

Implementation of customer relationship management in building library users' loyalty

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Abstract

Customer Relations Management (CRM) is an effort made to build and maintain relationships between libraries and their users to meet the needs and increase satisfaction of library users. It is carried out to realize excellent service in a library, which leads to creating user loyalty to continue using all the facilities provided by the library. The purpose of this study was to describe how the Universitas Pendidikan Indonesia (UPI) Library implemented CRM to meet needs and create user satisfaction to increase user loyalty. This study used a qualitative approach with a descriptive method thorough interviews and observation with four informants. The results of the study showed that the application of CRM at UPI Library in increasing customer loyalty includes three factors, namely carrying out various efforts to get new customers (Acquire), making efforts to improve relationships with existing customers (Enhance), and making efforts to retain customers (Retain). The approach to achieving these three goals was to deliver exceptional service by refining current offerings and developing new ones that were in step with technology advancements. Fulfilling the needs of users will provide satisfaction for them, which in the end can build a positive image of users towards the library and establish a good relationship between users and the library to create a loyal community.

Keywords: Customer relationship management; Library; Loyalty; Library users

Penerapan customer relationship management dalam membangun loyalitas pemustaka

Abstrak

Customer Relation Management (CRM) merupakan sebuah upaya yang dilakukan dalam rangka membina dan memelihara hubungan antara perpustakaan dengan pengguna untuk memenuhi kebutuhan dan meningkatkan kepuasan pengguna perpustakaan. Hal ini dilakukan untuk mewujudkan layanan prima pada perpustakaan yang berujung pada terciptanya kesetiaan pengguna untuk terus menggunakan segala fasilitas yang disediakan oleh perpustakaan. Tujuan dilakukannya penelitian ini untuk mendeskripsikan bagaimana penerapan CRM yang dilakukan oleh UPT Perpustakaan UPI sebagai upaya dalam memenuhi kebutuhan dan menciptakan kepuasan pemustaka sehingga dapat meningkatkan loyalitas para pengguna. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif analisis melalui wawancara dan observasi kepada 4 orang informan. Hasil penelitian menunjukkan bahwa penerapan CRM di UPT Perpustakaan UPI dalam meningkatkan loyalitas pelanggan meliputi tiga faktor yakni melaksanakan berbagai upaya untuk mendapatkan pelanggan baru (acquire), melakukan upaya meningkatkan hubungan dengan pelanggan yang telah ada (enhance), dan melakukan upaya untuk mempertahankan pelanggan (retain). Strategi yang dilakukan untuk mewujudkan ketiga faktor tersebut adalah memberikan pelayanan prima dengan meningkatkan layanan yang telah ada dan menciptakan inovasi baru yang disesuaikan dengan perkembangan teknologi. Pengguna yang terpenuhi kebutuhan informasinya akan merasa puas, akan memberikan citra positif kepada perpustakaan, dan terjalinnya hubungan yang baik antara pengguna dengan perpustakaan sehingga mampu menciptakan komunitas yang loyal.

Kata Kunci: Customer relationship management; Perpustakaan; Loyalitas; Pemustaka

INTRODUCTION

Libraries are a form of learning resource organization. Libraries are there to help users in the process of finding and utilizing all information as well as the use of library facilities, which aim to minimize difficulties, disseminate information and promote new facilities, generate interest in reading and learning, and reach out to all communities. In the current era of globalization, the need for information is increasing and growing rapidly and has become a primary human need that must always be fulfilled. As a center of information, libraries must continue to develop along with the progress and development of the times to meet users' needs.

Libraries are a valuable asset in realizing a better future. Without a library, a nation has no past and no future. As a center of information and learning resources that plays a role in advancing and educating the nation's life, libraries also have a very crucial role in the world of education as well as in the university environment. Libraries in higher education in any form have the same duties and functions to uphold, realize, and implement the Tri Dharma of Higher Education. Among them are education, research, and community service. In campus life, Mubasyaroh (2016) argues that the library is considered the heart of a university; its existence is a vital component that requires more attention. Its existence, which is a source of learning in the campus environment, is then used as a reference or foundation for creating and realizing superior, quality, and high-quality universities.

The presence of its users determines the development of a library. A library exists because of its patrons, and the

library will lose its function even though adequate and sophisticated facilities support it. To deal with this, libraries need to provide and deliver good services so that users can make the most of the library.

