

JOB EVALUATION

Definition:-

Job evaluation is the process of comparing jobs with other jobs in terms of wages a worker should be paid for performing the task. Thus, it is a rating of job. It can also be defined as “the procedure to determine the relative values of the job in a plant and to determine the basic wages for the job”.

Objectives:-

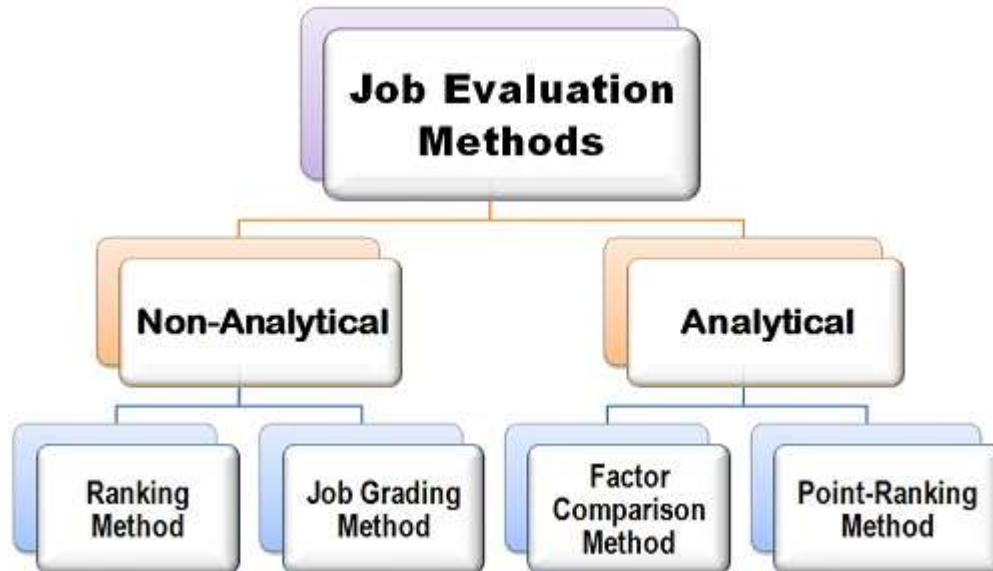
1. Its main object is to estimate the correct wages for the work performed.
2. It is means to reduce wage imbalance in the factories.
3. It can be used to resolve wage disputes.
4. It helps in standardization.
5. It helps to establish a method for future promotion of workers.

Procedure of Job Evaluation:-

1. Identify the jobs to be evaluated.
2. Describe and analyze the requirements of the job. Write down the skill statement and the responsibilities involved.
3. Compare the job with the pre-identified key jobs and decide its level or value (with respect to key jobs).
4. Use the information supplied by (3) above to arrive at a suitable wage structure for the job.

Methods for Job Evaluation:-

There are non-analytical and analytical job evaluation methods that are employed by the organizations to realize the worth of a set of jobs.



Non-analytical Job Evaluation Methods:

1. Ranking Method:

The different jobs, depending upon their requirements, responsibilities, involved and their importance to the organization, are ranked, graded or placed from top from bottom. It is very simple method results can be obtained very quickly. But this method does not give actual information that how much one job differs from other.

2. Classification or grading Method:

Jobs or classified or graded in groups or levels of equal skill, difficulty, responsibility, importance and other requirements. It may be a production job, a sales job or an office job; each job family can be broken into a number of grades. For example, office job may be

classified into six grades from grade A to grade F. Grade A involves simple tasks like sorting whereas grade F deals with those tasks which require high responsibility and judgment.

This method is simple and can be easily mastered and administered. But it is not useful for large organization. It is cumbersome and time consumable.

Analytical Job Evaluation Methods:

1. Factor comparison Method:

Under this method, the job is evaluated, and the ranks are given on the basis of a series of factors Viz. Mental effort, physical effort, skills required supervisory responsibilities, working conditions, and other relevant factors. These factors are assumed to be constant for each set of jobs. Thus, each job is compared against each other on this basis and is ranked accordingly.

The advantage of this method is that it is consistent and less subjective, thus appreciable by all. But however it is the most complex and an expensive method.

2. Point-Ranking Method:

Under this method, each job's key factor is identified and then the sub factors are determined. These sub-factors are then assigned the points by its importance. For example, the key factor to perform a job is skills, and then it can be further classified into sub-factors such as training required, communication skills, social skills, persuasion skills, etc.

The point ranking method is less subjective and is an error free as the rater sees the job from all the perspectives. But however it is a complex method and is time-consuming since the points and wage scale has to be decided for each factor and the sub factors.

MERIT RATING

Definition:-

Merit Rating is a systematic and orderly approach to assess the relative worth of an employee working in an organization in terms of his job performance, integrity, leadership, intelligence, behavior, etc.

Merit Rating is commonly referred to as Employee Rating, Employee Appraisal or Staff Reporting.

Objectives:-

1. It is commonly used to justify wage increases.
2. This is one of the method for deciding whether employees engaged on production are to be confirmed or not.
3. It helps the supervisor in deciding, which person is to be given which task.
4. It helps in deciding that which employee deserves promotion.
5. It can be used as a scale by the selection office to judge whether their selection are successful.
6. It protects the employee from discrimination, favoritisms etc.

Methods for Merit Rating:-

1. Straight Ranking Method:

In this method each worker is ranked in his group against each other. Comparison between employees is made, ranking them from poorest to best one.

2. Description or Essay Type Merit Rating:

Generally this type of merit rating is used for the person of supervisory cadre. In this, incharge writes an essay on his subordinates. The essay must cover the following factors.

- (a) Relation with subordinates and fellow persons.
- (b) Job knowledge and capacity to understand.

- (c) Knowledge about industrial engineering aspects.
- (d) Knowledge about safety precautions and first aid.
- (e) Organizations and planning ability.
- (f) Explanation power
- (g) Physical aptitude.

3. Forced Choice Method:

In this method characteristics are printed on a sheet of paper and incharge is asked to tick them. The marks for the rating can be given on the basis of these characteristics.

4. Graphic Rating Plan:

In this system points in numerical values are given (generally rating from 1.0 for the poorest to 12.0 for the best worker) for various characteristics. The total of these points in them is used to compare the workers. The important characteristics generally considered for the rating of workers are:

- (a) Accuracy of work
- (b) Quantity of work
- (c) Co-ordination and cooperation
- (d) Safety
- (e) Initiative and effort
- (f) Responsibility
- (g) Care and use of equipment, tools and material
- (h) Attendance and punctuality
- (i) Dependability
- (j) Integrity

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