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RECOGNIZING AND DESCRIBING THE DESIRABLE MODEL OF WORKPLACE SPIRITUALITY, CUSTOMER RELATIONSHIP MANAGEMENT AND QUALITY OF WORK LIFE

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Abstract

The present study aims to identify and describe the desired pattern of workplace spirituality, customer relationship management and quality of work life in Kerman Health Insurance Organization.The research method is based on the purpose of applied research and developmental research, and in terms of data collection it is a descriptive-correlation research. The statistical population of this study was 204 employees employed by health insurance organization of Kerman province and random sampling method was proportional to population size and sample size was 132 people. The instrument of measurement and measurement in this study was a standard questionnaire. To assess the validity of the questionnaire, experts and experts used for content validity. To estimate the reliability coefficient, Cronbach's alpha, structural reliability and composite stability have been used to obtain appropriate grades. In order to perform statistical analyzes, research questions were tested and the model was presented using exploratory and confirmatory factor analysis (using structural equation modeling (SEM)) and SPSS and AMOS software. The results of the research in the proposed model showed that the spirituality of the work environment has a positive and significant effect on the quality of work life, with the highest impact and through indirect customer relationship management in the health insurance organization.

Keywords

Quality of work life – Spirituality of the workplace – Customer relationship management

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Introduction

During the past two decades, the challenges and dynamicity of the workplace following globalization, competition and technology caused shifts in the organizations' perspectives regarding their employee-related policies and procedures. Moreover, the increase in the environmental factors changed the employees' perceptions and expectations concerning the quality of a good organization's formation.

Therefore, it has been seen in the entire world that the organizations have begun adopting policies that might bring about changes in the business environment as well as the demands of their staff members. In other words, the 21st century's work conditions necessitate the existence of organizations that give substantial significance to the human resources such as paying a greater deal of attention to employees' ideals, opportunities for discovering the potentials and maximum use of their capacities. Moreover, they need to create those of the positive solutions in the work environment that can be expanded beyond the organizational environment and be capable of influencing the employees' non-vocational life.

The staff feeling physical and psychological health is capable of accomplishing both the individual and organizational goals. In this regard, positive attitudes and behaviors can be expected from the staff and its psychological status that are directly associated with working conditions. In today's society, the improvement of the work conditions has been transformed to one of the most important factors for the organizations and their employees because it plays a vital role in the human beings' life.

Resultantly, these conditions that are required for organizing and managing organizations in an effective manner, have been specified under the title of the quality of work life that, as an umbrella for the difficulty of the activities, is distinguished by the individuals and work conditions.

Having instigated the modern world, the economic, bioenvironmental and social problems lead to the human beings' selfishness and the losing of love and humanity that can per se enable the mankind's resumption of the search for peace and integration as a discovery that is indeed a journey to the spirituality. It is assumed that workplace is an arena wherein spirituality can be found.

Spirituality is usually observed as the main religious and emotional element, value or attitude that influences an individual's behavior. Spirituality at work points to some human activities like sympathy and happiness at work, individual development, meaningfulness, trust, occupational commitment, employees' health and honesty. The distinct aspect of spirituality is that it provides everyone with everything and enables you to share the experience, mutual attachment, interestedness and self-esteem in the work unit and organization.

Moreover, the thing that is currently creating value for the organizations is the creation of a constant relationship with the customer, according to which, the successful organizations are only the ones capable of creating permanent customers for them.

In fact, the more effective the relationship an organization establishes with its customers, the more the chances it will have for competitive advantage-based business in the growing markets of the today's time. By establishing long-term relationships with their

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customers, organizations respond to their needs and requirements and keep them satisfied.

Background of the study

In an article entitled "the investigation of the intermediary role of the quality of work life in the relationship between spirituality at work place and employees' productivity in the higher education system", Bagheri Majd, Milani and Fallah Faramarzi[1] concluded that spirituality at work place directly and indirectly influenced the employees' productivity through the intermediary role of the quality of work life. It was also figured out that the quality of the work life considerably influenced the employees' productivity.

In a study entitled "the use of smart methods in improving the communication management with the customers based on an approach to the management of electronic communication with customer (ECRM)", Bagheri and Ahmadi[2] showed that the management of electronic communication with customers was considerably contributive by enabling the expansion of the customer attraction geography and development of the business as well as supplying customers' needs provided that its principles and rules are observed.

