UNIT 4 : JOB DESIGN AND JOB EVALUATION

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4.1 LEARNING OBJECTIVES

After going through this unit, you will be able to-

- explain the concept and importance of Job Design.
- discuss the factors affecting Job Design.
- discuss the various approaches to Job Design.
- describe the concept and objectives of Job Evaluation.
- discuss the process of Job Evaluation.
- discuss the various methods of Job Evaluation.

4.2 INTRODUCTION

It is the most common confusion in the process of Job analysis and

Job Design. Job analysis is the study of jobs as currently performed by employees. It identifies job duties and the requirements needed to perform the specified work successfully. Job Design, which is an outgrowth of job analysis, is concerned with structuring jobs in order to improve organisational efficiency and employee job satisfaction. Job Design is particularly concerned or engaged with changing, modifying and enriching jobs in order to capture the talents of employees while improving organisational performance.

In order to achieve optional level of performance, the most fundamental idea of management is the system and method of improvement, by which it can expects to make optimum use of labour and specialisation and to achieve order and balance in the performance of work. The most general statement in this regard is that workers do not like to be 'engineered; in process of improvisation. They perceive that improvement is measured in technical terms and that the human dissatisfaction caused by the 'improvement' are generally underestimated. The goal of methods improvement with respect to Job Design is greater productivity, but sometimes it brings human complications which reduces the effectiveness and offset the technical advantages gained.

Let us take the example of companies like– Harley Davidson, Lucent Technologies and Page Net; they are regularly engaged in continuous improvement or process of re-engineering, to eliminate unproductive or unneccessary job or find better ways of performing work. Job Design facilitates the achievement of organisational objectives. At the same time, the design should recognise the capabilities and needs of those who are to perform the specific job.

Again, Job evaluation is the output provided by job analysis. As mentioned earlier, job analysis describes the duties of a job, authority relationship, skill required, conditions of work and additional relevant information. Job evaluation, on the other hand, uses the information of job to evaluate each job– valuing its components and ascertaining relative job worth. It involves, in other words, a formal and systemtic comparision of jobs in order to determine the worth of one job relative to another, so that a wage or salary hierarchy results.

This unit will help you in understanding the concept of Job Design with its importance, the various important approaches of Job Design.

In our discussion, we will also take into account the concept of Job evaluation; the meaning and concept of Job evaluation, its objectives, importance, process of job evaluation and the various methods of job evaluation.

4.3 CONCEPT OF JOB DESIGN

Job Design is the division of total task to be performed into the manageable and efficient units – positions, departments and divisions; and to provide for their proper integration. In simple words, it is the logical sequence of job analysis. Job analysis provides job related data as well as the skill and knowledge expected of the incumbent to disharge the job. In this connection, Job Design involves conscious efforts to organise tasks, duties and responsibilities into a unit of work to achieve certain objectives. In other words, Job Design involves specifying the content of a job, the work methods used in its performence and how the job relates to other jobs in the organisation.

4.4 DEFINITIONS OF JOB DESIGN

In the words of Michael Armstrong, 'Job Design is the process of deciding on the content of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, system and procedure and on the relationships that should exist between the job holder and his superiors, subordinates and colleagues.'

In the words of Mathis and Jackson, 'Job Design is a process that integrates work content (task, functions, relationships), the rewards (extrinsic and intrinsic) and the qualifications required (skills, knowledge, abilities) for each job in a way that meets the needs of employees and organisations.'

Observing the above definitions, it can be described as the intentional attempt made to structure both technical and social aspects of the job to attain a balance between the job holder and the job. The intention of

undertaking the idea of job design is that job should be designed in such a way so that it enables employees to control over the aspects of their work. The objective in this regard is to enhance the quality of the work life, harnesses the potential of the workers in a more effective manner and thereby improves employee performance.

4.5 IMPORTANCE OF JOB DESIGN

Job design is important for an organisation to perform the organisational activities in the most efficient and effective manner. It provides the required information about the incumbent and also specifies the way of performing the tasks. Therefore, job design is very important for the organisation due to its benefits as follows :

1. Organisational Design : The job design specifies the content and procedures of performing the task in the organisation. Hence, it helps in designing organisational structure. The organisational structure is determined by the job design process. It plays a key role in assessing the need and requirement of organisational structure. Job design also specifies organisational culture, norms and values that its members need to follow to achieve organisational goals.

