JOB EVALUATION – STRATEGIC TECHNIQUE OF HRM

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ABSTRACT
Human resource management is a relatively modern label for the range of themes and practices involved in managing people. It is defined and described in a many ways.
This extract from Human Resource Management in a business context introduces the concept of Job Evaluation. It outlines HRM as a philosophy of people management and provides a framework for its role within the business context. People management - Human resource management has not 'come out of nowhere' HRM has absorbed ideas and techniques from a number of areas. In effect, it is a synthesis of themes and concepts drawn from over a century of management theory and social science research.
This complete turnaround in the position of HR has made the concept of Job Evaluation all the more imperative, while job evaluation itself is a relatively old concept. Its important has been greatly enhanced during the past decade.
In simple worlds, job evaluation is the rating of jobs in an organization. This is the process establishing the value or worth of jobs in a job hierarchy and compares the relative intrinsic value or worth of jobs within an organization
Keywords: HRM, Job Evaluation, Worth, Organization

INTRODUCTION

Job evaluation is a systematic assessment of job content. It establishes the worth of a job in terms of salary or wage compared to other jobs. Many elaborate schemes have been developed and applied with varying degrees of success. While some structure is necessary on a project, pay is more likely to be governed by market conditions, scarcity, individual knowledge, and performance or trade agreements.

Job evaluation is the method of ordering jobs or positions with respect to their value or worth to the organization, and placing them into job families and zones. Job evaluation is a formal process by which management creates a job worth hierarchy within an organization. The two basic approaches are the market data approach and the job content approach.

The I.L.O. defines job evaluation as "an attempt to determine and compare demands which the normal performance of a particular job makes on normal workers without taking into account the individual abilities or performance of the workers concerned."

The Bureau of Labour Statistics, U.S.A., says that "job evaluation is the evaluation or rating of jobs to determine their position in the job hierarchy. The evaluation may be achieved through the assignment of points or the use of some other systematic method for essential job requirements, such as skills, experience and responsibility.

The following principles help in successful implementation of the programme:

1. Rate the job but not the employee. Rate the elements on the basis of the job demands.

2. The elements selected for rating should be easily understood.

3. The elements should be defined clearly and properly selected.

4. Employees concerned and the supervisors should be educated and convinced about demands.

5. Supervisors should be encouraged to participate in rating the jobs.

6. Secure employee cooperation by encouraging them to participate in the rating programme.

The job-evaluation process starts defining objectives of evaluation and ends with establishing wage and salary differentials. The main objective of job evaluation, as was stated earlier, is to establish satisfactory wage and salary differentials. Job analysis should precede the actual program of evaluation.

A job-evaluation program involves answering several questions:

The major ones are:

- Which jobs are to be evaluated?
- Who should evaluate the jobs?
- What training does the evaluation need?
- How much time is involved?
- What should be the criteria for evaluation?
- What methods of evaluation are to be employed?

Which jobs are to be evaluated in any exercise, where there are more than 30 or 40 jobs to be evaluated, it is necessary to identify and select a sample of benchmark jobs, which can be used for comparisons inside and outside the organs.

The benchmark jobs should be so selected to achieve representative sample of each of the main levels of jobs in each of the principal occupations. The size of the sample depends on the number of different jobs to be covered. It is likely to be less than about five percent of the total number of employees in the organization and it would be difficult to produce a balanced sample unless at least 25 percent of the distinct jobs at each level of the organization were included.

Staffing Evaluation exercise:

A committee, which consists of Head of several of department's, as was pointed out earlier, does representatives of employee unions and specialist drawn from the National Productivity council Job evaluation. HR specialists will be normally the chairmen of the committee. Responsibility for the overall coordination of the job-evaluation programme should

be in the hands of a senior executive who can then report its progress to the board, and advise it on ensuring wage and salary development.

Team Training:

Members of the job-evaluation committee should be trained in its procedure so as to make the program successful.

