



A Survey of the Relationship between Quality of Work Life and Customer Relationship Management (Case Study: Keshavarzi Bank Branches of Kermanshah)

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ABSTRACT: In recent years, the term "Customer Relationship Management) has taken considerable attention in marketing, information technology, etc. and University students, software sellers, counselors of business are involved in this field. Thus, the term Customer Relationship Management (CRM) that is the organization attempts to deliver high value to the customer is developed. Another concept that is a major social issue in contemporary management is quality of work life concept. But in the past decades, only the personal life (not work life) was emphasized. The followers of the quality of work life attempt to search for the new systems to help the employees to have balance between the work life and their personal life. The present study evaluated the relation between the quality of work life and Customer Relationship Management (CRM) in Keshavarzi bank branches of Kermanshah. The study is applied in terms of aim and it is descriptive-correlation in terms of method. The study population, data collection measure were two questionnaires of evaluating CRM and the quality of work life and the validity was supported via content validity and the reliability was calculated by Cronbach's alpha as 0.798, 0.806, respectively. The data were analyzed by Pearson correlation test. The results of the study from the views of the employees showed that there is a direct and significant relation between all components of the quality of work life and CRM, except the total space of work life of the employees.

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Key words: Quality of work life, Customer Relationship Management (CRM), Quality of work life criteria of Walton.

INTRODUCTION

In recent years, the term "Customer Relationship Management) has taken considerable attention in marketing, information technology, etc and University students, software sellers, counselors of business are involved in this field. Thus, the term Customer Relationship Management (CRM) that is the organization attempts to deliver high value to the customer is developed.

The organizations found that the customers are their most important assets and view the relationship with the customers as useful exchange and the opportunities in need of the management (Plakoyiannaki, 2005). These systems by presenting the information about the profile and history of the customers supported an important part of main process of the company namely in marketing, sale and services to the customer (Ling and Yen, 2001).

CRM required organization approach in entire business level to be customer-oriented for business and not the simple strategy. CRM includes all the

organization sections (marketing, production, giving services to the customer, etc.) requiring the direct or indirect contact with the customers (Elahi and Heidari, 2008). Another concept in contemporary management that is turned into a major social issue in all over the world is the quality of work life concept (Lothans, 1998). In the past decades, it only emphasized on personal life (not work life). The followers of the quality of work life attempt to search for the new systems to help the employees to have balance between the work life and their personal life.

Edgar and Beaudoin (2003) considered the quality of work life as the set of real conditions in the organization and believed that the quality of work life showed the feelings of the employees of their work as specific. Based on the above mentioned items in the present study, it was attempted to study the relation between the quality of work life and CRM of the branches of Bank Keshavarzi of Kermanshah in 2013 and determined the effective components of the quality of work life on CRM.



The definition of the quality of work life

Quality of work life is a comprehensive program which is designated to increase employee satisfaction (Dargahi et al., 2007). The quality of work life is essential for all organizations to continue to attract and retain employees (Sandrick , 2003). This program has special components including observing the standards in work, giving equal opportunity to the people for employment and presenting the fair rules of wage for the employees (Mohammadzade, 1998). The quality of work life is a set of real conditions of work in an organization including the wage and benefits, welfare facilities, safety and health conditions, participation in decision making, management method, and the variety of the jobs. Beljer define quality of work life in terms of following feature:

- 1 - The role of employees in decision making
- 2 - Employee's participation in problem solving
- 3 - Wire of information
- 4 - Constructive feedback
- 5 - Teamwork and collaboration
- 6 - The concept of owning and challenging
- 7 - Job security (Mirkamali, 2004).

The criteria of the quality of work life of Walton model

Adequate and fair compensation:

The money the employees received for physical or mental activity or both of them in accordance with the social criteria, work volume and the similar jobs. In the new approach of human resources management, compensating the services of the employees is not done by paying the monetary benefits or the wages and the quality of the work life including the indirect and non-financial benefits is taken into attention (Abaspour, 2005).

Safe and healthy environment:

It is creating the safe conditions as physically and logical working hours. The safety and health of the employees in the organization is of great importance and it is predicted that in future it is considered more in future in terms of the quality and quantity (Sandrick , 2003).

Continual growth and security:

It is providing the improvement of the individual abilities, progress opportunities and the opportunities to use the achieved skills and restoring security and income, individual growth for each person is a unique phenomenon. By the development of the capacities and abilities, the employees can experience the maximum and minimum internal satisfaction as potential (Shirkovand, 2007).