2. Structure of Competent Employee : Job design is a systematic approach of providing job related data and information on skills. knowledge and ability of the incumbent to perform the task. On the basis of the information provided by it, the job description and job specification schedule are prepared, which helps to the best suited candidate for the job. It provides a milestone to select the competent employee who is capable of performing the task well in the organisation.

3. Motivation and Commitment of Employees : Job design makes the work more interesting and challenging, which motivates the employees for higher level of performance. Along with motivation job design also brings high degree of commitment in them towards organisational objectives. This helps to increase organisational productivity and employee satisfaction at work.

4. Environmental Adaptation : An organisation is operated in a dynamic environment. Hence, any change in the environmental forces can have direct impact upon organisational performance. Therefore, a systematic job design process tries to address the change that has occured in the organisational environment. The process of job design and job re-design is prepared in such a way that it helps and manage the organisation in the adaptation process with the environmental forces.

5. Labour Relation : A well prepared job design brings a harmonious relation between employees and management. On the other hand, poorly prepared job design creates employee grievances, indiscipline, greater employee turnover, greater absenteeism and conflict.

6. Quality of Work Life : A quality of work life is understood as an efficient relationship between employees and organisational working environment. A properly prepared job design leads to improvement in quality of work life. With a good design of work schedules, people see a growing future in organisation which ultimately leads to high motivation at work and a positive change in their thoughts and beliefs. Finally, these changes will have a direct impact upon the quality of work life.

7. Organisational Productivity : The job design specifies the contents and working procedures and how the task is performed. This leads to a positive change in job performance and job analysis. An a result of which, the organisational productivity will be enhanced through efficient work performance.



CHECK YOUR PROGRESS

Q 1: Explain the meaning of job design.

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4.6 FACTORS INFLUENCING JOB DESIGN

Job design is influenced by organisational, environmental and behavioural factors. All these factors that influence job design are described below.

Organisational Factors

Organisational factors include characteristics of task, work flow, ergonomics and work practices. Characteristics of task------ Job design requires the assembly of a number of tasks into a job or a group of jobs. An individual may carry out one main task which consists of a number of interrelated elements or functions. On the other hand, task functions may be split between a team working closely together or stand along an assembly line. Complexity in a job be a reflection of the number and variety of tasks to be carried out.

The internal structure of each task consists of three elements :

(a) Planning - deciding the course of action, time and the resources required.

(b) Executing - carrying out the plan.

(c) Controlling - monitoring performance and taking corrective action when required.

A completely integrated job will include all these elements for each of the tasks involved. The worker having been given objectives in terms of output, quality and cost targets, decides on how the work is to be done, assembles the resources, performes the work and monitors output, quality and cost standards. Responsibility in a job is measured by the amount of authority someone has to put to do all these things. The ideal job design is to integrate all the three elements.

Work Flow : The flow of work in a form is strongly influenced by the nature of the product or service. The product or service usually suggests the sequence and balance between jobs if the work is to be done efficiently. For example, the frame of a car must be built before the fender and the doors can be added later. After the sequence of jobs is determined, the balance between job is established.

Ergonomics : Ergonomics is concerned with designing and shaping jobs to fit the physical abilities and characteristics of individuals so that they can perform their job effiectively. Ergonomics helps employees to design jobs in such a way that worker's physical abilities and job demands are balanced. Ergonomics does not alter the nature of job, tasks but the location of tools, switches and other facilities, keeping in view that handling the job is the primary consideration.

Work Practices : Work practices are set ways of performing works. These methods may arise from tradition or the collective wishes of employees. Either way, the HR department's flexibility to design job is limited, especially when such practices are part of a union-management relationship. Failure to consider work practices can have undesirable outcomes. Work practices were, till now, determined by time and motion study which determined the standard time needed to complete a given job.

Environmental Factors : Environmental elements effect all activities of Human Resource Management, and job design is no exception. The external factors that have a bearing on job design are employee abilities and availability, and social and cultural expectations – Efficiency consideration must be balanced against the abilities and availability of people who are to do the work. Every organisation should be aware and awake about the potentialities of available worker when they are to be engaged to perform a specific task. Proper estimation regarding the abilities and availability minimises the load of training to be given to the workers. Therefore considerable thought must be given as to who will actually do the work.