Time Factor: Job evaluation should not be conducted in haste. Any rushing through will lead to appeals against the grading of jobs. Eight hours jobs in a day can be the ideal place. After this, the quality of evaluation tends to drop, and more time has to spend later in checking and assessing the validity of the grading.

Objectives of the Study:

- To know basic approach to Job Evaluation.

- To importance of Job Evaluation and its effectiveness.

- The impact of Job Evaluation on the employee's retention.

Methodology:

- Primary Source – The Faculty employed were interviewed with a structured questionnaire.

- Secondary Source – The Journals, Magazines and the Newsletters concerned.

Limitations:

The study was confined to very few colleges, and also very few respondents as it was only study purpose and not a large scale survey.

The final review of all the time should be allowed for re-evaluation, if necessary.

Isolating Job-evaluation criteria:

The heart of job evaluation is the determination of the criteria for evaluation. Most job evaluations use responsibility, skill, effort and working conditions as major criteria. Other criteria used are difficulty, time-span of discretion, size of subordinate staff, and degree of creativity needed.
Methods of Job-evaluation are of two categories:
Analytical and Non Analytical Job Evaluation.

Analytical:

➢ Point Method
➢ Factor Comparison Method

Point Method

The system starts with the selection of job factors, construction of degrees for each factor, and assignment of points to each degree. Different factors are selected for different jobs, with accompanying differences in degrees and points.

Factor-Comparison Method:

➢ The factor-comparison method is yet another approach for job evaluation in the analytical group. Under this method, one begins with the selection of factors; usually five of them- is assumed to be constant for all the jobs. Each factor is ranked individually with other jobs.

Non-Analytical:

- ➢ Ranking Method
- ➢ Banding Method
- ➢ Job-Grading Method

This is the simplest, the most inexpensive and the most expedient method of evaluation. The evaluation committee assesses the worth of each job on the basis of its title or on its contents, if the latter is available. But the job is not broken down into elements or factors. Each job is compared with others and its place is determined. The method has several drawbacks. Job evaluation may be subjective, as the jobs are not broken into factors. It is hard to measure whole jobs.

Banding Method

A banding procedure takes place when jobs are grouped together by common characteristics. Characteristics used to group jobs follow: exempt versus nonexempt, professional versus non professional, union versus non union, key contributor versus non-key contributor, line versus staff, technical versus non-technical, value-added versus non-value-added, and classified versus non-classified. Often these groups are then rank ordered and each group is then placed in a pay band.

Job-grading Method:

As in the ranking method, the job-grading method (or job-classification method) does not call for a detailed or quantitative analysis of job factors. It is based on the job as a whole. The difference between the two is that in the ranking method, there is no yardstick for evaluation, while in the classification method; there is such a yardstick in the form of job classes or grades. Under the classification method, the number of grades is first decided upon, and the factors corresponding to these grades are then determined.

Following are the essential for the success of Job Evaluation:

1. Compensable factors should represent all of the major aspects of job content. Compensable factors selected should:

   - ➢ Avoid excessive overlapping or duplication,

   - ➢ Be definable and measurable,

➢ Be easily understood by employees and administrators,

2. Not cause excessive installation or admin cost and

      ➢ Be selected with legal considerations in mind.

      ➢ Operating managers should be convinced about the techniques and programme of evaluation.

Factors that influence the job evaluation:
    • A job evaluation scheme should be chosen cautiously. It should be devised and administered on the basis of employment market, demand for labour, bargaining power of the parties & job conditions.

    • The details of the scheme should be drawn up in such a way that they do not conflict with other provision of a collective agreement.

    • The scheme should be sold to all concerned and suggestions sought. • Give major importance that the number of job titles and classification is kept to a minimum.

    • Any anticipated changes in methods should be carried out before a scheme is installed and all modifications in it should be resisted until it becomes fully established.

    • In preparing job descriptions it is a sound practice to emphasis in them the things which makes one job different from another rather than to find a comprehensive statement of all the duties of the job.