Despite being supported by suitable and state-of-the-art facilities, a library can only function with its users. With them, the library will continue to serve its purpose. To address this, libraries must offer and deliver high-quality services to ensure that patrons get the most out of the facility (Saleh, 2014).

As the business world states that the customer is king, library service users are also called so. This means that library users must be treated well so that they feel well-served and cared for. Library service is the most important part because it is the spearhead and benchmark in the success of a library. Users will say that the library is good if it provides the best service, and vice versa.

Creating user satisfaction is an important expectation and task for the library for the services provided. However, more than simple satisfaction is needed to make librarians loyal and come back to use the library services again. The satisfaction felt by the users will give the library an advantage in that the library has loyal users. This will make them return to using the library, and they will recommend it to others who have yet to visit the library. In realizing user loyalty, it is necessary to provide services that can establish good relationships with users to create a positive impression of the library. Therefore, customer relationship management (CRM) needs to be implemented in libraries to create satisfaction as well as maintain good relationships with users that can ultimately create loyalty. The application

of CRM in the library is focused on creating a love for the library so that the users can get satisfaction in all aspects. The existence of loyal users will certainly affect the good and bad view of the library's image. The application of CRM in this library has been discussed in several studies.

Based on the results of data analysis, participants' perceptions and interpretations regarding how to make participants loyal to the general press can be performed in different conditions. The participants understand that the implementation process of building loyalty must be carried out systematically and with principles. In most cases, they also state that illogical decisions must be made. Understanding the customer's loyalty to the average library has received the greatest attention, and the majority of the surveyed respondents indicate that the role of the librarian in influencing the customer is extremely important (Tajedini et al., 2019).

Utomo (2018) has described the use of CRM in libraries. As a provider of information services, the library prioritizes meeting the information needs of its patrons. This study highlights the necessity for libraries to build strong bonds with their users. Hence, to satisfy individual user demands and foster user loyalty, information needs fulfillment activities in the library are not random events; rather, they are the result of deliberate and coordinated efforts. The CRM concept implemented in this library is similar to other business enterprise CRM applications, with an emphasis on customers or users. When a positive relationship is built between the two, user loyalty towards the library can ultimately be developed.

Pertiwi et al., (2016) show that the implementation of customer relationship management in libraries has an influence on user loyalty with a low or weak but definite level of correlation. Most of the customer relationship management and user loyalty variables are in the good category. This is also supported by various other indicators, including human resource indicators and service processes, which show that librarians at the Muhammadiyah Surakarta Library have carried out their duties and obligations as well as possible, can assist users in the search process and can meet their customers' needs. Meanwhile, the information technology indicators provided by the Muhammadiyah Surakarta Library are adequate and can support library activities.

Kamaludin et al., (2019) discuss the use of CRM in libraries. Creating a positive relationship between the library and its patrons is one of the steps that may be taken to improve the image of the library. It can be achieved by utilizing CRM, which strives to build user loyalty and happiness through various well-planned activities. According to this study, Customer Relationship Management (CRM) has a significant impact on how the ITB Library is perceived. More precisely, it illustrates the role that several CRM components play in enhancing the library's reputation, including the process itself, human resources, and the significant impact of data and technology (Kamaludin et al., 2019).

In some libraries, CRM is not only applied manually; along with the library paradigm, CRM is also applied digitally, which is shown in a study by Afrina et al., (2013), that the concept of E-CRM is applied as an effort to increase user

loyalty, which includes (1) making it easier for users to find collection information without having to come directly to the library; (2) easy access to all library information; (3) managers can monitor library service activities so that the library can evaluate directly in the event of user dissatisfaction; (4) the library can establish relationships with other university libraries, not only nationally but also internationally; (5) users will get real-time data and information updates.

The difference between this study and the previously described study is that this study will focus on the responses of Universitas Pendidikan Indonesia students to the services provided by the UPI Library. This encouraged the author to conduct research on Customer Relationship Management (CRM) at the UPI Library to maintain library loyalty. Based on the background described previously, the researcher realized this research by choosing the title "Implementation of Customer Relationship Management in Building Library Users' Loyalty." Hence, the writing of this article aimed to describe how the application of CRM carried out by the UPI Library increased the loyalty or customers' loyalty.

