



# INTERNAL CUSTOMER OUTLOOK TOWARDS JOB DESIGN IN CHENNAI HOTELS

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## Abstract

*Service Based Organizations in today's competitive business scenario needs the active contribution and participation of employees towards accomplishment of organizational goals and long term sustainability in the market. This demands enhanced customer satisfaction where the active role of internal customers, the employees are important. Hospitality industry is considered to be a booming industry where internal customer satisfaction and effective job performance plays a crucial role. This study gives insight towards the various components of Job Design and employees' perception towards the same as it is one of the vital components of their productivity. Study is confined to few star hotels in Chennai and data are collected from the internal customers, the employees. Sample size is confined to 240 and the sampling method adopted is simple random sampling. Happy employees are not only productive but also strive hard in imparting excellent services and therefore need to be motivated through various influencing factors.*

**Key Words:** employees, internal customers, job, satisfaction

## I. INTRODUCTION

In this age of changing business scenario, hospitality industry is considered to be one of the fast growing industries across the world. Stiff competition prevails in the hospitality industry where greater emphasis is placed on customer orientation. Special concern is given for the internal customers in terms of motivation, job enrichment, skill enhancement, employee empowerment etc. But in this industry turnover rate is found to be high. Maintaining a sustainable workforce has really become a global challenge and special care is taken to reduce the turnover intentions. While the turnover intentions were analysed it is found that hectic working environment, work pressure, hectic workloads, poor job security, uncondusive work shifts, irregular holidays low salaries are some of the common reasons. High degree of Positive correlation is found between work environment and internal customer performance in most of the developing and advanced countries across the world. With the advent of globalization with greater emphasis on technology has created a tremendous change in the hotel sector and created new demands for the business world.

## II. SIGNIFICANCE OF THE STUDY

Job design specially emphasises on how activities or jobs are designed in the work place and care is taken to ensure that they have a match with the skills of the employees. Internal customers are capable of performing well in hotels only when there is minimum physical and psychological pressure. Hotels which recognizes proper work coordination and identifies various associated problems like work overload, monotonous tasks and less control over work followed by suitable remedial measures is likely to have more contribution towards workplace health and safety. If a job is well defined it leads to development and retention of more committed, safe and efficient workers based on which both the employees (i.e) the internal customers in hotels and the organization can reap the benefits of productivity. The study gains momentum as special emphasis is given for how job design contribute towards employee productivity and to find out the areas where certain rectifications need to be undertaken

## III. REVIEW OF LITERATURE

Bello, M.B., Aina, C. & Oluwole, A. (2021). examined the influence of job satisfaction on the performance of employees in the hotel industry in Lagos State. Based on the study it is identified that there exists a positive relationship among the various factors like job stress, promotion opportunity and supervisory support and the employees' performance are found to be statistically significant. In contrast to it the relationship between payment system and workplace environment, and employees' performance are not significant. Rao (2019) in his study identified that attrition rate is high in hospitality industry due to lengthy shifts and irregular working hours, lengthy shifts, monotony and stress at work. It is recommended that players in the hospitality industry can resort to some innovative strategies to keep their employees more involved in the workplace. Moreover internal communication need to be enhanced with greater emphasis on clarity at work, job security, and reward system for organization growth. Nithish Vijayakumar and Prof. Soni Vivek, (2018) highlighted certain factors that impact the level of satisfaction in hospitality business like career growth prospectus, good remuneration, employer stability and working environment. Neeraj Kumar (2016) attempted to measure employee satisfaction in two hotels and concluded that Employee Satisfaction is a multidimensional phenomenon with a number of factors operating simultaneously. Farah Laili Muda Ismail, et al (2019) showed that work environmental factors and having accomplished something by using their own ability is supposed to influence job

satisfaction. Moreover the quality of work life can be enhanced with providing the the employees in hotels with pay and skill match jobs and working with cooperative employees . Manjunath, Sheri Kurian(2011) in their study identified that the human resource policies and strategies need to be revamped to improve employee satisfaction and thereby to increase the rate of customer retention. Various areas of employee dissatisfaction are also spotted out. Muckles.M ., etal, (2018) in their study found that the Internal service quality in five-star hotels in Jordan has a positive impact on employee's job satisfaction. The findings concluded with the acceptance of hypothesis that there is a positive relationship between ISQ in the hotel industry and employees' satisfaction in their jobs in hotels. professionalism is needed for employees to sustain self-discipline and achieve success in their objectives. Guliyev, Gabil (2019) etal., in their study concluded that the element of professionalism should be practiced more by employees in hotels so that they tend to be successful. Impartation of human resources with deserved value will help to enhance job satisfaction and commitment. Lenin Selvanayagam (2017) through the study undertaken revealed that there is a significant positive correlation between the effectiveness of leadership and satisfaction level of workers in hospitality industry in Tamil Nadu.