Principles for successful implementation of Job Evaluation:
    ➢ Discuss with the supervisors and employees about rating but not about assigning money values to the points.
    ➢ Employees concerned and the supervisors should be educated and convinced about the program.
    ➢ The elements selected for rating should be easily understood.
    ➢ The elements should be defined clearly and properly selected
    ➢ Rate the job but not the employee. Rate the elements on the basis of the job demands.
    ➢ Supervisors should be encouraged to participate in rating the jobs.
    ➢ Secure employee cooperation by encouraging them to participate in the rating program.
    ➢ Do not establish too many occupational wages.

Job evaluation process:

The job-evaluation process starts defining objectives overvaluation and ends with establishing wage and salary differentials. The main objective of job evaluation, as was stated earlier, is to establish satisfactory wage and salary differentials.

The following are the Employee level in a private affiliated college in Hyderabad, India.

1. Assistant Professor

2. Associate Professor

3. Professor

The study involves all the levels of faculty of 3 colleges in twin cities.

Job Evaluation Procedure

Each level of employee should have certain skills and knowledge levels which will be defined and communicated to all the employees. This will help every individual to accesses where he/she stands and how to reach the next level.

- There is a specified time limit for promoting an employee from one level to another. But the management of the college shall follow certain guidelines, for the same, as specified by the University.

- The Principal/Management recommendation of each employee's promotion is not the final decision. It must be approved by the University.

Data Analysis

Q. 1. I am satisfied with the priorities and direction of my department

	No. of Respondents	Percentage
Strongly Agree	11	28.94737
Agree	15	39.47368
Neutral	12	31.57895
Disagree	0	0
Strongly Disagree	0	0
Total	38	100
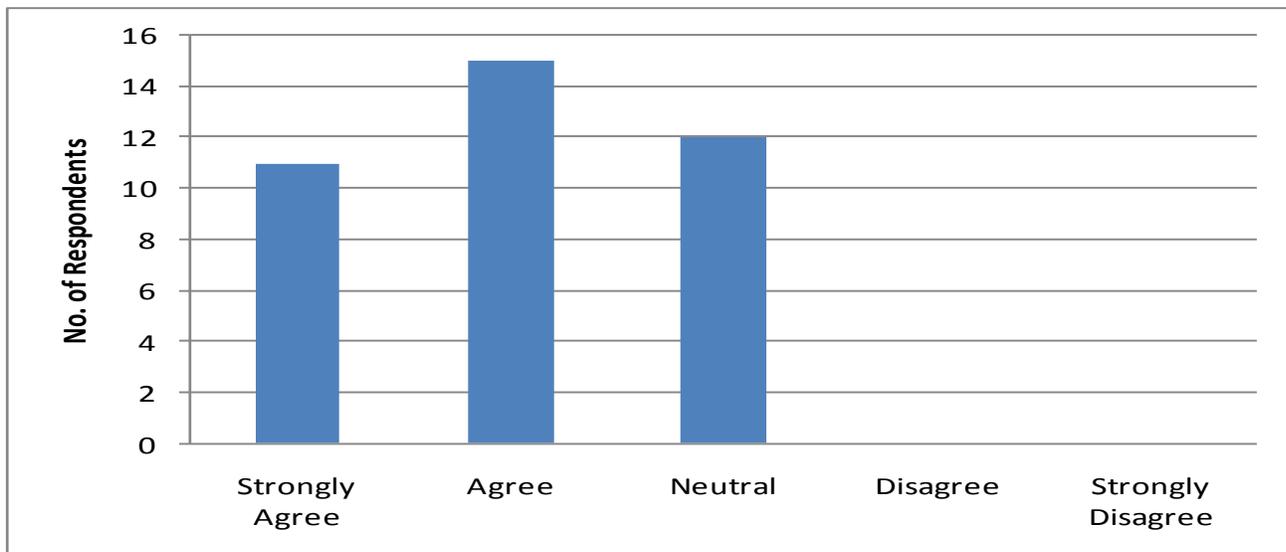
Interpretation: 28% of the employees have strongly agreed that they are very clear about the directions of their department. 39% agreed and 31% of them were not clear with the directions.