Research by Twum et al., (2021) aims to evaluate the impact of the quality of the user's loyalty to the university by using the university's press release as a mediator. This study undermines the argument put forth by the university administration to weaken user loyalty. Libraries as knowledge centers have educational, informative, inspirational, and recreative functions for users. In line with this, Sulistyo-Basuki (2014) revealed five library functions, including functioning as a repository for books and other publications, research, information,

education, and culture that stores the nation's cultural treasures. Law No. 43/2007 lists several types of libraries in Indonesia, including the National Library, Public Library, School/Madrasah Library, College Library, and Special Library (Republik Indonesia, 2007). The presence of these five types of libraries is due to the diversity of people who need library services.

As Rahayu et al., (2021) opinion explains, a university library is a library under the auspices of a university that the entire academic community can use by having a function to achieve the *Tri Dharma* of Higher Education. Based on this description, it can be understood that a university library is one type of library that is under the auspices of a higher education institution to achieve the *Tri Dharma*.

Higher education library institutions have certain functions in carrying out their duties and activities as a source of information to realize the goals to be achieved. The objectives are to (1) meet the information needs of the entire university community, which includes educators, education personnel, and students; (2) provide reference materials for each academic level; (3) as a learning space for all users; (4) provide appropriate and active lending services with a broad scope not limited to the university environment (Ulya, 2017). It shows that in realizing the *Tri Dharma* of Higher Education, the library has an important role by always paying attention to various supporting information needs of the academic community.

Service is defined as an activity carried out by institutions or individuals to meet the needs of others. Rahayu et al. (2021) state that services are various

actions or performances in any form provided by one party to another with a specific purpose that does not cause ownership on both sides, either in the form of production or not a physical product. Meanwhile, service as an activity to help prepare something that someone needs (Badan Pengembangan dan Pembinaan Bahasa, 2016). On the other hand, Elnadi (2018) states that service is the most important part of a library, where its implementation is carried out by establishing communication relationships with users, either directly or indirectly. Library services are the ultimate goal of all activities performed by all library managers to create a comfortable atmosphere so that library services can be performed effectively and efficiently.

Meanwhile, Fouad et al. (2017) state that users are the real capital of the library. With them, the library will retain its legitimacy and its value. Here, CRM aims to build, organize, and maintain a close relationship with the users for the longest period and to know the current and future needs of the library and future needs, to ensure loyalty to the library.

Library services are the spearhead of the library. This means that the quality of the library can be seen from its services. Rifauddin (2017) argues that if the service can provide satisfaction to users, then its performance will be considered good, and vice versa. If the services provided by librarians cannot provide satisfaction to users, then the library is considered bad and not optimal. User satisfaction becomes the benchmark of whether a service is good or not. Thus, a librarian must be good at providing services according to the wishes of the users.

Companies and institutions are supposed to be able to add value to the

lives of their customers so that they would be loyal to the business. There is a rather close tie between this process and each customer (Carissa, 2014). CRM-related marketing refers to any activity that starts with a product and ends with a brand that consumers find appealing (Iriandini, 2015).

Various supporting variables impact the effectiveness of CRM initiatives. Numerous auxiliary factors impact the effectiveness of CRM initiatives. According to Iriandini (2015), the four factors that influence CRM are mutual benefit, commitment, honesty, and communication. Meanwhile, Nurhidayah (2015) explains the crucial CRM success support factors known as Five I (5i), including 1) identification, which is a detailed study of consumer characteristics; (2) individualisation, which is tailoring the company's proposition to individual customer personalities; (3) interaction, establishing and maintaining two-way communication with customers; (4) integration, which integrates customer relationships and understanding at all levels of the organization; (5) integrity, respecting the privacy of each customer, and maintaining long-standing trust. Several factors that influence CRM are commitment, communication, and service quality. It is in line with Nurhidayah (2015), who defines user loyalty as the tendency to support one organization's value proposition over alternative offers from competing organizations.

Klimanov et al. (2015) states that the CRM process consists of different parts, one of which is related to the process of collecting customer information and analyzing and using it by company employees. Information services collect customer or user data through an integrated system by recording complaint

processes from users or other identities for use in establishing relationships or connections either face-to-face or through other communication networks such as email, telephone, and other networks so that relationships can be maintained properly.