Social and Cultural Expectations : There were days when getting a job was the primary considerations. The worker was prepared to work on any job and under any working conditions.

Now a days, knowledge and awareness among workers have improved considerably, so also their expectations from the jobs. Hence, jobs must be designed to meet the expectations of workers.

Behavioural Factors :

Behavioural Factors have to do with human needs and the necessity

to satisfy them. Higher level needs are more significant in this context. The behavioural factors to be discussed are as follows –

Feedback – Individuals need to receive meaningful feedback about their performences, preferably by evaluating their own performance and defining the feedback. This implise that they need to ideally work on a complete product or on a significant part of it.

Autonomy – Autonomy is being responsible for what one does. It is the freedom to control one's responses to the environment. Jobs that give workers authority to make decisions will provide added responsibilities, which tend to increase the employee's sense of recognition and self- esteem.

Use of abilities – The job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively.

Variety – Lack of variety may cause boredom. Boredom, in turn leads to job dis-satisfaction. By introducing variety into jobs, the errors can be minimised.



CHECK YOUR PROGRESS

Q.2. State whether the following statements are true or false.

(i) Job Design merely means the procedure of a single task of a job.

(ii) The internal structure of each task consist of 3 elements viz planning, executing and controlling.

(iii) Ergonomics is concerned with designing and shaping the jobs to fit the physical abilities and characteristics of individual.

Q.3. State the organisational factors affecting the job design of an organisation.

4.7 APPROACHES TO JOB DESIGN

Job design approaches has two dimensions. i.e Impact and complexity. The impact dimension, on the vertical axis, is the degree to which a job design approach is linked with factors beyond the immediate job, such as reward system, performance apprisal method, leadership, customer needs, organisational design, working condition and team composition and norms. The complexity dimension, on the horizontal axis, is the degree to

which a job design approach requires – (i) the involvement of individuals with diverse competencies at various organisational levels; (ii) high level at decision making competency for successful implementation.

In this regard the most popular approaches to job design are discussed below –

(a) Job Rotation : Job rotation implise the moving of employees from job to job without any change in the job to add variety and reduce boredom by allowing them to perform a variety of tasks. In case of Job Rotation, an employee performs different jobs, but of the same nature. The advantages of job rotation are – (i) It removes boredom,

(ii) It enhances employee's knowledge and skills.

(iii) Employee become competent in several jobs rather than only one.

However, Job Rotation has its own disadvantages also.–

(i) Frequent shifting of employees across the jobs causes interruption in the job schedule.

(ii) Employees may feel alienated when they are rotated from job to job.

(iii) Training cost are increased in case of job rotation. According to Herzberg, 'Job rotation is merely 'Substituting on zero for another zero'.

(b) Job Engineering : Job engineering focuses on the task to be performed, methods to be used, workflows among employees, layout of the workers, performance standards and interdependence among people and machines. It is often observed, there job design factors by means of time and motion studies, determining the time required to do each task and the movement needed to perform it efficiently.

Specialisation of labour is the ingrediant of job engineering. High level of specialisation is needed to –

(a) allow employees to term a task rapidly,

(b) permit short work cycles so that performance can be almost automatic and involve little or no mental effort.

(c) make hiring easier, because low skilled people can be easily trained and paid relatively low wages.

(d) Reduce the need for supervision, using simplified jobs and standardisation. Job engineering may create boring jobs, but it remains an important job design approach since the resulting cost sharing can be measured immediately and easily.

Job engineering may be used successfully, subject to the following rules–

(i) Clear definition of the end product/output.

(ii) Proper communication of the steps/task to be performed to achieve the goal.

(iii) Proper understanding of the responsibilities associated with the job.

(iv) Availability of the tools, facilities and information needed to perform the task.

(v) Availability of employee participation.

(c) Job Enlargement : Job enlargement involves adding more tasks to a given job. This is a horizontal expansion in a job. By additional task, job enlargement expands job scope and gives variety of tasks to the job holder. For example, a car washer's job may be enlarged to lubricate the joints or a mail sorter's job could be enlarged to physically delivering the mail. Job enlargment reduces boredom and monotony by providing the employee more variety of task in the job. Study shows that job enlargment gives benefits to the workers in the sense of more satisfaction, enhanced customer service and less errors.