Q. 2. . I have adequate information available which enables me to do my job well.

	No. of Respondents	Percentage
Strongly Agree	9	23.68421
Agree	8	21.05263
Neutral	16	42.10526
Disagree	5	13.15789
Strongly Disagree	0	0
Total	38	100
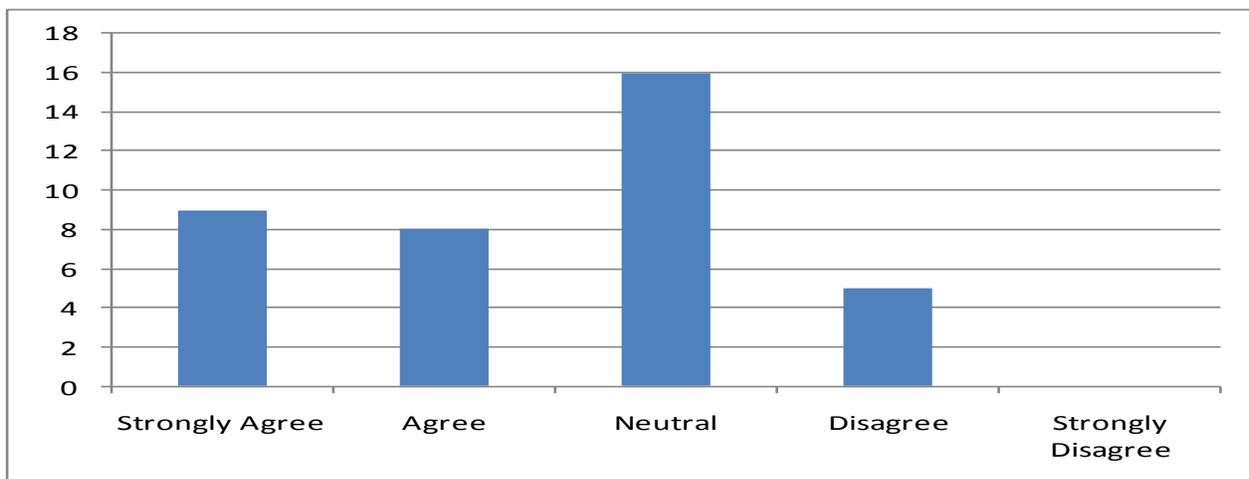
Interpretation: 23% of the employees strongly agreed that have adequate information. 21% agree that they are able to do job well because of relevant information and 42% of them opine that information is not enough to do the job effectively

Q. 3. Amount of work I am expected to do on my job is reasonable

	No. of Respondents	Percentage
Strongly Agree	8	21.05263
Agree	8	21.05263
Neutral	16	42.10526
Disagree	6	15.78947
Strongly Disagree	0	0
Total	38	100
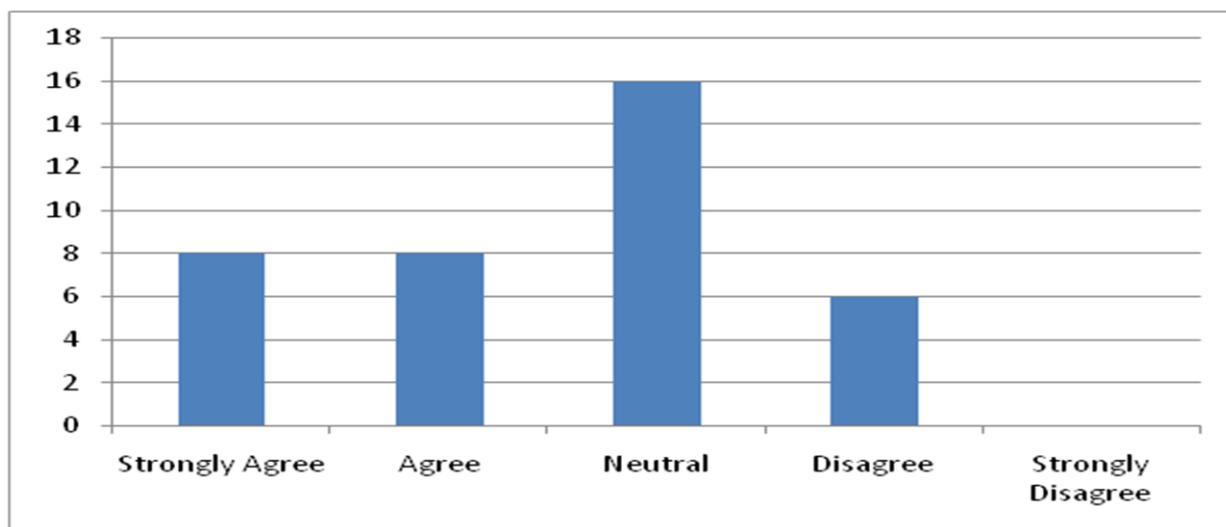
Interpretation: 21% of the employees strongly agree that the work expected from them is reasonable. 21% of them agree the same and 42% of them opine that the work expected is not reasonable, it is above their job.