CRM is an integrated business strategy that integrates internal factors and external factors using analysis of customer data using information technology to gain the attention of customers to achieve lifetime value so that companies and customers gain advantages and benefits (Sutrisno et al., 2016).

One important goal of customer-oriented behavior is to increase long-term satisfaction and create customer loyalty (Mohammad et al., 2013). Customer loyalty is necessary for CRM so that it can show that customers or library users need the services in the library. The characteristics of loyal users can also be seen from several things, including making regular and repeated purchases (makes regular repeat purchases), buying various products or services externally (purchases across product and service lines), making the company a reference material to others to attract new customers to the company (refers others), and holding firm and rejecting the attractiveness of similar products from competitors (demonstrates an immunity to the full of the competition). Customer loyalty does not necessarily occur in a short time, but must go through several phases so that service/product users have high loyalty to the company. Based on attitudes and behavior, Erfariani et al. (2021) state that there are 4 (four) types of loyalty, namely true loyalty, potential loyalty, spurious loyalty (pseudo/hidden

loyalty), and non-loyalty (no loyalty or disloyalty).

Mokha et al. (2024) also researched customers' obligations to uphold loyalty (2024). The study primarily used non-invasive methods to study mechanisms that can increase customer loyalty. There is, however, a limited number of studies that identify the necessary mechanisms to increase customer loyalty, such as the electronic customer relationship management (CRM) system and its impact on consumer behavior. A comprehensive model uses serial data of customer loyalty and loyalty points to examine the relationship between E-CRM and customer loyalty. Data are collected from 836 bank branches that use E-CRM services provided by their respective banks. Research findings show that E-CRM is an important tool for building customer loyalty through serial customer satisfaction and loyalty programs (Sigala, 2018).

The practical implications of social CRM migrate relationship management from a transactional mindset to a customer experience mindset that treats customers as co-creators of value and requires tourism and hospitality companies to exploit information and communication technology capabilities to collect and analyze customer data to understand customers better; developing points of contact with customers that are not only aimed at selling, but also primarily aim to enhance customer interactions and experiences; considering and treating customers and customer communities as co-creators, brand ambassadors, and relationship managers; and motivating and enabling customer participation in the value co-creation process to develop customer experiences and build

relationships. Sigala (2018) states that originality or value research in social CRM is growing but mainly focuses on defining its scope and identifying the functionality and adoption of social CRM technologies.

One element that may affect how well a company performs is its strong relationship with its customers. Businesses that implement the CRM concepts are said to be able to draw in new clients, maintain a loyal customer base, and enhance the caliber of their offerings. CRM's tasks include providing information to customers and gathering their input in the form of complaints, suggestions, and responses to services rendered (Ayuningati et al., 2021).

Ridwan et al. (2021) also conducted a similar study on customer loyalty. This study aims to determine customer satisfaction at the Makassar BPJS Employment Office regarding Customer Relationship Management through continuity marketing, one-to-one marketing and partnership programs. This study uses the questionnaire as a data collection tool. The sample size is 100 respondents using Slovin's hypothesis. The findings of this study demonstrate the profound and concurrent impact of Customer Relationship Management through Sustainable Marketing, One-to-One Marketing, and Partnership Programs. This partnership program certainly has a good follow-up with customers so that it can lead to customer loyalty (Asl et al., 2021). The research conducted resulted in data analysis that showed the important role of perceived value as a link between customer knowledge management and direct and indirect relationships with them. Practical Implications Based on the findings of this study, it appears that academic library

managers and librarians need to consider the relationship between customer knowledge management and perceived quality, as well as the satisfaction of their customers, in order to use customers' knowledge management capacity to develop their loyalty.

A study by Anser et al. (2023) is one of the rarest studies that take a comprehensive view of e-service quality in determining e-loyalty among digital library users; there is hardly any previous research that provides a thorough explanation for enhancing e-loyalty in the context of the digital economy. There is an urgent need to explore e-loyalty in the context of the digital economy; therefore, the current study offers a new theory to fill this literature gap. Secondly, this study contributes to the existing literature by providing an e-loyalty model for digital library users with special reference to developing countries such as Pakistan. The results of this particular study can be generalized as today's world is based on digital systems, so the theoretical contributions of this study can be applied in the future. This study has contributed to e-loyalty among digital library users.