Social relevance of work life:

It refers to the perception of the employees about the social responsibility of the organization. The social responsibility of the organization is the organization commitment about observing the ethical behavior as social institutions as extensively (Sandrick , 2003).

It is establishing the balance between the work life and other responsibilities of the employee's life. The work space is the condition in which people work. This space shows the perceptions of the employees, management style and value system of the organization. This perception provides the reward and procedures providing the way to do the tasks (Shirkovand, 2007).

Social integration in organization:

The social integration refers to the work space in which the employees feel attached to the organization (Abaspour ,2005).

Constitutionalism in organization:

It is providing the freedom of speech of the employees without the fear of revenge of the top authority and the influence of the law dominance on the humanistic dominance. Thus, there should be specific procedures controlling the guaranty of the rights of the employees in the work space.

Development of human capabilities:

It is providing the opportunities as using the autonomy and self-control at work, using various skills and having access to the work-related information (Shirkovand, 2007).

The definitions of CRM:

The term CRM is short form of Customer Relationship Management. These systems are strategies to collect the business needs and behaviors of the customers to result in a strong relationship. Finally, the strong relationship with the customers is the most important key of success of business. CRM is consisting of three main components including customer, relations and management. Customer is the final consumer playing the role of a supporter in value relations. The relation is creating more loyal and useful customers via the leaner relation and management is the creativity and guiding a customer-oriented business process and putting the customer at the center of the organization processes and experiences (Aghadavood, 2006).

Various perspectives on CRM

First perspective: CRM as a process: A process refers to a collection of tasks or activities that together

turning the organization input to a desired business outcome (Davenport & Beers, 1995).

Second view: CRM as a strategy: In this view, strategy is defined as an overall plan for deploying resources to establish a desired position. The strategic view of CRM emphasizes the fact that resources destined for relationship building and maintenance efforts should be allocated based on customers' lifetime value to the organization (Kracklauer et al., 2001).

Third view: CRM as a philosophy: The research of Reichheld (1996), which demonstrated that there is a strong link between customer loyalty and corporate profitability. When defined as a philosophy, CRM refers to the idea that the most effective way to achieve such loyalty is by proactively seeking to build and maintain long-term relationships with customers. CRM philosophical view stresses the loyalty of customer and is inextricably associated with the marketing concept that organization must organize and be responsive to their customers and their changing needs (Kohli and Jaworski, 1990).

Fourth view: CRM as a capability: Capabilities refer to the skills hard to imitate and accumulated knowledge that enable organization to perform the activities that form part of business processes (Maritan, 2001).

Fifth view: CRM as a technology: Despite the support of the recent researches of the claim that CRM technology only has a moderate to weak impact on the overall success of organization's relationship building efforts, does play a substantial role in CRM efforts by, among other things, seamlessly linking front (e.g., sales) and back office (e.g., logistics) functions to provide for the efficient and effective management of interactions across different customer touch-points (e.g., Internet, direct mail, sales call, etc.; Chen and Popovich, 2003).

Study hypotheses:

The main hypothesis: There is a significant relation between the quality of work life of the employees and CRM of the employees of Keshavarzi Bank of Kermanshah city.

Sub-hypotheses

1- There is a significant relation between the fair compensation and CRM of the employees of Keshavarzi Bank of Kermanshah city.

2- There is a significant relation between the safe and healthy work space and CRM of the employees of Keshavarzi Bank of Kermanshah city.

3- There is a significant relation between the growth and development opportunities of the employees and CRM of the employees of Keshavarzi Bank of Kermanshah city.

4- There is a significant relation between the constitutionalism in the organization and CRM of the employees of Keshavarzi Bank of Kermanshah city.

5- There is a significant relation between the social integration and CRM of the employees of Keshavarzi Bank of Kermanshah city.

6- There is a significant relation between the total life space and CRM of the employees of Keshavarzi Bank of Kermanshah city.

7- There is a significant relation between the social relevance and CRM of the employees of Keshavarzi Bank of Kermanshah city.

8- There is a significant relation between the development of human capabilities for the employees and CRM of the employees of Keshavarzi Bank of Kermanshah city.