Q. 4. I understand the day-to-day goals of my department

	No. of Respondents	Percentage
Strongly Agree	13	34.21053
Agree	12	31.57895
Neutral	11	28.94737
Disagree	2	5.263158
Strongly Disagree	0	0
Total	38	100
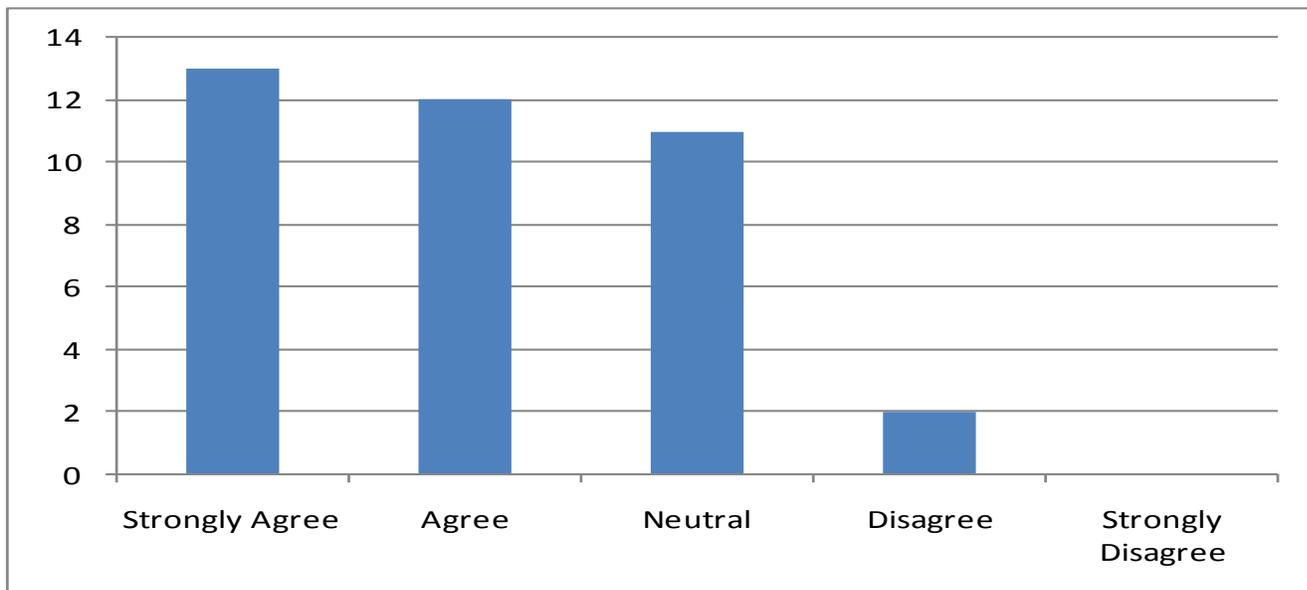
Interpretation: 34% of the employees strongly agree that they understand their department goals, 31% of them agree the same and 28% of them opine that they are unable to understand the goals set by their department.