In a study titled "the investigation of the quality of work life and job satisfaction and stress in the employees of Saderat Bank, Kerman Divisions", Tirgar and Hasheminejad[3] demonstrated that there was a direct and significant relationship between the quality of work life and its indicators with job satisfaction.

In a study entitled "the relationship between the quality of work life and the organizational performance of the employees of Payam-e-Noor University, Azerbaijan-e-Gharbi Branch", Mahmoudi[4] asserted that there was a positive and significant relationship between the indicators of quality of work life and each of the organizational performance's perspectives and such indicators as fair and sufficient payments, safe and healthy work environment, supplying of the growth chance, constant security, legality in organization, social association of the work life, general life space, integration and social coherence and development of the human competencies are significant predictors of the perspectives of organizational performance.

In a study entitled as "the investigation of the effect of the management of communication with customer on the aspects of the quality of the relationship from the perspective of the customers of Iran's insurance industry", Esma'ilpour and Sa'adat Alizadeh[5] found out that the management of the communication with customer exerted a

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[1] Mahdi Bagheri and Shahrouz Ahmadi, "Application of smart methods in the improvement of the customer relationship management with an approach to ECRM". Management and entrepreneurship studies, Vol: 1 num 1 (2017): 107-113.

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[5] Majid Esma'eilpour and Maryam Sa'adat Alizadeh, Seasonal scientific-research journal of modern marketing studies, special issuance for the first national conference on service marketing (with an

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positive and significant effect on the aspects of the quality of relationship meaning that when the customers had a better understanding of the interventions that could be taken in managing the communications with customers, they would have more positive perspectives towards the quality of the relationship with the company, hence their satisfaction, trust and commitment towards the company could be increased.

In a study under the title of "structural equation modeling of the effect of work environment's spirituality on the citizenship behavior in Medical Sciences University, Shiraz Branch", Salimi and Hamrahi[6] indicated that all of the indicators of the work environment's spirituality caused improvement in the citizenship behavior regarding the employees of Medical Sciences University, Shiraz Branch.

In a dissertation called "the investigation of the relationship between managers' spirituality at work and human resources management (HRM) system from the perspective of the employees (case study: Shahroud Hospitals)", Amerian[7] showed that spirituality at work environment could lead to HR interventions.

In a PhD dissertation titled "the effect of spirituality in workplace and its effect on the stress of the employees in postgraduate education departments", Melinda Johnson[8] investigated the aspects of spirituality at work place, internal life, meaningful work and society as well as their effects on the stress in the employees of the university. He demonstrated that spirituality at workplace caused reduction in work stress and that there was a significant relationship between them.

In a research entitled "the relationship between workplace spirituality and quality of comfortable life and good psychology," Jin Long Liang, Xiang Peng Lan, Jie Zhao Si and Tang Wu Ho[9] dealt with the comfortable life status and quality of work life and workplace spirituality in the teachers and concluded that the spirituality of the workplace caused them to be better towards life and environment and had more sincere relationships and felt more organizational attachment and participation in group works as well as in helping the others and living a more successful and positive social life.

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[6] Ghasem Salimi and Farhad Hamrahi, "Structural equation modeling of the effect of workplace spirituality on the citizenship behavior in Shiraz's medical sciences university". Health management, Vol: 18 num 60 (2015): 37-49.