Study method and study population:

The present study is an applied study in terms of goal and the data collection was descriptive-correlation. The study population was all the employees of Bank Keshavarzi of Kermanshah city in 2013 as 260 people. The sampling was done through an integral counting method. 260 questionnaires were distributed in the present study and 234 questionnaires were returned for statistical analysis. The data collection instrument in this study was library resources and interview with some of the managers and standard questionnaire. The questionnaire was consisting of three sections and the first section was including the individual -job characteristics of the respondents (age, gender, education), the job activity type, job experience and their activities and the second section was including the questions of the questionnaire to evaluate the quality of work life based on the quality of work life dimensions of Walton model as 27 items and the third second was the questions of the questionnaire to evaluate CRM as 14 items. To evaluate the questionnaire questions, the experts and (10 people with the human resources management and organizational behavior specialization) bank managers and employees (20 people) comments were asked. The reliability of the questionnaire was calculated via Cronbach's alpha as 0.798, 0.806. To study the normality of the collected data, Kolmogorov-Smirnov test (KS) was applied and the normality of the data was supported and to study the

data, the parametric tests were used. To test the hypothesis, Pearson correlation method and SPSS software were applied.

RESULTS

The demographic results

Of 234 respondents, there were 65.2% men and 34.8% women and the majority of the respondents were men. In terms of age group, the people ranging 25 to 35 years old were 23%, 35 to 45 years old 35.5%, 45 to 55 years as 34.5% and the people above 55 years were 7%. In terms of the work experience of the respondents, 22% of the people were lower than 5 years, 30.5% ranging 5 to 10 years and 35% ranging 10 to 15 years and 12.5% of them had work experience higher than 15 years. The results of the education level showed that 8.1% of them had Diploma, 20.9% associate, 39.8% BA, 28.2% MA and PhD.

Table 1. The correlation coefficient between the quality of work life and CRM

CRM	The relation between two variables	
0.49 0.000 Supported	Correlation coefficient Significance level Result	Adequate and fair compensation
0.39 0.000 Supported	Correlation coefficient Significance level Result	Safe and healthy work space
0.45 0.000 Supported	Correlation coefficient Significance level Result	Continual growth and security opportunities for the employees
0.45 0.000 Supported	Correlation coefficient Significance level Result	Constitutionalism and factors of the organization
0.27 0.000 Supported	Correlation coefficient Significance level Result	The social integration of the employees
0.060 0.34 Rejected	Correlation coefficient Significance level Result	The total life space of the employees
0.38 0.000 Supported	Correlation coefficient Significance level Result	The social relevance of the work life of the employees
0.49 0.000 Supported	Correlation coefficient Significance level Result	The development of individual capabilities of the employees
0.57 0.000 Supported	Correlation coefficient Significance level Result	Work life quality

Main results

As it was said, the relation between the quality of work life of the employees and CRM of the employees of

Bank Keshavarzi of Kermanshah city was evaluated by Pearson correlation coefficient. The results of the study hypothesis are shown in Table 1. As is shown in Table 1, based on the Pearson correlation coefficient as significant at error level smaller than 0.05, with confidence interval 0.95, it can be said that there is a positively significant relation between all dimensions of the quality of work life of the employees and CRM, except the total life space. Thus, all H₀ hypotheses were rejected (except hypothesis 6) and H₁ hypotheses (except hypothesis 6) regarding the relation between the quality of work life and CRM of the employees of Bank Keshavarzi of Kermanshah were supported (Table 1).

DISCUSSION

The present study aimed to determine the relationship between the qualities of work life of the employees of Keshavarzi bank branches of Kermanshah city. Based on the results, the better the quality of the work life, the more the CRM in the studied organization. There is a direct relation between these two variables. Based on Pearson correlation test, the correlation of these two variables was moderate. It means that the better the quality of the work life of the employees, the more positive CRM in the branches of Keshavarzi bank of Kermanshah.

Based on the results, the more the fair and adequate compensation, safe and healthy work space, growth and safety of the employees, constitutionalism and factors in the organization, social integration of the employees, social relevance of the work life of the employees and developing the individual capabilities of the employees, the more the participative management of the employees. It means that there is a positive relation between these factors and participative management of the employees. It can be said that based on Pearson test, the correlation between fair and adequate compensation, safe and healthy work space, social integration of the employees, social relevance of the work life of the employees, developing the individual capabilities of the employees, growth and safety of the employees, constitutionalism and factors in the organization with CRM was moderate. Based on the results of Pearson test and its value, it can be said that there was no significant relation between the total life space and CRM.

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