Q. 5. Diverse perspectives are valued and encouraged within the department
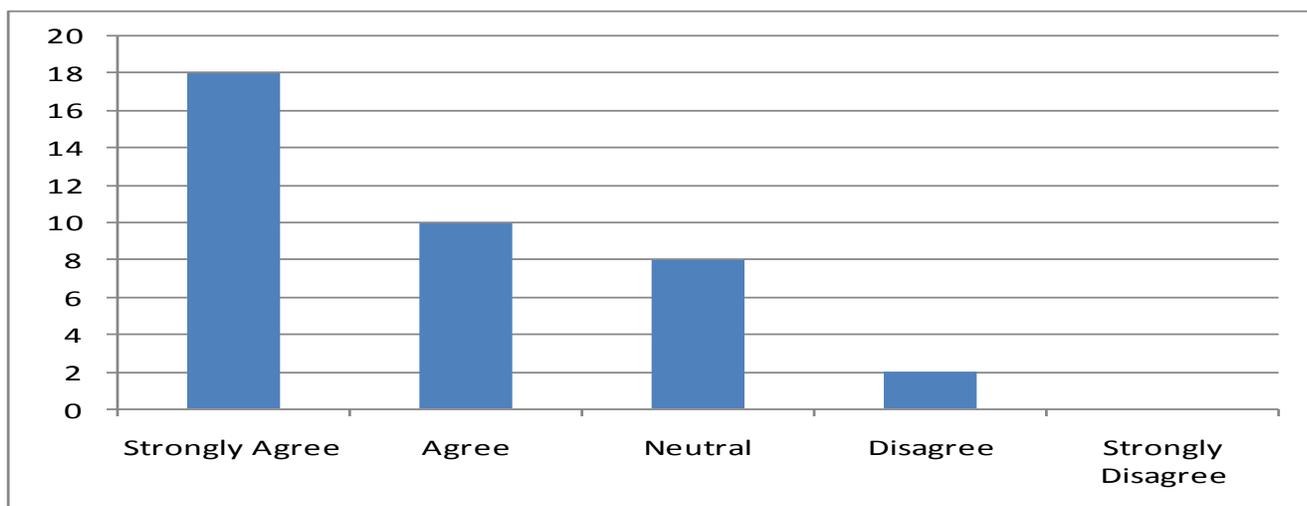
	No. of Respondents	Percentage
Strongly Agree	11	28.94737
Agree	10	26.31579
Neutral	12	31.57895
Disagree	5	13.15789
Strongly Disagree	0	0
Total	38	100
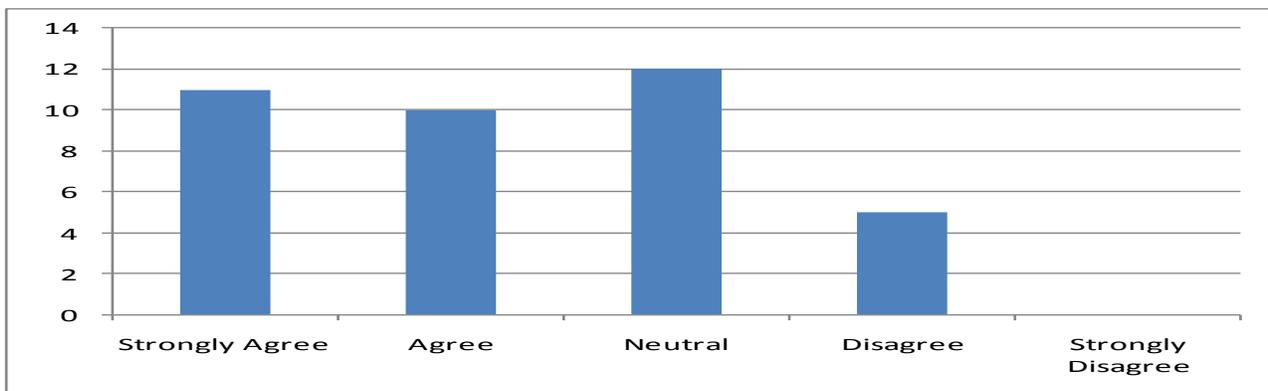
Interpretation: 28% of the employees strongly agree that any diverse ideas are welcome in their department, 26% of them agree the same and 31% of them are of neutral opinion that the new ideas and perspectives are not encouraged.

