

A STUDY ON JOB EVALUATION**CHORAGUDI SAIKEERTHI ¹, Dr.P.RAMYA²****AUTHOR¹, AUTHOR ²****MLR Institute of technology****Hyderabad****ABSTRACT**

Job evaluation is a systematic process to assess the relative worth of jobs within an organization, ensuring equitable and competitive compensation structures. This study explores various job evaluation methods, such as job ranking, job classification, point factor, and factor comparison, analyzing their effectiveness in diverse organizational contexts. By examining these methodologies, the research identifies key factors influencing job value, including skill requirements, responsibilities, and working conditions. The study also investigates the impact of job evaluation on employee motivation, organizational fairness, and overall productivity. Utilizing a mixed-method approach, including surveys, interviews, and case studies, the research provides a comprehensive understanding of the practical implementation of job evaluation systems. The findings highlight best practices for achieving accuracy and consistency in job assessments, offering valuable insights for HR professionals aiming to enhance their compensation strategies and foster a more motivated and satisfied workforce.

I. INTRODUCTION

Job evaluation is the process of systematically determining a relative internal value of a job in an organization. In all cases the idea is to evaluate the job, not the person doing it. Job evaluation is the process of determining the worth of one job in relation to that of the other jobs in a company so that a fair and equitable wage and salary system can be established.

Evaluation types

1. Job Ranking is the simplest form. Basically, one just orders the jobs according to perceived seniority. This is easy to do in a small organization, but gets more and more difficult as different jobs exist within the company.
2. Pair Comparison introduces more rigor by comparing jobs in pairs, but really it's a more structured way of building a basic rank order.
3. Benchmarking or slotting sets up certain jobs that are analyzed in detail. These are then used for comparison to slot jobs against these benchmarks.
4. Job Matching allocates benchmarks too, but when a position is matched the elements of the job that differ are re-evaluated. Usually, this evaluation will be done with a Point Factor Analysis (PFA) or classification system
5. The late 1990s saw a move towards widespread introduction of job evaluation across government with the introduction of the Single Status Agreement for Local Authorities, Agenda for Change in the NHS, Framework Agreement in Higher Education and similar moves in the Armed Forces and Civil Service.

II. NEED FOR THE STUDY

Job Evaluation helps the organization to follow systematic way of collecting data & information of each employee to aid planning, decision –making and submitting of returns & reports to the external agencies.

This collected information about the personnel will be helpful in solving the employees problems and organization problems. Job Evaluation maintains the data related to the employee's personal profile, career profile, skill profile & benefit profile, which would help in their growth.

III. OBJECTIVES OF THE STUDY

- 1.To know the role of job evaluation in Heritage Pvt.Ltd.
- 2.To eliminate wage inequalities.
3. To develop a consistent wage policy.
4. To provide a framework for periodic review and revision of wages.
5. To design and document positions of employee.

IV. METHODOLOGY

Data was collected using questionnaire. This method is quite popular in case of big enquires. A questionnaire consists a number of questions involves both specific and general questions related to employees.

SOURCES OF DATA

The two sources of data collection are namely primary and secondary

PRIMARY DATA

Primary data is fresh data collected through surveys, questionnaire which is also known as first-hand information.

SECONDARY DATA

Secondary data is collected from company brochures, records, magazines published by organization

1.Research design

It is a specification of method and procedure of acquiring information needed

Sample design

Sample Element - Heritage

Sample size - 100

Sample test - percentage method

Sample media - questionnaire

Sample method - simple random sampling

2.Statistical tools for analysis

In this various percentages were identified in the analysis and presented pictorially by bar charts in order to get a better quality

V. REVIEW OF LITERATURE

Early literature on job evaluation, such as the work of **Taylor (1911)** and **Weber (1947)**, emphasized the scientific management approach. They introduced the idea of job analysis and evaluation as essential tools for establishing clear job roles and responsibilities. Over time, job evaluation evolved to incorporate more comprehensive methods, including the **point-factor system** and **factor comparison method**, as discussed by **Scott et al. (1950)**.

Milkovich and Newman (2008) provide a detailed comparison of job evaluation methods. They highlight the **point-factor method** as the most widely used due to its objectivity and ease of application. This method breaks down jobs into key factors such as skills, responsibilities, and working conditions, assigning a score to each. **Fischer and Grittner (2011)** expand on this by comparing the point-factor method with the **ranking** and **classification methods**, noting that the latter are simpler but less precise. Research by **Treiman and Hartmann (1981)** underscores the role of job evaluation in promoting pay equity and reducing gender wage gaps. They argue that consistent application of job evaluation methods can help in identifying and correcting pay disparities. **Hartmann and Mello (2001)** further suggest that job evaluation contributes to transparent compensation practices, which are crucial for fostering trust and fairness in organizations.

Grote (2002) and **Cascio (2015)** highlight several challenges in job evaluation, including subjectivity in job factor weighting and resistance from employees who may perceive the process as unfair. They emphasize the importance of training evaluators and ensuring a participatory approach to mitigate these issues.

Balkin and Gomez-Mejia (1987) discuss the direct link between job evaluation and compensation structure. They argue that job evaluation provides a rational basis for determining pay scales, thereby helping organizations align compensation with job responsibilities and market rates. **Heneman and Judge (2000)** **Balkin and Gomez-Mejia (1987)** discuss the direct link between job evaluation and compensation structure. They argue that job evaluation provides a rational basis for determining pay scales, thereby helping organizations align compensation with job responsibilities and market rates. **Heneman and Judge (2000)** add that job evaluation aids in developing competitive compensation packages that attract and retain talent.