#### IV. OBJECTIVES OF THE STUDY

- To find out the perception of internal customers towards job content .
- To study the employee opinion towards the various components of job design
- To study the impact of physical work setting on internal customers in the organization
- To analyze the impact of influencing factors on internal customer's preference to continue working in hotels

#### V. RESEARCH METHODOLOGY

Research Design chosen for this study is descriptive . Sampling technique is simple random sampling which is a probability sampling technique. Sample size is confined to 240. Data collected are both primary and secondary in nature. Interpretation is carried out with the usage of various statistical tools and techniques. Employees, the internal customers in hotel industry are taken as respondents and focus is confined to 4 Star Hotels in Chennai .

#### VI. ANALYSIS AND INTERPRETATION

##### DEMOGRAPHIC PROFILE OF RESPONDENTS

VARIABLES	Opinion	No. of Respondents	Percentage
Gender	Male	214	89
	Female	26	11
Age (in years)	<21	18	7
	21-25	22	9
	26-30	52	22
	31-35	82	35
	>35	66	27
Experience(in years)	<2	28	11.5
	2-5	46	19
	6-10	32	13.5
	11-15	60	25
	>15	74	31

The table above depicts the demographic profile of the internal customers of various three star hotels in Chennai .

##### IMPACT OF JOB CONTENT ON EMPLOYEE SKILLS

When analysed whether there is a proper match between the skill set and the job expectation and assignment it is found that majority of the respondents have a positive opinion in this regard and the response of which is recorded below.

S.NO	IMPACT	NO. OF RESPONSES	PERCENTAGE
1	Yes	206	86
2	No	34	14
TOTAL		240	100

From the above table, it is understood that 79% of employees are of the opinion that the assigned tasks as per their skills and qualification, and 21% of the respondents have a negative opinion in this regard. It is therefore inferred that majority of customers feel that the assigned tasks are as per their skills and qualification (i.e.) 79%.

#### INTERVAL ESTIMATION

$$\text{Confidence Interval} = p \pm Z \alpha/2$$

$$p = \text{No. of Success} = 0.86$$

$$q = \text{No. of Failure} = 0.14$$

$$n = \text{No. of Respondents} = 120$$

$$Z\alpha/2 = \text{Confidence level} = 1.96$$

$$\text{Confidence interval} = 0.86 \pm 1.96 \\ = 0.86 \pm 0.06$$

$$\text{Confidence interval} = 0.80, 0.92$$

**Conclusion:** It is found that the statistical parameter lies between 0.80 and 0.92. Hence it is concluded that the assigned tasks are as per your skills and qualification in the population parameter ranges between 80% and 92% respectively.

### OPINION OF INTERNAL CUSTOMERS TOWARDS CURRENT WORKLOAD

	Properly Balanced	Excessive	High	Relaxed	Comfortable
No. of responses	18	19	15	26	41

#### HYPOTHESIS:

**Null Hypothesis (H<sub>0</sub>):** Opinion of Internal Customers towards workload is the same

**Alternative Hypothesis (H<sub>1</sub>):** Opinion of Internal Customers towards workload is different

O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> – E <sub>i</sub> )	(O <sub>i</sub> – E <sub>i</sub> ) <sup>2</sup> / E <sub>i</sub>
18	23	-5	1.08
19	23	-4	0.71
15	23	-8	2.81
26	23	3	0.39
41	23	18	14
		TOTAL	18.99

#### Test Statistics:

$$\chi^2 = 18.99$$

**Level of Significance:**  $\alpha = 0.05$

#### Table Value:

$$\begin{aligned} \text{Degrees of Freedom} &= (c-1)(r-1) \\ &= (5-1)(2-1) = 4 \end{aligned}$$

**Conclusion:** Calculated Value > Table Value

$$18.99 > 8.299$$

Since H<sub>0</sub> is rejected it is concluded that the opinion of internal customers towards the workload remains the same .