(d) Job Enrichment : Another approach to job designing is motivating job enrichment. Reasons for job enrichment being installed are varied. Excessive job specialisation through job rotation have been dehumanising the work by making the worker's job routine, repetitive and removing all challanges from it. As such, human capabilities are not being fully utlised under such conditions and it is creating frustration among the workers and alienating them from their jobs. Moreover, workers today are better educated and well paid.

Job enrichment involves adding motivating factors to job. Thus job enrichment is a vertical expansion of a job by adding more responsibility and

freedom to do it. Fredrick Herzberg describe job enrichment as that type of improvement in the context of job which may give a worker more of a challenge, more of a complete task, more responsibility, more opportunity for growth and more chance to contribute his ideas. Job enrichment increases job depth, which refers to the degree of control employees have over their work. Job enrichment can improve the quality of work output, employee motivation and satisfaction.



CHECK YOUR PROGRESS

Q.4. State the following statements, whether true or false.

(i) Job Design approaches has 3 dimentions.

(ii) Job Rotation implise moving of employees from one work to a completely different work.

(iii) Job Rotation reduces the cost of training.

(iv) Specialisation of worker is the key ingredient of Job engineering.

(v) Job enlargment involves the horizontal expansion of the task of a given Job.

4.8 CONCEPT OF JOB EVALUATION

Wage and Salary are the most important factors in maintaining and developing good employer-employee relations. It is in the interest of the organisation to have a sound wage structure so as to attract the talent in an organisation and, on the other hand, to have a satisfied work group. It is one of the most difficult functions of the management to determine the rates of monetary base compensation. Determining the best compensation is again equally important for the employees because it determines the status of employee in the society in the sense of life style and standard of living. The primary objective of a sound wage and salary administration programme is that each employee should be equitable in terms of compensation for the services rendered by the individual to the employer on the basis of –

(a) The nature of the Job.

(b) The present relative worth of the Job.

(c) The effectiveness with which the individual performs the job.

The first two factors are closely related to Job evaluation and the third to the performence apprisal.

The most important decision on compensation for a job usually involves the comparision of the job to other jobs either within the organisation or to similar jobs in other organisation. This comparison is basically done with the help of Job evaluation.

This is important to note that Job evaluation while identifying the value of a job, evaluates the job not the job holder. Job evaluation assumes normal performance of the job by the worker. Thus the process of job evaluation ignores individual abilities of the job holder.

Job evaluation provides basis for developing job hierarchy and fixes proper wage and salary structure.

Job evaluation is an attempt to determine and compare demands, which the normal performance of a particular job makes by normal workers without taking into account the individual abilities or performance of the workers concerned.

The evaluation may be achieved through the assignment of points or the use of some other systematic methods for essential job requirements, such as skills, experience and responsibility. It does not set the price of a job; it merely fixes its relative worth. It presents an effort to determine the relative value of every job in a plant and to determine what the fair basic wage for such a job should be. It is not evaluating the merit of the worker who is doing the work. It rates the job and not the qualities of the individual worker on the job.

4.9 DEFINITIONS OF JOB EVALUATION

Some of the important definitions of job evaluation. –

In the words of Edwin B. Flippo, 'Job evaluation is a systematic and orderly process of determining the worth of a job in relation to other jobs.'

According to International Labour Organisation : 'Job evaluation may be defined as an attempt to determine and compare the demands which the normal performence of particular job makes by normal workers without taking account of the individual abilities or performance of the workers concerned.

According Dale Yoder, 'Job evaluation is a practice which seeks to provide a degree of objectivity in measuring the comparative value of jobs within an organisation and among similar organisations.'

According to Bureau of Labour Statistics, 'Job evaluation is the evaluation or rating of job to determine their position in job hierachy. The evaluation may be achievement through assignment of points or the use of some other systematic rating method for essential job requirements such as skill, experience and responsibility.'

4.10 OBJECTIVES OF JOB EVALUATION

(a) To secure and maintain complete, accurate and impersonal descriptions of each distinct job or occupation in the entire plant.

