



## **05\_JOB EVALUATION**

# Job Analysis & Its Components



- **Job analysis:** The process of describing and recording many aspects or elements of the job. The outcome of job analysis has two components
- **Job description:** A written summary of task requirements. This is the physical and environmental characteristics of the work to be done.
- **Job specification:** A written summary of work requirements (knowledge, skills, aptitudes, attitudes)

# Job Analysis: Importance & Purpose



- **Legal validation of employment decisions**
- **Defines duties & tasks**
- **Identifies reporting relationships**
- **Basis for determining relative worth of jobs**
- **Identifies redundancy**



# When Job Analysis is Used



- 1. Most commonly for personnel selection**
- 2. For recruitment in providing realistic job data**
- 3. For legal compliance**
- 4. For performance appraisal**
- 5. To identify job similarity for easy transfer**
- 6. Job evaluation**
- 7. Job redesign and re-engineering**

# Types of Information Collected



- **Job activities and procedures**
- **Working conditions and physical environment**
- **Social environment**
- **Conditions of employment**



## ?What it is



- Job Evaluation is a system wherein a particular job of an enterprise is compared with its other jobs. In the present industrial era, there are different types of jobs which are performed in every business and industrial enterprise. Comparative study of these jobs is very essential because on the basis of such study the structure of wages for different types of jobs is prepared.

# Definitions



1. Kimball and Kimball define job evaluation as “an effort to determine the relative value of every job in a plant to determine what the fair basic wage for such a job should be.”

2. According to Wendell French, “job evaluation is a process of determining the relative worth of the various jobs within the organisation, so that differential wages may be paid to jobs of different worth.” The relative worth of a job means relative value produced. The variables which are assumed to be related to value produced are such factors as *responsibility, skill, effort and working conditions*.

---

## OBJECTIVES OF JOB EVALUATION

---

The following are the objectives of job evaluation :

- (i) To secure and maintain complete, accurate and impersonal descriptions of each distinct job or occupation in the entire plant;
- (ii) To provide a standard procedure for determining the relative worth of each job in a plant;
- (iii) To determine the rate of pay for each job which is fair and equitable with relation to other jobs in the plant, community or industry;
- (iv) To ensure that like wages are paid to all qualified employees for like work;
- (v) To promote a fair and accurate consideration of all employees for advancement and transfer; (vi) To provide a



# Principles of job evaluation



There are certain broad principles, which should be kept in mind before putting the job evaluation programme into practice. These principles are :

- (i) Rate the job and not the man. Each element should be rated on the basis of what the job itself requires.
- (ii) The elements selected for, rating purposes should be easily explainable in terms and as few in number as will cover the necessary requisites for every job without any overlapping.
- (iii) The elements should be clearly defined and properly selected.

# Advantages of job Evaluation



Job evaluation enjoys the following advantages :

- (i) Job evaluation is a logical and to some extent an objective method of ranking jobs relative to one another. It may help in removing inequalities in existing wage structures and in maintaining sound and consistent wage differentials in a plant or industry.
- (ii) In the case of new jobs, the method often facilitates fitting them into the existing wage structure.
- (iii) The method helps in removing grievances arising out of relative wages; and it improves labour-management relations.

## JOB EVALUATION PROCESS



# The role of job evaluation in organizations



- Job evaluation includes comparative processes due to the fact that the relations and dependencies among the jobs have to be explained. This consists of an essential determinant that allows the management (through the analysis of the targets, achievements and factors that influence the requirements of the jobs) to assign the corresponding proportions of every job.

# The role of job evaluation in organizations



- For this reason job evaluation usually includes an extensive analysis of the roles, the objectives and the corresponding actions and achievements of the jobs.
- The outcome of this analysis is the establishment of structures that aid the comparison among the jobs and support the evaluators to make consistent and reasonable judgments.