Investigating The Relationship Between Quality of Work Life and Customer Relationship Management in Private Universities in Afghanistan

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Abstract: Today, in contemporary management, the concept of quality of working life has become a major social issue around the world. Whereas in previous decades only personal life was emphasized. Proponents of quality of work life theory are looking for new systems to help employees balance work and personal life. This research is a correlational description based on the applied purpose and based on the data collection method. It is practical to use the results of the project to improve the performance of private universities and for this reason, it is descriptive to study the current state of quality of work life and customer relationship management. The statistical population of the study consists of professors of private universities in Afghanistan in 2021. The statistical population of the study was 600 people and 234 samples were selected using Morgan table. At the significant level, the variables of the level of safety and health of the employees' work environment and customer relationship management are related to r-0.209, according to these results, it can be said that the level of safety and health of employees' work environment, affects customer relationship management in the private universities studied and the safer and healthier the work environment for employees, the better the customer relationship management in private universities. There is also no significant correlation between the overall living space of employees and customer relationship management in private universities. As a result, it can be said that from the perspective of employees, the overall appropriate living environment does not affect customer relationship management in the private universities studied. Therefore, the research hypothesis is rejected.

Key words: Private Universities, Customer Relationship Management, Appropriate Overall Space, Safe and Healthy, Work Environment and Quality of Work Life

Introduction

In recent years, the term customer relationship management has attracted a lot of attention in the field of marketing, information technology, etc. Organizations have widely recognized that customers are their most important asset and view customer relationships as beneficial and reciprocal exchanges as well as opportunities that need to be managed (Maritan, 2001).

Today, in contemporary management, the concept of quality of working life has become a major social issue around the world (Maritan, 2001). Whereas in previous decades only personal life was emphasized. Proponents of quality of work life theory are looking for new systems to help employees balance work and personal life. Quality of work life is a complex issue and is composed of work environment variables (Andrade, 2003: 39).

Therefore, awareness of the factors that are effective and related to customer relationship management is very important; because the quality of work life program includes any improvement in the customer relationship that supports the growth and excellence of the organization (Day & Van, 2002). Therefore, the value system considers the quality of work life and customer relationship management as the most important variable in the study of strategic management, in the sense that meeting the needs of customers will lead to improvement and long-term efficiency of the organization (Yavari et al., 2009: 101).

Research questions

The main research question:
Is the quality of working life related to customer relationship management in private universities?
Sub-questions:
- Is the quality of work life of private university staff related to demographic variables?
- Is there a safe and healthy work environment and customer relationship management in private universities?
- Is the general living space of employees and customer relationship management in private universities related?

Literature review

Bazaz Jazayeri and Pardakhti Chi (2007) in a study entitled "Development of a model for evaluating the quality of work life of employees in organizations" have sought to develop a model for evaluating the quality of work life of employees in organizations. The results of factor analysis, the dimensions of the quality of work life model in three structural factors (components such as organizational policies, legal system and benefits, Working conditions, flexible working hours and job security), Management (components such as quality of management and supervision, feedback system, development of talents and skills), Psychological (components such as importance and significance, challenging job, identity and independence in work and variety of activities and tasks and social (components such as social cohesion in the workplace, adaptation of work-life balance and individual aspects). The obtained results show the components of the model for evaluating the quality of working life of useful and appropriate employees (Bazaz Jazayeri, 2007).

Fattaj (2008) has conducted a study entitled (The relationship between quality of work life of employees and productivity of services of managers of higher education centers); the statistical population of the study consists of all managers of Islamic Azad University units, which were selected by stepwise and stratified random sampling method of 474 managers of units in different areas of Islamic Azad University and selected for each manager 3 employees under their supervision, ie 1422 people. Has been. The results of linear multivariate regression analysis showed that there is a relationship between quality of work life and productivity of managers (Fataj, 2008: 61).

Mir Kamali and Naranji Thani (2008) have conducted a study entitled "Study of the relationship between quality of work life and job satisfaction" among faculty members of Tehran and Sharif University of Technology. Using the correlation research method, 144 faculty members were selected by class or relative. The method of data collection and information was a questionnaire; the results show that there is a positive relationship between the components of quality of work life and job satisfaction; there is no significant difference between the quality of work life and job satisfaction of professors in these universities and there is only a slight difference in terms of social integration and cohesion, which is considered a dimension of quality of working life; In other words, the faculty members of Sharif University of Technology have a higher integration and cohesion than the professors of the University of Tehran (Mirkamali and Naranji Thani, 2008).

Research Methodology

This research is a correlational description based on the applied purpose and based on the data collection method. It is practical to use the results of the plan to improve the performance of private universities, and it is descriptive to study the current state of quality of work life and customer relationship management.

The statistical population of the study consists of professors of private universities in Afghanistan in 2021. The statistical population of the study was 600 people and 234 samples were selected using Morgan table. Data were collected by a questionnaire. In this research, two questionnaires (Quality of Work Life Questionnaire, which includes 27 questions) were used to measure the quality of work life of eight components of the Walton model. The customer relationship management questionnaire consists of 14 questions that have been used to measure three dimensions (dimensions of attracting, maintaining and expanding customer relationships, and infrastructure and customer orientation).