Q. 6. . College policies and procedures make sense to me.

	No. of Respondents	Percentage
Strongly Agree	18	47.36842
Agree	10	26.31579
Neutral	8	21.05263
Disagree	2	5.263158
Strongly Disagree	0	0
Total	38	100

Interpretation : 47% of the employees strongly agree that college policies really make sense 26% of them agree the same and 21% of them are of neutral opinion that the policies and procedures to be amended along with the changing competition.

Q. 7. The physical working conditions (e.g., ventilation, space, cleanliness) are very good

	No. of Respondents	Percentage
Strongly Agree	14	36.84211
Agree	7	18.42105
Neutral	12	31.57895
Disagree	3	7.894737
Strongly Disagree	2	5.263158
Total	38	100
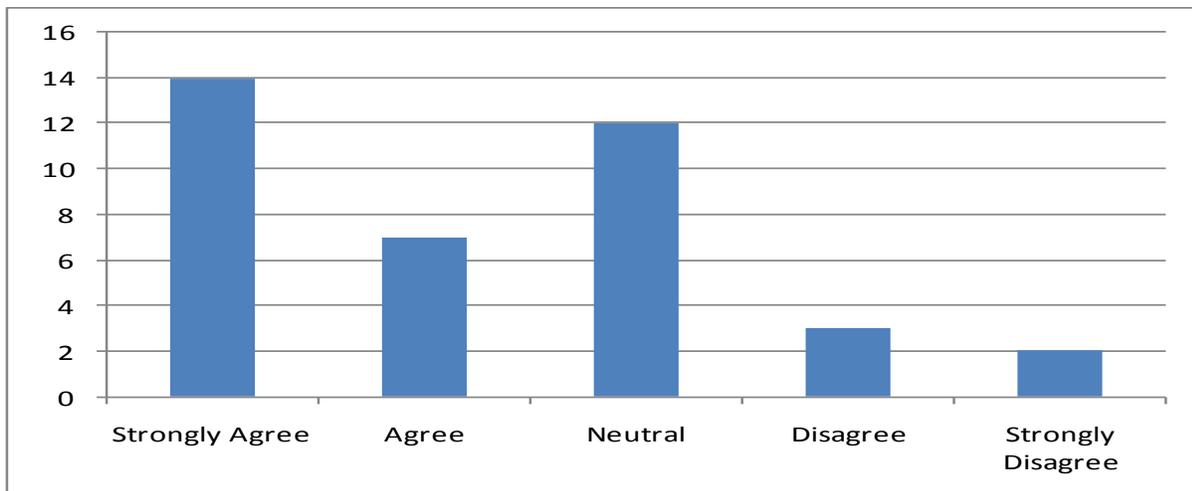
Interpretation: 36% of the employees strongly agree that they are happy with the working conditions, 18% of them agree the same and 31% of them are of neutral opinion that the physical conditions are adequate.

Q.8 Individual differences are respected here (e.g., gender, race, educational background, etc.)