The library administration must ensure customer satisfaction if it is to gain user loyalty. Given the various factors that can affect customer satisfaction, perception, and loyalty, library management should improve not only the quality of library services but also other factors such as library image and user trust. This study examines the independent impacts of library image and user trust on satisfaction, perceived service value, and user loyalty, which, within the library framework, have yet to be addressed in the literature (Malik et al., 2024).

RESEARCH METHODS

This study used a qualitative approach with an analysis descriptive method. Data collection techniques were carried out through interviews and observation. Data was collected by combining several aspects. Data analysis was conducted by looking at specific things, which were then drawn to the general, and study results emphasized meaning rather than generalizations. Rusandi et al. (2021) define the method of descriptive analytics as a series of intense, detailed, and profound scientific activities of a program, event, or activity, both at the individual, society, and organization to know intimate knowledge of the event. Meanwhile, Adiyanta (2019) states that this survey method is carried out by asking several questions to several informants about their beliefs, views, characteristics, and behaviors that have occurred.

The data collection technique in this study was performed by observation. This instrument was used to obtain data from informants about their opinions regarding

the services provided by the UPI Library and their expectations for the UPI Library in the future era. The informants of this study were students from the Library and Information Science Study Program at Universitas Pendidikan Indonesia, totaling four informants. Data collection was also carried out through observation of the official website and social media belonging to the UPI Library. After the data was collected, it was analyzed through several stages. The first stage was organizing and preparing the data to be analyzed, namely transcribing the combined interviews and observation results. The data that had been prepared was then read in-depth and continued with analysis through the process of organizing the data into certain categories. After all the data was organized based on categories, the data was described in the form of a description. The final stage was to draw up conclusions or data findings that had gone through the processing stage. The following is a list of informants interviewed in this study as follows:

Table 1
Informants list

| No. | Initial Name | Age |
|-----|--------------|-----|
| 1. | H. Bachtiar | 38 |
| 2. | D. Suhardini | 50 |
| 3. | Y. Wulandari | 27 |
| 4. | H. Tatang | 54 |

Source: Research result, 2022

RESULTS AND DISCUSSION

Customer relationship management systems, or CRMs, have been implemented to improve relationships with customers by using various information technologies to gain a thorough understanding of their needs (Tambunan et al., 2021). Customer Relationship Management (CRM) is a

concept that focuses on the relationship between libraries and users that is done personally. The application of CRM facilitates information service activities because it can be tailored to the needs of each individual.

“The implemented CRM concept can help the library learn about its

patrons, help the library get to know the patrons better, and understand the patrons deeply about what is beneficial and what is not so that the library can see the development of each patron and implement suitable promotional programs to retain patrons" (D. Suhardini, Interviewed, December 5, 2022)

With the application of the CRM concept in its operational activities, the library will be closer to its customers. The implementation of CRM at the UPI Library was an effort to attract, maintain, and maintain the love of library users for the library, which was carried out through focused communication to maintain long-term relationships between the library as an information service institution and users as users of these services. The implementation of CRM at the UPI Library was based on three indicators, which include getting new customers (acquire), improving relationships with existing customers (enhance), and retaining customers (retain).

The new customers (acquire) targeted by the UPI Library were new UPI students and potential users of library services who had the intent and purpose of completing academic assignments in college or just fulfilling their information needs. In this case, "The library manager has a significant contribution to exerting maximum energy and thought to realize this" (H. Tatang, Interviewed, December 8, 2022). With so many new users utilizing UPI Library services, it would increase the number of library users.

"The method used by the UPI Library to get new customers by holding various activities, namely conducting more intensive promotions, library information

literacy activities, socialization, workshops, and webinars, user education, and the use of social media as a means of disseminating library information." (H. Bachtiar, Interviewed, December 9, 2022).

UPI Library also created various innovations and new ideas to get new library users. In the pandemic era, innovations created by the library included maximizing the use of websites and social media, such as the existence of routine Instagram live activities called BISA BERKAWAN (Casual Talk with Putakawan), holding webinars, launching new services to access scientific papers in the form of final assignments or repositories in the form of RepoVos (Repository UPI View on Screen) and CERIA services (Print and Send Academic Collections).

"In addition to providing various innovations and new ideas, the library must also pay more attention to the ease of access to information for each user. Information that can be accessed easily is one of the crucial aspects of getting new library users" (Y. Wulandari, Interviewed, December 8, 2022).