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Conceptual model
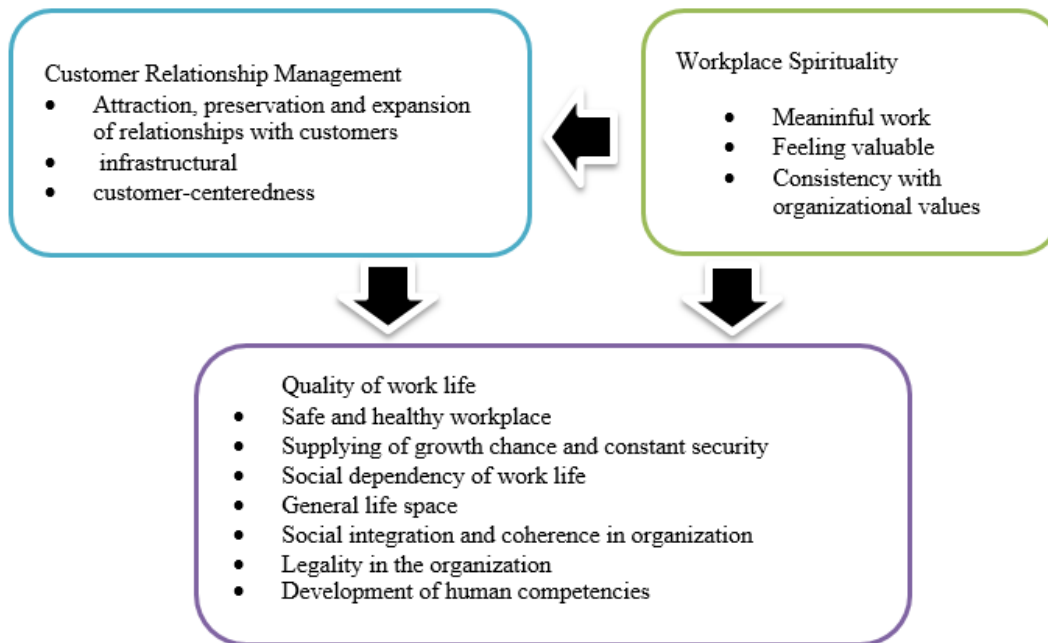
Research Questions

1)   How is the status of workplace spirituality in the health insurance organization of Kerman Province?
2)   How is the status of customer relationship management in in the health insurance organization of Kerman Province?
3)   How is the status of the quality of work life in the health insurance organization of Kerman Province?
4)   Is there a relationship between workplace spirituality and customer relationship management in the health insurance organization of Kerman Province?
5)   Is there a relationship between workplace spirituality and quality of work life in the health insurance organization of Kerman Province?
6)   Is there a relationship between customer relationship management and quality of work life in the health insurance organization of Kerman Province?

Study Goals

1)   Recognition and description of workplace spirituality in the health insurance organization of Kerman Province
2)   Recognition and description of the customer relationship management in the health insurance organization of Kerman Province
3)   Recognition and description of the quality of work life in the health insurance organization of Kerman Province
4)   Recognition and description of the relationship between workplace spirituality and customer relationship management in the health insurance organization of Kerman Province
5)   Recognition and description of the relationship between workplace spirituality and quality of work life in the health insurance organization of Kerman Province

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6)   Recognition and description of the relationship between customer relationship management and quality of work life in the health insurance organization of Kerman Province.

Methodology of the study

The present study was an applied and developmental research in terms of the objectives. The required data of the study have been collected from the study literature and background based on library research and referring to the documents and evidence. The study was a descriptive-correlational research in terms of the data collecting method. The study population included the employees working in the health insurance organization of Kerman Province reaching in number to 204 persons. The study sample volume has been selected based on randomized stratified sampling in proportion to the population largeness. Considering the probabilities related to the non-usability of some of the completed questionnaires, a total number of 140 questionnaires were administered randomly and within the intended limit during various work hours and, eventually, 132 questionnaires were returned, which formed the basis of the statistical analyses. The completed questionnaires were returned at a 94% return rate and 6% of the questionnaires were not returned.

In the present study, internal consistency was the method of choice for estimating the reliability coefficient. The internal reliability coefficients of the questionnaires of workplace spirituality, CRM and quality of work life were calculated based on Cronbach's alpha for which coefficients above 0.7 were obtained indicating the internal consistency of all the aspects. The values of these statistics are suggestive of the questionnaires' enjoyment of high reliability.

Findings

In this section, structural equation modeling approach has been used to investigate the study's proposed pattern and the relationship between the workplace spirituality and CRM with quality of work life. The followings are the results obtained in this regard.

There are numerous ways for estimating the patterns' goodness of fit based on the observed data. The present study has estimated the model's goodness of fit based on the following scales: root mean square error of approximation (RMSEA), normed chi square (CMIN/DF), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), normed fit index (NFI), Tucker-Lewis Index (TLI) and incremental fit index (IFI). The researchers set values below 0.08 for RMSEA as an indicator of the model's goodness of fit. Furthermore, the acceptable normed chi-square (CMIN/DF) values were considered as those below 5. The scores for the goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), normed fit index (NFI), Tucker-Lewis index (TLI) and incremental fit index (IFI) also should be found in a range between zero and unity; the closer they be to unity, the more they will be indicative of the pattern's goodness of fit. Of course, values above 0.9 shall be viewed as giving the most appropriate goodness of fit. Another presumption in the structural equation modeling is that the measurement scale should be an interval-based one. In the present study, all of the variables inserted in the model for investigating their effects featured interval-based measurement scale.