(b) To provide a standard procedure for determining the relative worth of each job in a plant.

(c) 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.

(d) To ensure that, wages are paid to all qualified employees for advancement and transfer.

(e) To promote a fair and accurate consideration of all employees for advancement and transfer.

(f) To provide a factual basis for the consideration of wage rates for similar jobs in a community and in an industry.

4.11 IMPORTANCE OF JOB EVALUATION

The importance of Job Evaluation may be judged from the following grounds –

1. Rational Wage Structure : Job evaluation eliminates wage inequalities in the organisation and facilitates the formation of a rational wage structure.

With its help wage structure is designed on the basis of weights alloted to different factors like skill, responsibility, supervision required etc.

2. Removal of Inequalities : Job evaluation evolves standard rates for similar or comparable job in the organisation and thus eliminates wage inequalities. It removes internal as well as external inconsistencies in wages paid in similar firms and social costs are also taken into consideration while fixing the value for the job.

3. Good Industrial Relations : It is a common experience of all concerned that the biggest single factor contributing to industrial disputes and dissatisfaction is inequalities in wage rates. Job evaluation evaluates the job and the job holder and hence it eliminates the said inequalities by fixing accurate and fair wage to each job holder.

4. Proper Emphasis on Job Factors : Job evaluation gives proper emphasis on job factors. It is made after proper scrutiny of the various factors determined by the job analysis and presented by the job values are estabilshed only after taking various job factors into consideration.

5. Scientific Selection and Recruitment : It helps in a scientific requirement and selection of employees because jobs are properly described and depicted. Job evaluation involves job analysis and appraisal which are of great use while recruiting personnel. Selection and placement can be made objectively by matching the qualifications of the candidates with job specification. Job evaluation helps in keeping down the cost of recruitment.

6. Performance Apprisal : Job evaluation helps in performance appraisal. It helps in the evolution of uniform standard for all the jobs in the organisation. It becomes very easy to review job rates.

7. Training and Development : In a proper job evaluation system, the position of job is fixed. Every worker knows the job description and job specifications of each job. He tries to develope his personality so as to occupy higher position. Job evaluation helps in training the supervisors in the function of judging and helping the personnel.

8. Multifarious Use : Job evaluation facilitates control over labour, proper selection training, incentives to workers, simplification of job and overall improvement of working conditions.



CHECK YOUR PROGRESS

Q:5 Explain two objectives of Job Evaluation.

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4.12 PROCESS OF JOB EVALUATION

Job evaluation is a procedure of comparing the content of jobs in relation to one another, in terms of their skill and responsibilities. There is no standardised procedure for planning, installing and operating a system of job evaluation. Each scheme is tailored to meet the needs of the business concerned. An outline of the basic and general procedure involved in job evaluation is given below –

(1) Job Analysis – All necessary informations for job evaluation are collected through job analysis. Job analysis defines the activities involved in job requirement are collected through job analysis.

(2) Job Description – The next step is an analysis and proparation of job description. Job description is very useful in job evaluation because it defines the title of the job; analyses the job; states the responsibilities involved and conditions of employment for each job.

(3) Selection and Preparation of Job Evaluation Plan : In this step, the job is broken down into its component parts i.e. it should involve the selection of factors, elements needed for the performence of all jobs for which money is paid, determing their value and preparing written instruction for evaluation.

(4) Job Grading or Classification : This requires groupting or arranging jobs in a correct sequence in terms of value and preparing written instruction for evaluation.

(5) Installation of programme : This involves explaining it to the employees and putting into operation. The programme may be amended according to changing requirements and situation.

(6) Maintaining the programme : Jobs cannot continue without updating new jobs and job changes in obedience to changing condition and situation. Therefore, job evaluation programme requires regulare upgradation and maintanance.

4.13 METHODS OF JOB EVALUATION

There are four basic, traditional systems of job evaluation, i.e (1) The ranking system, (2) The grading or job classification system, (3) The point system and (4) The factor comparison system.

The first two system are popularly known as the Non Analytical or Non Quantitative or Summary systems because they utilise Non Quantitative methods of listing jobs in order of difficulty. The last two methods are called Analytical or Quantitative systems, because they uses Quantitative techniques in listing the jobs. They are more complex and are time consuming.

