




# Presenting a Model for Improving Customer Relationship Management with Sustainable Development Using a Meta-Synthesis Approach

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E d i t o r	R e v i e w e r s
Arpana Rai  Assistant Professor, Indian Institute of Management, Udaipur, Mumbai, India arpana.raiiimu.ac.in	<b>Reviewer 1:</b> Ali Sargolzaie  Assistant Professor, Department of Management, Zahedan Branch, Islamic Azad University, Zahedan, Iran. Email: a.sargolzaie@iauzah.ac.ir <b>Reviewer 2:</b> Mohammad Esmail Fadaeinejad  Associate Prof., Department of Financial Management and Insurance, Shahid Beheshti University, Tehran, Iran. Email: m-fadaei@sbu.ac.ir

## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The sentence "The identified dimensions include: (1) Knowledge Development...; (4) Managerial Factors" (Abstract) is comprehensive but would benefit from including brief definitions or examples for each dimension to improve clarity for readers unfamiliar with the topic.

In the description of reliability methods (Methods, Step 6), the authors note a Kappa coefficient of 0.8. It would strengthen the study to provide more context about the benchmark values and why 0.8 is considered valid in this context.

The methodology mentions the use of Atlas.ti for coding (p. 124). Please provide specific examples of how the software facilitated the coding process and contributed to synthesizing findings.

Table 1 lists the dimensions and components. Including definitions or operational descriptions of each indicator would clarify their practical implications for CRM.

The section presenting findings (p. 125) discusses the dimensions but lacks illustrative examples or direct quotes from the reviewed studies. Adding these would substantiate the claims and enhance credibility.

The conclusion mentions "providing a roadmap for organizations" (p. 128). Expanding on actionable steps or strategies businesses can implement based on the model would improve applicability.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

In the introduction, the authors mention, "Sustainable development seeks to link the present to the future..." (p. 122). Consider elaborating on the relationship between sustainable development and CRM earlier to connect the two topics more explicitly.

The statement, "Previous studies have not provided a comprehensive examination using the meta-synthesis approach..." (Methods, Step 2), needs more specific references to existing studies that failed to address the research gap.

The sentence "Sustainable CRM refers to awareness of the environmental, social, and economic impacts..." (Introduction) could be expanded with practical examples of sustainable CRM practices.

The discussion references several prior studies (e.g., Hassan et al., 2015; Das & Hassan, 2022). Consider explicitly discussing how your model differs or builds upon these studies to emphasize your contribution.

The sentence "This study highlights the significance of organizational citizenship behavior..." (Discussion) would benefit from integration with a specific theoretical framework, such as stakeholder theory or resource-based view.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.