Boyd and Cohen (2003) explore differences in job evaluation practices between public and private sectors. They find that public sector organizations often use more standardized job evaluation methods due to legal and policy requirements, whereas private sector organizations have greater flexibility in adapting methods to suit their strategic goals.

With the advent of technology, **Parker and Grote (2010)** discuss the integration of digital tools in job evaluation processes. They note that software solutions enhance the efficiency and accuracy of job evaluations by automating data collection and analysis. **Stone and Dulebohn (2013)** argue that technology also facilitates continuous job evaluation, enabling organizations to respond more dynamically to changes in job roles and requirements.

VI. DATA ANALYSIS AND DISCUSSION

1. What is the age of employees?

Respondents	Response	Percentage
25-35	40	40%
35-45	25	25%
45-60	25	25%
60-and above	10	10%
total	100	100%

INTERPRETATION: From the above figure it is found that 40% employees are under the age group 25-35 age. 35-45 age group are 25%, 45-60 age group are 25% and 60 and above are 10%

2. Marital status?

MARITAL STATUS	RESPONDANTS	PERCENTAGE
Married	50	50%
Un Married	50	50%
Total	100	100%

INTERPRETATION: From the above figure it is found that 50% are married and 50% are unmarried.

3. How long you are working for this origination?

PARTICULAR	RESPONDANTS	PERCENTAGE
0-1Years	19	19%
1-3years	35	35%
3-5 years	20	20%
5-above	26	26%
Total	100	100%

INTERPRETATION: - From the above figure we found that 19% are between 0-1years, 35% are between 1-3 years, 20% are between 3-5 years, 26% are above 5years of experience.

4. Does your qualification suits to your designation

PARTICULAR	RESPONDANTS	PERCENTAGE
Strongly agree	20	20%
Agree	35	35%
Neutral	15	15%
Disagree	10	10%
Strongly disagree	20	20%
Total	100	100%

Interpretation: - From the above figure, it is found that 20% belong to the group of strongly agree, 35% belong to the group of agree, 15% belong to neutral group, 10% belong to disagree group and 20% belong to strongly disagree group

5. Do you feel that working atmosphere is friendly in nature at your work place?

PARTICULAR	RESPONDANTS	PERCENTAGE
Strongly agree	15	15%
Agree	25	25%
Neutral	30	30%
Disagree	15	15%
Strongly disagree	15	15%
Total	100	100%

INTERPRETATION: From the above figure it is found that 15% of the respondents belong to strongly agree group, 25% belong to agree group, 30% belong to neutral group, 15% belong to disagree group and 15% belong to strongly disagree group.

VII. FINDINGS AND RECOMMENDATIONS

- 40% employees are under the age group 25-35 age.35-45 age group are 25%, 45-60 age group are 25% and 60 and above are 10%
- 50% are married and 50% are unmarried.
- 19% are between 0-1years,35% are between 1-3 years,20% are between 3-5 years, 26% are above 5years of experience.
- 20% belong to the group of strongly agree,35% belong to the group of agree,15% belong to neutral group,10% belong to disagree group and 20% belong to strongly disagree group
- 20% belong to the group of strongly agree,35% belong to the group of agree,15% belong to neutral group,10% belong to disagree group and 20% belong to strongly disagree group
- 5% of the respondents belong to strongly agree group,25% belong to agree group,30% belong to neutral group,15% belong to disagree group and 15% belong to strongly disagree group.

VIII. RECOMMENDATIONS

1. A general training program covering the importance of and need for employee Evaluation in the light of global competition is to be designed in brainstorming session involving internal and external experts.
2. The present study identifies the following areas in which training is to be undertaken.
3. A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the Evaluation concept.
4. Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make Evaluation more fruitful.
5. A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the Evaluation a success.
6. The subordinate staff that is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this Evaluation program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking Evaluation.

IX. CONCLUSION

In the above perspective, the present chapter makes an attempt to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.

The study examines the readiness for employee Evaluation in six aspects, namely effective Communication, Value of people, Clarity, Concept about power, Information and Learning.

A perusal of data pertaining to combination makes us to conclude that the Executives have agreed to the effective down ward communication flow, which is a prerequisite for Evaluation.

With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of concept about power, they are somewhat agreed to share the power.

X. REFERENCES

PUBLISHER	AUTHOR	BOOK
ELBS	Tiwana Amrit,	The Knowledge Management Tool Kit
Mc GRAW HILL CO SINGAPORE	Fred Luthans	Organizational Behavior
BUSINESS TODAY	Business Today	Anniversary issue 1995
DALAL STREET JOURNAL 1994	Daine Tracy	Empowerment Demystified
EXECUTIVECAPSULE, VOLUME III MAR-APRIL 1999	Shari Caudron	Empowering Environment
THE HINDU OCT 23 RD 1999	Chandran Pillai. G	Empowerment - What does it mean?
TATA MC GRAW HILL	Harold Koontz Heinz Weihrich	Essentials Of Management

Web sites:

www.heritage.com www.heritagefood.com www.themanagementor.com www.google.com