Table 1. Reliability of variables Customer relation management

Cronbach's Alpha	N of Items
0.87	14

Table (1) shows that the customer relationship management questionnaire has (14) questions and the alpha value obtained is equal to 0.87, so the validity of the above questionnaire is acceptable.

Table 2. Reliability of variables Quality of Life

Cronbach's Alpha	N of Items
0.88	27

The output of Table (2) shows that the quality of life questionnaire of 27 questions was used. The value of alpha obtained is 0.88, so the validity of the questionnaire is acceptable.

Table 3. Descriptive statistics of respondents by gender

Gender	affluence	%
Male	١٨٩	٨٠,٨
Female	٤٥	١٩,٢
Total	٢٣٤	١٠٠

Table 3 shows the descriptive statistics of respondents by gender, including 234, 189 men and 45 women, which are 80.8 and 19.2 percent, respectively.

Table 4. Descriptive statistics of respondents by age

Average	Median	Mod	Standard deviation	variation range	Minimum statistics	Maximum statistics	Number
36.9	35	5.1	26.4	30	23	53	230

The results regarding the age status of the respondents indicate that the minimum age of 23 respondents in this study was the minimum age of 23 and the maximum age of 53 years, and the average age was 36.9 years.

Table 5. Descriptive statistics related to the quality of working life of employees

Average	Median	Mod	Standard deviation	variation range	Minimum statistics	Maximum statistics	Number
73.5	57	12.7	160	59	45	104	230

Eight dimensions were used to evaluate the quality of work life of employees. The distance variable with a range of 98 points was obtained, a score of 135 indicates a very high quality of work life of employees and a score of 27 indicates a very low quality of life of employees, according to the above table, the level of quality of work life of employees in private universities is almost equal to the average scores.

Table 6. Descriptive statistics on the level of health and safety of the work environment from the perspective of employees

Average	Median	Mod	Standard deviation	variation range	Minimum statistics	Maximum statistics	Number
6.99	7	8	2.6	9	3	12	230

According to the research findings in the table above, the average obtained from the total number of questions for the subjects is 6.99, considering the average scores of 3 to 15, which is a score of 9, then the result of estimating the average of the respondents is equal to the average scores, which indicates that from the point of view of the respondents, the average level of work environment is safe and healthy.

Table 7. Descriptive statistics related to the descriptive general living space from the perspective of employees

Average	Median	Mod	Standard deviation	variation range	Minimum statistics	Maximum statistics	Number
7.9	8	8	2.3	9	3	12	230

According to the research findings, the average of the total number of questions for the subjects is 7.94, Considering the average scores of 3 to 15, which is a score of 9, then the result of estimating the average of the respondents below the average scores, which indicates that from the perspective of the respondents at an almost average level in their job there is a good overall.

Testing research hypotheses

Hypothesis 1: The relationship between employees' quality of work life and customer relationship management.

Independent variable / dependent variable		Customer relation management
Quality of Life	intensity	0.368
	significant	0.000
	Number	234

The results are as follows: The quality of work life of employees is significantly correlated with customer relationship management in private universities in Afghanistan, because the level of significance obtained is 0.000 less than 0.05, the overall result is that the better the quality of work life of the staff, the greater the customer relationship management in the universities under study.

Hypothesis 2: The relationship between the level of safety and health of employees' work environment with customer relationship management

Independent variable / dependent variable		Customer relation management
Safety and hygiene of the workplace	intensity	0.209
	significant	0.000
	Number	234

The results obtained from this test indicate that at a significant level sig = 0.000, the variables of the level of safety and health of the employees' work environment and customer relationship management are related to r = 0.209, and it can be analyzed that the correlation intensity between the two variables is 0.209, which is relatively average, and the type of correlation between the two variables is direct and the calculated significant level is sig = 0.000 less than 0.05. Indicates the significance of the relationship between the two variables. Therefore, the above hypothesis is confirmed.

Hypothesis 3: Is the general living environment of employees and customer relationship management in private universities related?

Independent variable / dependent variable		Customer relation management
General living space of employees	intensity	-0.055
	significant	0.2
	Number	234

The results show that there is no significant correlation between the overall living space of employees and customer relationship management, Because the significance level obtained sig = 0.2 is more than 0.05, so the overall result is that the overall living space of employees has no effect on the level of customer relationship management. The correlation value between the two variables is at a weak level, which is not statistically significant at the moment.

Conclusion

Descriptive experimental results showed that 80% of the employees were male and 19.2% were female. The minimum age was 23 and the maximum age was 53 years. Also, the average age of employees in this study was 36.9 years.

At the significant level, the variables of the level of safety and health of the employees' work environment and customer relationship management are related to r-0.209, as a result, according to these results, it can be said that the level of safety and health of employees' work environment, Customer relationship management affects the private universities studied, and the safer and healthier the work environment for employees, customer relationship management in private universities is moving in a positive direction. There is also no significant correlation between the overall living space of employees and customer relationship management in private universities. As a result, according to the results, it can be said that from the perspective of employees, the overall appropriate living environment does not affect customer relationship management in the private universities studied. Therefore, the research hypothesis is rejected.

Research limitations

- The lack of standard measuring tools for measuring the dependent variable was that a questionnaire was created to solve this problem.
- Respondents' lack of interest in research questions

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