	No. of Respondents	Percentage
Strongly Agree	14	36.84211
Agree	10	26.31579
Neutral	10	26.31579
Disagree	4	10.52632
Strongly Disagree	0	0
Total	38	100
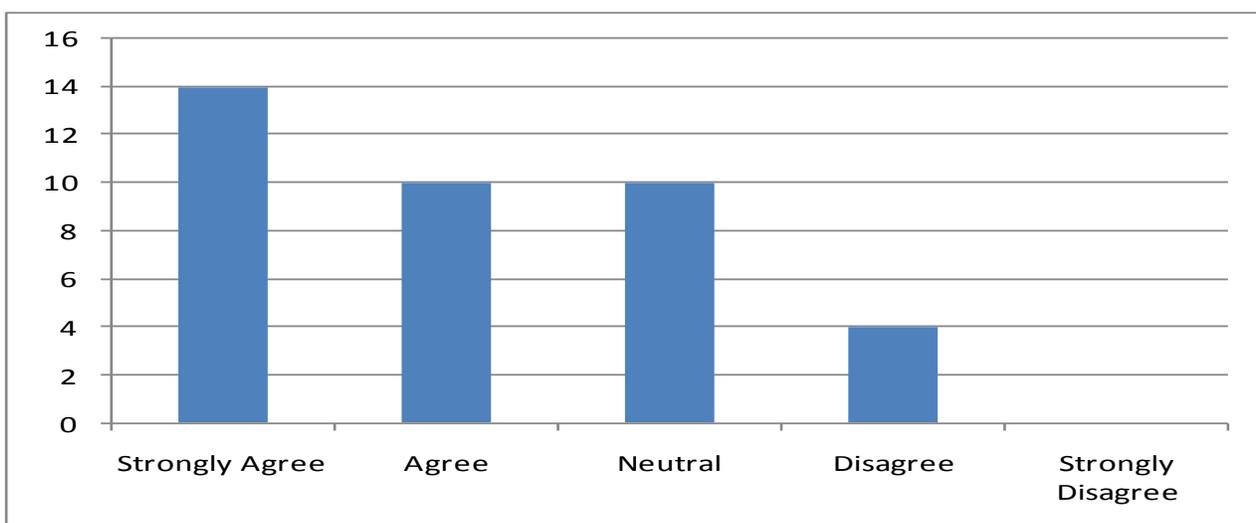
Interpretation: 36% of the employees strongly agree that individuals are respected here, 26% of them agree the same and 26% of them opine that individuals are considered on their gender, age and race.

Findings

- ➢ Majority of the employees have responded that they really enjoy working with colleagues.
- ➢ Most of the employees expressed that they are satisfied with the motivation given by management.
- ➢ Employees expressed that the objectives and goals of organization are transparent and clear.
- ➢ Fewer employees are not satisfied with promotion policies of organization.

Conclusion

It is important to note that most important factors essential for job satisfaction are the motivational factors such as Supportive working environment, The work itself, Working hours, Clean and hygienic working place and Rewards or Payment.

This particular context it is very clear that the primary source of job satisfaction among the employees was the sense of achievement experienced by them while on the job. Majority of the employees have responded that they have job satisfaction; they expressed their views that employee loyalty, performance and productivity are basic objectives of job satisfaction. Especially the employees felt happy with the flexi working hours. More than half of the employees agreed that their job will give identity in the society as it is considered to be noble profession. Co-operation between colleagues is up to satisfaction level.

One needs to keep in mind the various factors leading to the job satisfaction and by enhancing the profile of job. Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offers freedom and feedback. They want pay system and promotion policies that they perceive as being just and ambiguous and in line with their expectations. When pay is seen as fair that is based on job and individual skills, satisfaction is likely to result. Employees are also concerned with their work environment for both personal as well as professional life. So finally it is concluded that the level of job satisfaction is there but need to be increased and maintained.

Suggestions

- To concentrate on increasing satisfaction and retention of employees.

- As the work involved is time bound (Academic Year), this will help in reducing the factors leading to absenteeism and staff turnover.

- The method of recruitment should be improved by amending the HR policy of the Management. Promotion policy should be improved

- Management should check the performance of their employees time to time.

- Overall work environment should also be improved; amenities should be given importance and some minimum recreation facilities to be provided to the faculties.

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