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The software output was indicative of the proposed model's goodness of fit in such a way that RMSEA, CMIN/DF and GFI were found equal to 0.058, 2.744 and 0.878, respectively. The values of the other goodness of fit indices have been given in table 1 for the proposed model.

Index	Acceptable limit	Reported value
Root mean square error of approximation (RMSEA)	=<0.08	0.058
Normed chi-square (CMIN/DF)	=<3	2.744
Goodness of fit index (GFI)	=>0.9	0.878
Adjusted goodness of fit index (AGFI)	=>0.9	0.809
Comparative goodness of fit (CFI)	=>0.9	0.936
Normed goodness of fit index (NFI)	=>0.9	0.904
Tucker-Lewis Index (TLI)	=>0.9	0.913
Incremental goodness of fit index (IFI)	=>0.9	0.937

Table 1
Goodness of fit indices of the proposed study model

The results offered in table 2 indicated the positive and significant effect of workplace spirituality on the customer relationship management (0.875) and quality of work life (0.740) as well as the positive and significant effect of the customer relationship management on the quality of work life (0.213) in the health insurance organization.

Organization	Hypothesis			Path coefficient	t-value	Result	Relationship type
Health insurance	CRM	→	Workplace spirituality	0.875	11.533**	Confirmed	Incremental
	Quality of work life	→	Workplace spirituality	0.740	4.710**	Confirmed	Incremental
	Quality of work life	→	CRM	0.213	2.012**	Confirmed	Incremental
**values above 1.96 are significant in 0.05 level;*values larger than 1.64 are significant in 0.1 level							

Table 2
Path coefficient and its significance and investigation of the study hypothesis in the primary path analysis model

The results of table 3 showed that, besides its direct effect, workplace spirituality indirectly influenced the quality of work life through CRM, as well. The amount of the direct effect in health insurance organization was 0.740 and the amount of its indirect effect through CRM was 0.186.

In addition, based on the calculations, the significance amount found in bootstrapping method for the investigation of the intermediary role of CRM was 0.001 according to which the intermediary role of CRM in the relationship between workplace spirituality and quality of work life was confirmed.

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Organization	Hypothesis			Direct effect	Indirect effect	Total effect
Health insurance	CRM	→	Workplace spirituality	0.875	-	0.875
	Quality of work life	→	Workplace spirituality	0.740	0.186	0.926
	Quality of work life	→	CRM	0.213	-	0.213

Table 3
Direct, indirect and total effects in the primary path analysis model

Question One: Investigating the status of the workplace spirituality in the intended study sample volumen

H_0: The workplace spirituality is not in an optimal status in the intended study sample volume ($\mu \leq 3$).
H_1: The workplace spirituality is in an optimal status in the intended study sample volume ($\mu > 3$).

According to the results presented in table 4, it can be stated that the workplace spirituality was in an optimal level in the intended study sample volume of health insurance organization (P-value<0.05). In other words, according to the mean value obtained for this variable, it can be stated that the workplace spirituality was higher than intermediate in the studied sample volume.

Organization	Mean	Standard deviation	Theoretical mean-3.00	
			t-value	p-value
Health insurance	3.50	0.65	8.85	0.001

Table 4
Workplace spirituality in the studied sample volumen

Question two: Investigating the status of CRM in the intended study sample volumen

H_0: CRM is not in an optimal status in the intended study sample volume ($\mu \leq 3$)
H_1: CRM is in an optimal status in the intended study sample volume ($\mu > 3$)
According to the results summarized in table 5, it can be stated that customer relationship management was in an optimal level in the intended study sample volume of health insurance organization (P-value<0.05). In other words, according to the mean value obtained for this variable, it can be expressed that the CRM was higher than intermediate in the studied sample volume.

Organization	Mean	Standard deviation	Theoretical mean-3.00	
			t-value	p-value
Health insurance	3.41	0.73	6.45	0.001

Table 5
CRM status in the studied sample volume

Question three: Investigating the status of quality of work life in the intended study sample volumen

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H_0: The quality of work life is not in an optimal status in the intended study sample volume ($\mu \leq 3$).