Likewise, UPI Library provides a variety of easy access to all information for users in its service activities, such as the provision of official websites and social media owned by the library, OPAC, and the existence of various other digital services that users can utilize without being limited by space and time. These things can make it effective, efficient, and easier for library users to search for information.

"To be optimally utilized, all these activities must be supported by good and interesting services. Attractive

services provided by the library can be an effort to get new users as well as the characteristics of the library” (D. Suhardini, Interviewed, December 5, 2022).

UPI Library's efforts to provide attractive services, especially in the pandemic era, were carried out by holding routine live Instagram, increasing YouTube content, and providing user education services. Comfort and adequate facilities are also aspects that need to be considered to attract new users. The facilities provided by UPI Library can be classified into the good category because the library has quite complete facilities, both physical library facilities and digital facilities.

“To build a good relationship between the library and users, one effort that can be made is to provide quality services to users. This well-established relationship will have a positive impact on user's comfort” (H. Tatang, Interviewed, December 8, 2022).

The UPI Library's efforts to improve the quality of relationships with users were manifested by providing directions for library use, disseminating personalized information, accommodating users through literacy classes, and providing excellent service by not discriminating against each user and carrying out service activities with care and attention.

“To create comfort for users and improve the relationship between the two parties, the library also needs to improve the quality of information” (Y. Wulandari, Interviewed, December 8, 2022).

Efforts made by the UPI Library were by providing various information that was relevant to user needs, providing

the latest information about collections and various other library materials, and providing convenience in the information search process supported by the availability of appropriate media facilities for users. To establish a good relationship with the users, the library must be sensitive to the situation and conditions as well as the needs of its patrons. Libraries can also give power to users to provide opinions or input for future library development. The effort made by UPI Library, in this case, is by distributing satisfaction surveys to users regularly.

Libraries can also improve good relationships by striving to implement user-orientated services. This means that all activities carried out by the library have the aim of creating a sense of comfort for users in utilizing the services provided. The library's efforts to provide user-oriented services mean that the library has a major contribution that is realized through the provision of library user services. In providing user-focused services, the activities carried out by the UPI Library as an effort to realize this was by arranging the collections and facilities available so that users could use them. The UPI Library also always welcomes its customers openly and warmly.

“During the pandemic, the library always improved and made efforts to provide various online services so that all users could continue to utilize the library's resources” (H. Bachtiar, Interviewed, December 9, 2022).

Communication between the library and its users was a crucial element in improving good relations. There were various ways to ensure that communication was not interrupted even if the users were far from the library, one

of which was by utilizing communication media. UPI Library made this effort by utilizing social media such as Instagram, Twitter, YouTube, website, WhatsApp, email, and telephone numbers that users could contact. In the UPI Library's official social media account, various kinds of content posts are useful for users, including, (1) event content, which is uploaded in various forms that are used as promotional media and documentation of all activities organized by the library; (2) internal content, containing all activities related to the internal parts of the library; (3) greeting content, namely posts containing congratulations on national and international holidays, as well as other greetings related to the library institution, (4) contents of library information, all library information, such as information about services, collections, operating hours, and others; (5) knowledge content, posts that contain knowledge, insights, or specific fields. There is an urgent need to explore e-loyalty in the context of the digital economy; therefore, the current study offers a new theory to fill this literature gap.

Anser et al. (2023) state that the existing literature may provide an e-loyalty model for digital library users. The content created becomes functional material for users to obtain the information they need so that the users are helped in fulfilling their needs. This can improve the relationship between users and the library.

Retaining customers (retain) is an effort aimed at attracting user love; this can be realized by listening to users and focusing on fulfilling their wishes. An organization needs a user community, which is an inseparable part. This shows that users are the key to the running and development of an organization's business.