### INTERNAL CUSTOMER SATISFACTION TOWARDS JOB CONTENT IN HOTELS

Opinion	No. Of Respondents	Percentage
Strongly Agree	102	42.5
Agree	68	27
Neutral	50	22.5
Disagree	14	5.5
Strongly Disagree	6	2.5
TOTAL	240	100

From the above table, it is understood that 51% of the employees are strongly agree that the content of job is good, 27% of the employees agreed in this regard , 22.5% of the employees have a neutral opinion, 5.5% of the employees disagreed , 2.5% of the employees strongly disagree on their job content .

It is therefore inferred that most of the respondents i.e., 51% of the employees strongly agree that the job content is good.

### OPINION OF INTERNAL CUSTOMERS TOWARDS JOB DESIGN IN HOTELS

S.NO	Opinion towards Job Design	5	4	3	2	1	WA	Rank
1	Tasks are simple	42	28	64	86	20	23.5	5
2	Highly specialized Jobs	74	34	18	46	68	24	4
3	Additional tasks assigned	50	30	56	46	58	23.2	6
4	Tasks matches skillset	44	34	74	50	42	24.2	3
5	Job feedback	36	42	58	62	42	22.9	7
6	Work Autonomy	62	48	36	52	40	25.5	2
7	Task Significance	84	36	54	30	36	27.4	1

While analysing the opinion of internal customers towards the various elements of job design it is identified that task significance is identified to be the most crucial element since it is ranked 1<sup>st</sup> by most of the respindents . It is followed by work autonomy and task – skill set match which are ranked 2<sup>nd</sup> and 3<sup>rd</sup> respectively. Specialisation of tasks and simple tasks are also found to be the influencing factors in job design for some respondents as they are ranked 4<sup>th</sup> and 5<sup>th</sup> . Additional tasks assigned and Job Feedback are found to have least importance.

#### ATTITUDE TOWARDS JOB ROTATION

Job Rotation is a management concept which emphasises on shifting employees between two or more assignments or jobs at regular intervals so as to expose them to various jobs in the organization. It's main aim is to test the employee skills and competencies in order to place them in the job where they are found to be more productive. Moreover it reduces the monotony employees usually experience in the work environment and helps them to have a broader outlook and experience in the workplace.

Job Rotation is a concept which is highly prevalent in star hotels . In this perspective attempt is made to find out the opinion of the internal customers on Job Rotation.

S.NO	OPINION	1	2	3	4	5	WA	Rank
1	No stress on jobs	76	50	74	22	18	30.2	1
2	Reduces boredom	48	62	20	32	78	23	4
3	Promotes career planning	36	52	62	42	48	23.5 4	3
4	Enhanced Organizational Productivity	50	68	36	22	64	24.6	2

From the table above it is clear that Job Rotation helps the internal customers to be stress free at workplace while they are at work followed by enhanced organizational productivity which are ranked 1<sup>st</sup> and 2<sup>nd</sup> respectively by most of the respondents. Some respondents feel that it contributes towards career growth prospectus . Only very few feel that they like to have job rotation mainly because it reduces boredom.

#### ATTITUDE TOWARDS JOB SIMPLIFICATION

S.No	Opinion	No. Of Responses	Percentage
1	Yes	156	65
2	No	84	35
Total		240	100

In the analysis undertaken most of the employees (i.e) 65% feel that job simplification is highly effective and 35% of the employees feel that job simplification is not that much effective.

#### INTERVAL ESTIMATION

**Confidence Interval =  $p \pm Z \alpha/2$**

$p = \text{No. of Success} = 0.65$

$q = \text{No. of Failure} = 0.35$

$n = \text{No. of Respondents} = 120$

$Z\alpha/2 = \text{Confidence level} = 1.96$

Confidence interval =  $0.65 \pm 1.96$   
 $= 0.65 \pm 0.06$

**Confidence interval = 0.59, 0.71**

**Conclusion:** It is found that the statistical parameter lies between 0.59 and 0.71. Hence it is concluded that the assigned tasks are as per your skills and qualification in the population parameter ranges between 59% and 71% respectively.