H_1: The quality of work life is in an optimal status in the intended study sample volume ($\mu > 3$).

According to the results summarized in table 6, it can be stated that the quality of work life was in an optimal level in the intended study sample volume of health insurance organization (P-value<0.05). In other words, according to the mean value obtained for this variable, it can be expressed that the quality of work life was higher than intermediate in the studied sample volume.

Organization	Mean	Standard deviation	Theoretical mean-3.00	
			t-value	p-value
Health insurance	3.39	0.66	6.73	0.001

Table 6
The status of the quality of work life in the studied sample volume

Question four: Is there a relationship between workplace spirituality and CRM in health insurance organization in Kerman Province?

The results of the structural equation modeling given in table 7 were reflective of the positive and significant effect of workplace spirituality on CRM (0.875) in the health insurance organization.

Organization	Hypothesis			Path coefficient	t-value	Result	Relationship type
Health insurance	CRM	→	Workplace spirituality	0.875	11.533**	Confirmed	Incremental
**values above 1.96 are significant in 0.05 level;*values larger than 1.64 are significant in 0.1 level							

Table 7
Path coefficient and its significance and investigation of the study assumption
in the primary path analysis model

Question five: Is there a relationship between workplace spirituality and quality of work life in health insurance organization of Kerman Province?

The results of the structural equation modeling presented in table (8) were reflective of the positive and significant effect of workplace spirituality on quality of work life (0.740) in the health insurance organization.

Organization	Hypothesis			Path coefficient	t-value	Result	Relationship type
Health insurance	Quality of work life	→	Workplace spirituality	0.740	4.710**	Confirmed	Incremental
**values above 1.96 are significant in 0.05 level;*values larger than 1.64 are significant in 0.1 level							

Table 8
Path coefficient and its significance and investigation of the study assumption
in the primary path analysis model

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Question six: Is there a relationship between CRM and quality of work life in health insurance organization of Kerman Province?

The results of the structural equation modeling presented in table (9) were reflective of the positive and significant effect of CRM on quality of work life (0.213) in the health insurance organization.

Organization	Hypothesis			Path coefficient	t-value	Result	Relationship type
Health insurance	Quality of work life	→	CRM	0.213	2.012**	Confirmed	Incremental
**values above 1.96 are significant in 0.05 level;*values larger than 1.64 are significant in 0.1 level							

Table 9
Path coefficient and its significance and investigation of the study assumption
in the primary path analysis model

Considering the abovementioned cases and the results of the structural equation modeling, the model illustrated in figure 2 was proposed and confirmed for workplace spirituality, CRM and quality of work life by the experts with a frequency percentage of 96.
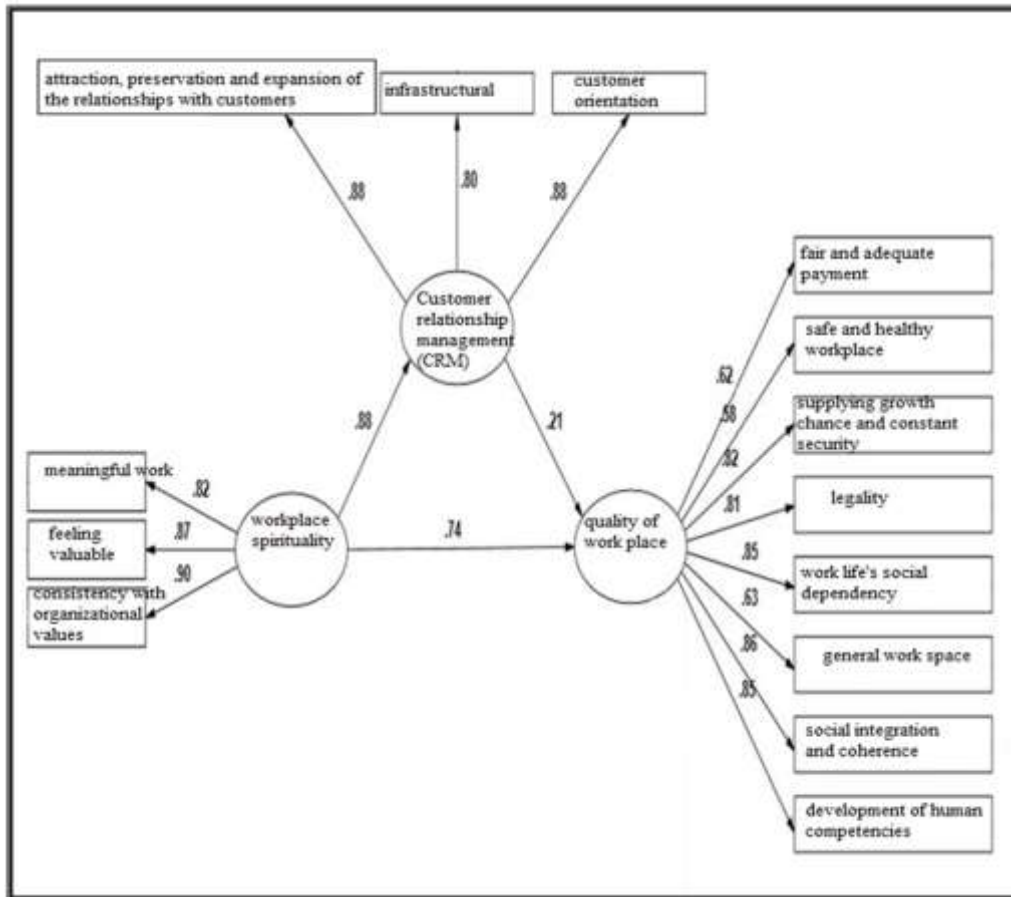