Without the role of users, the organization/company cannot run properly, and it is not easy for the organization/company to find users who use the available products or services. As previously explained, the UPI Library created many innovations, provided various services, provided information that was relevant to user needs, and facilities that users could use directly and online. It was a strategy used by the UPI Library to provide comfort to the users. Another effort made by the UPI Library was to find out the needs of the users which could be done through surveys distributed to users, through suggestion boxes, or users who directly provided suggestions and input to librarians. This is in line with the study conducted by Asl et al. (2021) which confirms that academic library managers and librarians need to consider the relationship between customer knowledge management and perceived quality, as well as customer satisfaction in order to use customer knowledge management capacity to develop their loyalty. In this case, effective steps can be taken to develop users' knowledge management and ultimately encourage them to demonstrate their loyalty to the academic library and fulfill their information needs. In maintaining existing users, librarians establish good communication. As stated in the librarian's code of ethics in serving users, librarians at the UPI Library did so patiently, behaved politely, spoke well, was friendly to everyone, and never discriminated against users who used the UPI Library services. Librarians always try to recognize the cause and rectify any problems experienced by users. If there were an inconvenience in the library, whether internal or external; in that case the library

would then quickly fix the problem and evaluate it as soon as possible to prevent it from happening again. So that users continued to utilize all the resources owned by the UPI Library, the library applied awards to users who were active and loyal to the library.

The influence of service quality and information access significantly predicts library brand image. The library as a place has no significant effect on the library's brand image. Service effect is found to be the strongest predictor of library brand image. Library brand image mediates the relationship between service effect, information access, personal control, and user loyalty. The main implication of this study was that library management should continue to improve service quality in an effort to develop a positive image, leading to user loyalty. In addition, measuring service quality using LibQUAL+™ allows library management to assess users' perceptions of library services and also detect gaps. This research contributes to the literature on the use of LibQUAL+™ to measure service quality (Twum et al., 2021).

From this description, it is known that libraries need good relationships with users. The implementation of the CRM concept in the UPI Library was deemed appropriate to foster good relationships by making users the focal point who must be served optimally. This is due to library information services having four distinguishing characteristics as follows: intangibility, inseparability, variability, and perishability. By providing excellent service to every library user, starting from the process of providing library materials and processing library materials until the information is ready to be presented, which includes reference services, current

information services, selected information services, and other activities in the form of webinars, casual talks, competitions, and others, the entire series of activities is said to be focused on the library users because it becomes a bridge to fulfill their needs.

Hence, service development and the creation of innovations at UPI Library as a strategy for implementing CRM played an essential role so that its users would not abandon the library. It was still considered to exist in the era of information openness that could be accessed easily by the public. Users would feel satisfied if their information needs could be fulfilled; this would affect their perception of the library. So, a positive image of the library in the eyes of users could be realized, and the relationship between users and the library could be established well. A good relationship would build a loyal community. Thus, various strategies created and used by the library as a form of CRM implementation could attract new users while maintaining these users to continue using the information and services provided by UPI Library.

This variable maintained the primary approach in helping the customer and the user resume using the Library service. In addition to having a strong foundation in information literacy, human factors and the establishment of a strong link between the two are crucial in providing services in the field of public health (Tajedini et al., 2019).

CONCLUSION

The implementation of CRM at the Library of Universitas Pendidikan Indonesia is an effort made to attract new users, establish relationships, as well as efforts to retain users through in-depth communication. The intention is to foster

a love for the library, and good relations can continue to exist between the library and its users. The implementation of CRM at the UPI Library is based on three indicators which include getting new customers (acquire), improving relationships with existing customers (enhance), and retaining customers (retain). The method used by the UPI Library to get new customers by holding various activities, namely conducting more intensive promotions, library information literacy activities, socialization, workshops, webinars, user education, and the use of social media as a means of disseminating library information. Meanwhile, the efforts made by the UPI Library to improve relationships with existing users are by providing a variety of information that suits their needs, providing the latest information about collections and various other library materials, and providing convenience in searching for information by using the right media. In retaining library users, librarians try to establish communication and always try to find out the needs of library users through surveys distributed to library users, through suggestion boxes, or library users who directly give suggestions and input to librarians. Developing services and creating innovation at the UPI Library as a strategy for implementing CRM plays a crucial role so that users still support it and still consider the library to exist in the era of open information that can be accessed easily by the public. The fulfillment of users' needs will give them satisfaction, which in turn can build a positive image of users to the library and establish a good relationship between users and the library. A good relationship will build a loyal community. In the

context of further research development, it is hoped that it can further improve and complement knowledge related to customer relationship management in the library and information sector so that it is not only related to user loyalty. In this way, it can expand the relationship between customer relationship management and library and information science. In developing CRM to provide customer satisfaction, further research needs to be carried out by examining studies on how users can obtain information in the library more effectively, easily and quickly so that users get satisfaction in using the services available in the library.

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