#### FACTORS MOTIVATING JOB PERFORMANCE

S.NO	FACTORS	1	2	3	4	5	WA	Rank
1	Work Setting	44	54	72	8	4	22.4	4
2	Relationships	62	44	26	92	16	25.4	3
3	Salary	102	40	24	36	38	28.4	1
4	Team Spirit	28	34	58	62	58	21.1	5
5	Nature of work	66	74	22	58	20	27.6	2

The above table gives a very indication that salary plays a dominant role in motivating job performance since this option has got preference from majority of the respondents and ranked 1<sup>st</sup> followed by the nature of work which is ranked 2<sup>nd</sup>. Workplace relationships and work setting occupy the 3<sup>rd</sup> and 4<sup>th</sup> position respectively. Team spirit is found to have the least preference.

#### IMPACT OF HOTEL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

Good team spirit (A)	36	42	58	62	42
Satisfied with work setting (B)	48	62	20	32	78
Comfortable with Job (C)	84	36	54	30	36

**Null Hypothesis H0 :** There is no significant difference in the satisfaction level of internal customers towards the various influential factors in hotel working environment.

**Alternative Hypothesis H1 :** There is significant difference in the satisfaction level of internal customers towards the various influential factors in hotel working environment.

**H01 = 0.285**

**Calculated value H01 = 0.285**

**Level of Significance:  $\alpha = 0.05$**

**Table Value: Degrees of freedom =  $k-1 = 2$**

where,  $k = 2$

**Table Value = 9.488**

**Conclusion:** Calculated value < Table value (i.e)0.285 < 9.488

Hence it can be concluded that there is no significant impact of influential work environmental factors in the satisfaction level of internal customers.

### FACTORS INFLUENCING INSPIRATION TO CONTINUE WORK IN HOTELS

When Analysis is carried out to find the various factors that inspire the internal customers in their workplace to continue working in hotels it is found from the table below that high salary in star hotels motivate and inspire employees, the internal customers to continue to work in hotels based on the opinion given by around 26.7 % of the respondents . The next inspiring factors is found to be Discounted/ Free meals that are provided in hotels which constitutes around 17.5% of the respondents followed by tips and bonuses employees get for serving external customers which constitutes around 16.7% of the internal customers. Customer Interactions are also found to one of the influencing factors in motivation for hotel employees to continue working in hotels.

S.No	Grade Of Work	No. Of Responses	Percentage
1	High salary	64	26.7
2	Discounted/Free Meals	42	17.5
3	Locational Flexibility	12	5
4	Award programs	30	12.5
5	Tips & Bonuses	40	16.7
6	Customer Interactions	36	15
7	Special Events	16	6.60
TOTAL		240	100

High Salary is therefore found to be the key motivating factors in influencing workers to continue working in hotels . Locational flexibility and special employee events are not found to be significant motivating factors

### VII. FINDINGS & RECOMMENDATIONS

Most of the employees taken for the survey feel that there is a match between their skillset, qualification etc with that of the task assigned. Workload is considered to be relatively high and almost all the internal customers are found to have a similar opinion in this regard. Most of the respondents i.e., 51% of the employees strongly agree that the job content is good. Task significance is identified to be the most crucial element in job design since it is ranked 1<sup>st</sup> by most of the respondents . It is followed by work autonomy and task – skill set match which are ranked 2<sup>nd</sup> and 3<sup>rd</sup> respectively. Job Rotation helps the internal customers to be stress free at workplace while they are at work followed by enhanced organizational productivity which are ranked 1<sup>st</sup> and 2<sup>nd</sup> respectively by most of the respondents. Hence Job rotation can still be given more emphasis so that employees may be free from stress and tend to become more productive to the organization. salary plays a dominant role in motivating job performance since this option has got preference from majority of the respondents and ranked 1<sup>st</sup> followed by the nature of work which is ranked 2<sup>nd</sup>. There is no significant impact of influential work environmental factors in the satisfaction level of internal customers. Hence more emphasis can be given for making the job design effective. Salary is found to be the most influencing factors that influences the internal customers to continue working. Hence employees can be influenced and motivated by giving more fringe benefits and increase in salary based on their performance and contribution to the organization.

### VIII. CONCLUSION

Employees , the internal customers play a key role in service based organizations where external customer satisfaction is the backbone of success and performance. To satisfy the external customers internal customers need to be motivated to make their optimal contribution. The study revealed the fact that though the work load is high employees are not much affected by it if the job design is effective. Job Rotation not only helps them out to have relief from stress but also makes them more productive . More over salary is found to be the most influencing factor not only to continue in their present job but also it is the deciding factor in this intention to continue in the future also. Proper motivation in this regard through monetary and non-monetary benefits will go a long way in their contribution towards the organization and its success.

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