [33] have to say. In their view, the effectiveness of CRM practices decreases when organizations are motivated to adopt such practices under the influence of institutional pressures originating in firms' environments.

[34]. found a gap between theory and practice in applying CRM. This is because companies adapt the basics of CRM instead of creating a strategy which staff had to follow and the reasons for this behavior was that the companies applied a short-term focus rather than a long term.

Leadership and administrators are the ones who set the policies and are responsible for advancing CRM towards success at Social Services

With respect to this question, the study found that although there are two leaderships at the Social Services Department which are, Director of Social Services Department – Female and the Deputy Director of Social Services Department- Male. These two administrators set and designed the policy for social services that are related to students' services. However, the interview showed that approximately 22 i.e. 91.6% of the sample thinks the policy that is set by the two administration does not have approval from SQU administration and thus they did not publish it and announce it to the customers. In fact, the sample revealed that this policy was not written, and it is just practiced in the department. As it is known, for the policy to follow, it has to be approved from the top administration of the organization and must be published for customers to know about it. This is in agreement with [35], who trust that the organizational strategy that strives to achieve excellent customer service requires a translation of human resource policies into customer-oriented service practices. The two administrators or policy makers at Social Services Department are good at their work but how can the practice that is followed can be considered as a good practice, if it is not written and published for staff and customers? In case, a customer appeals about the services or complains about them, the top management has to either support the appeal or reject it. In both cases, the top management of SQU will not support the case, if the policy is not written and if does not have approval from it. This gets echoed in [36], who found that to successfully implement a policy, there are certain conditions that must be met and some of them are the following: policy must be clear; as well as there must be a real intention from the government to support it. In the case of Social Services Department's policy, SQU top management has to approve the policy to support it.

When we say a policy, we mean the policy related to students' social services and its relationship with the services of the CRM. The two administrators should be well known and have knowledge about CRM. However, when asked the first question, those two administrators said they have not heard about CRM, so if they have not heard about it how could we expect them, as suggested by [1]., to establish the vision and lead the organization by efficiently introducing CRM, be responsible for developing CRM strategies, and drive implementation by creating CRM support mechanisms such as resources, time, working environment, and technology. If the two administrators do not know about CRM, it will be very hard to drive the staff towards implementation of CRM, because as leaders will behave the follower will act. As [37] believes, staff should be informed of and understand CRM and organizational visions and strategies, be aware of customer-oriented service values, and knowledgeable about the outcomes from the creation and maintenance of good relationships between customers and the organization.

Know and build good relationships with the customers at the Department of Social Services

To answer this question, we have to say, actually the Department of Social Services serve 17000 students. With this big number, it is very hard to deal with them and know them in traditional ways. For the Department of Social Services, to communicate with this huge number, and to build good relationship with them need to follow [14] suggestions. They tell us an organization needs to make a customer depository as the foundation for relationship building through the construction of complete customer databases that are accessible by the organization. Each customer account should be analyzed in order to understand his or her need and attitudes, which are the basis for good relationship building and on-going relationships maintenance. The results of this study disagree with [14] suggestion. It showed us that according to 24 respondents' i.e. 100%, the Department of Social Services does not follow this way to build a good relationship with the customers. In fact, they do not study the attitude of the customers and they get to know their customers only through the customers complain about the services. Unfortunately, after having solved the problem, they do not follow up with the customers to build the relationship with them. It is possible that the employees at the Department of Social Services do not try to build a good relationship with their customers because they do not have the culture of CRM, that [11] believes in, i.e. the processes of customer management are the most important factors supporting the introduction of CRM in any organization. Alternatively, they might also think that since SQU is a public university and it deals with education and not with business. So, it is not important to gain customers satisfaction and build a good relationship with them. The researcher believes it is not important whether the organization is public or private what is more important is how to keep your customs happy and how to provide services with excellent quality. The researcher hopes that probably, the implementation of CRM at SQU can improve the performance and the reputation of SQU. [38] state that the relevant literature reports significant changeability in positive outcomes for organizations both public and private using CRM. Empirical evidence recommends that, on average, CRM efforts contribute positively to organization performance [33].

The use of the technology at work by the employees at the Social Services Department at DSA

With respect to this question, the study found that all the 24 respondents of the sample used technology at their work. But what they meant by technology is Microsoft programs, the students information system and the female information system that is used at Social Services Department of the DSA. So, the use of technology, whatever this technology is, is a positive point for the employees. It reflects that they agree with [12], who think that in our time information technology and communication (ICT) are used as the tool for organizational communication, knowledge management, and strategies. However, the technology that is meant here is the technology that [13], [14] believe CRM technology. It is an important strategic tool of an organization to attain success in CRM application.

Actually, this question is related to the previous question

regarding manage customers' relationship. To manage their relationship, it has to be through technology. As the researcher clarified the technology that is used by the employees at Department of Social Services is the ICT that is used to manage the work but not to manage customers' relationship. It is true that the program of the students' information system and the female information system are special programs that help the employees to know their customers but, in fact, the first program (program of the students' information system) is an academic system that contains all the academic information and the region where these students come from. It cannot be accessed by all the staff at SQU except for academic staff and at DSA it is accessed by some staffs such as the Dean of DSA, two assistant deans (assistant dean of Student Affairs for Guidance and Student Activities and the assistant dean of Student Affairs for Social Services). DSA has to think about building a special program that can help the employees at the Department of Social Services to build a good relationship with the customers, this program has to be built exclusively for this purpose. The requested program should be, as [6], [8] stated the customer management strategy requires a central repository to store all customer news and information. This central repository must have an efficient information technology architecture that is adjustable according to the changing environment.

IX. CONCLUSION

This study was aimed to answer the main question "What is the reality of the use of CRM at Social Services Department at DSA?" The study found that in reality the use of CRM at the Social Services Department is negligible as there is no use of CRM and the employees have not heard about CRM. This study further showed that the employees at Department of Social Services in general has a positive belief about customers' services but their beliefs come from the faith of Islam where Islam asks Muslims to work and act. With this faith the employees at the department serve their customers from their hearts. Moreover, they serve the customers with good attitude and behavior. In addition, this study found that the employees at the Department of Social Services have not heard about CRM before because CRM belongs to administration and business field while about 75% of the staff has social services background. For DSA to bridge the gap between theory and practice, they have to train the employees and offer them some short courses. In respect to policy and leadership, this study found that the policy that is set by the two policy makers at DSA is not approved by SQU and to set a policy related to CRM the policy maker at the Department of Social Services have to be well known and must have knowledge about CRM. Unfortunately, they do not know about it. With regards to building a good relationship with the customers, the study reached the conclusion, that actually the employees do not study the attitude of the customers and they get to know their customers only through the customer complaints about the services. With respect to the use of the technology at the Department of Social Services, the study

found that the employees use ICT but they need a special system or depository to help them save the data for their customers. The details from this depository can be used to learn about their customers and study their attitudes.

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