Figure 2
Study's optimal pattern

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Table 10 has summarized the path coefficients and their significance values and the results of the study hypotheses tests for the primary path analysis model.

Organization	Hypothesis			Path coefficient	t-value	Result	Relationship type
Health insurance	CRM	→	Workplace spirituality	0.875	11.533**	Confirmed	Incremental
	Quality of work life	→	Workplace spirituality	0.740	4.710**	Confirmed	Incremental
	Quality of work life	→	CRM	0.213	2.012**	Confirmed	Incremental
**values above 1.96 are significant in 0.05 level;*values larger than 1.64 are significant in 0.1 level							

Table 10
Path coefficient and its significance and investigation of the study assumption
in the primary path analysis model

Conclusion

In the today's world, ability, economic power and welfare of each country depends on its optimum use of the resources, facilities and human workforce in such a way that the more competent and the more efficient the workforce, the higher the progress of that country in economic and social arenas. The studies conducted in this regard indicate according to the values governing the two organizations that the quality of work life can lead to a high level of mutual commitment between the individuals and organization if being influenced by spirituality and customer relationship management of a proper type.

As a result of which, the organizational performance can be improved through the creation of more challenging jobs that are more satisfactory and more effective for the employees working in all organizational levels.

It has also been pinpointed that the quality of work life, as a process, cause the actualization of the goals through getting the entire employees involved and paves the way for their active participation. It has also been found exerting a positive effect on the private life of the individuals , which can support and help the health insurance organization in implementing the governing values including law-orientation, accountability, knowledge-orientation, customer-centeredness, justice-orientation, meritocracy, responsibility, confidentiality, winning the trust of the shareholders, development of human capital so that the goals, particularly information technology and standardization of the processes, maximization of the insured persons' satisfaction and accountability can be best implemented via establishing smart processes, offering qualitative and on-time services to the shareholders, increasing the efficiency and enhancing the productivity, improvement of the employees' performance and improvement of the preservation and retention of human workforce.

The present study attempted to recognize and describe the optimal pattern of workplace spirituality and CRM and the quality of work life (case study: health insurance company of Kerman Province) and it was made clear that the workplace spirituality had direct and indirect effects on CRM and quality of work life. It was also found exerting a

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positive and significant effect on the quality of work life through managing the customer relationships. The highest direct effect on the quality of work life was found exerted by the workplace spirituality in the proposed model; the workplace spirituality influenced the quality of work life through the intermediary role of CRM.

In the health insurance organization, the indicators of CRM were attraction, preservation and expansion of customer relationship and customer-orientation, all of which were found having identical effects. Next, the infrastructural dimension was found having the highest influence on the quality of work life. The indicators of the quality of work life were social integration and coherence, development of the human capabilities, social dependency of the work life, growth opportunity and constant security, legality, general life space, fair and adequate payment and safe and healthy work environment all of which were found significantly and largely influenced by workplace spirituality. The indicators of the spirituality included organizational values, feeling valuable and meaningful work, all of which were found with the highest direct effect on the indicators of quality of work life.

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