An Application of Job Evaluation for Service Businesses Through Thinking Styles-Based Quality Function Deployment

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Extensive Summary

Introduction

The employees enrolled in labor-intensive industries like tourism industry are accepted as one of the most valuable capitals of many enterprises. Keeping or bringing the employees in the organizations requires an equal payment and incentive systems. To realise this approach, the concept of job evaluation has showed up in 1940s, which has the philosophy of equal pay for equal work, and it has been an important approach for organizations that have a wide range of jobs. In the studies related to the payment systems in the tourism industry, the focus is generally on the performance of employees rather than the evaluation of jobs (Beck, Beatty ve Scakett, 2014; Korschun, Bhattacharya ve Swain, 2014) and the payment systems are established accordingly (Huang ve Hsueh, 2014). Therefore, primarily, there is a need to establish a sytstem that evaluates the jobs' contribution to the total service product (the service outcomes) and then the performance should be measured according to the elements of this systems. Yet already, the determination of job evaluation criteria and the relative measurement of these criteria constitute the most important element of job evaluation applications (Mohiuddin-Noetzel, 1998). With this reason, to prevent the faliures of payment sytsems that are away from this approach, the job evluation should be established analytically, detailed and objectively (Gilbert, 2012). In this context, in the current study, it is proposed that the thinking styles that the employees use when they conduct their jobs should be the main criteria in the job evaluation and the QFD technique should be used to measure these criteria because of its analytical and logical tool in making deicisons away from completely intuitional basis. Under the light of this information, the purpose of this study is to illustrate the applicability of QFD with the combination of thinking styles as a job evaluation technique in a hotel organization and discuss the advantages of this proosed approah to the planners and decision makers.

Methodology

The study is conducted in a five star hotel. The data was collected from the human resources department manager of the hotel. The first part of the data provided the

relative importance of ten different jobs under the job evaluation through the analytical hierarchy process and used for the first step of the house of quality. The second part of the data provided the inputs for other steps in building the house of quality.

Findings

To conduct jobs effectively, "legislative (24,3)" thinking style was found as the leading thinking style. Then the "executive (17,4)" and "hierarchic (14,9)" thinking styles followed this. Among the latest thinking styles were "conservative (0,16)" and "Judicial (0,46)" and "monarchic (1,43) thinking styles. These findings could be thought as determinanance of certain thinking styles in competitiveness of businesses against rivalry and as indicators in the planning of payment and incentive systems. House of quality (Figure 2) provide a snapshot of thinking styles as a requierement in the effective conduction of jobs and this is shown with the relationship and correlation matrices in the house. On the other hand the performance of the organization relative to its rivalry could also be seen in the house. In this manner, the point factor and grouping techniques, that are most frequently used methods in job evaluation aplications, could be better developed with the help of the proposed approach.

Conclusion

The theoretical contribution of the study is to provide a job evaluation technique based on the combination of quality functin deployment and thinking styles with the help of a five star hotel case. Besides, the study takes attention to the contribution of individiual differences to the organizations in context of different thinking styles. In practical, this study provides a job evaluation technique especially for service-driven organizations. There are plentiful advantages of the proposed approach for organizations. Developing a base for the payment and incentive systems comes first among these. The advantages of QFD in making effective decisions are therefore brought to job evaluation. Another important point is that the orgnaizations may use the QFD for job evaluation not only based on thinking styes as proposed in this research, but also other criteria that they can determine specific to their needs.