These four basic method of job-evaluation currently in use are discussed below –

Ranking Method –

The ranking method is the simplest form of job-evaluation. In this method, each job as a whole is compared with other and this comparison of jobs goes on until all the jobs have been evaluated and ranked. All jobs, under this method, are ranked in order of their importance from the simplest to the hardest or from the highest to the lowest. The importance of order of job is judged in terms of duties, responsibilities and demands on the job holder. The jobs are ranked according to 'the whole job' rather than a number of

compensable factors. The application of Ranking Method involves the following procedure :

1. Analyse and describe jobs, bringing out those aspects which are to be used for purpose of job comparison.

2. Identify benchmark jobs (10 to 20 jobs, which include all major departments and functions). The jobs may be the most and least important jobs, a job midway between the two extremes, and others at the higher or lower intermediate points.

3. Rank all jobs in the organisation around the benchmark jobs until all jobs are placed in their rank order of importance.

4. Finally, divide all the ranked jobs into appropriate groups or classifications by considering the common features of jobs such as similar duties, skills or training requirements. All the jobs within a particular group or classification receive the same wage or range of rates.

Ranking Method is appropriate for small sized organisation where jobs are simple and few. It is also suitable for evaluating managerial jobs wherein job content cannot be measured in quantitative terms. Ranking system being simple one can be used in the initial stages of job-evaluation in an organisation.

Merits : (1) The Ranking system is simple, easily understood and easy to explain to employees. Therefore, it is suitable for small organisation with clearly defined jobs.

(2) It is far less expensive to put into effect than other systems, and requires little effort for maintenance.

(3) It requires less time, fewer forms and less work, unless it is carried to a detailed point used by company.

Demerits :

(1) As there is no standard for an analysis of the whole job position, different bases of comparison between rates occur. The process is initially based on judgment and, therefore, tends to be influenced by a variety of personal biases.

(2) Specific job requirements (such as skill, effort and responsibility)

are not normally analysed separately. Often a rater's judgement is strongly influenced by present wage rates.

(3) The system merely produces a job order and does not indicate to what extent it is more important than the one below it. It only gives us its rank or tells us that it is higher or more difficult than another; but doesnot indicate how much higher or more difficult.

Grading or Job Classification Method

Under this system, a number of pre-determined grades or classifications are first established by a committee and then the various jobs are assigned within each grade or class. Grade descriptions are the result of the basic job information which is usually derived from a job analysis. After formulating and studying job descriptions and job specifications, jobs are grouped into classes or grades which represent different pay levels ranging from low to high. Common tasks, responsibilities, knowledge and experience can be identified by the process of job analysis. Certain jobs may then be grouped together into a common grade or classification depending on their similarities. General grade descriptions are written for each job classification, and finally they are used an a standard for assigning all the other jobs to a particular pay scale.

The following five steps are generally observed in the process of Grading of jobs –

(1) The preparation of job descriptions, which gives the basic job information, usually derived from a job analysis.

(2) The preparation of grade description, so that different levels or grades of jobs may be identified. Each grade level must be distinct from the grade level adjacent to it; at the same time, it should represent a typical step in a continuous way and not a big jump or gap. After establishing the grade level, each job is assigned to an appropriate grade level on the basis of the complexity of duties, non supervisory responsibilities and supervisory responsibilities.

(3) Selection of grades and key jobs. At this stage, abour 10 - 20 jobs are selected, which include all the major departments and functions and

cover all the grades.

(4) Grading the key jobs. Key jobs are assigned an appropriate grade level and their relationship to each other are studied.

(5) Classification of all jobs. Jobs are classified by grade definitions. All the jobs in the same grade receive the same wage or range of rates. For example - clerks and junior officers may be kept in two different classes as lower and higher.

Merits :

(1) This method is simple to operate and understand, for it doesnot take much time or require technical help.

(2) The use of fully described job classes meets the need for employing systematic criteria in ordering jobs to their importance. Since many workers think of jobs in, or related to clusters or groups, this method makes it easier for them to understand rankings.

(3) The grouping of jobs into classifications makes pay determination problem administratively easier to handle. Pay grades are determined for and assigned to all the job classification.

(4) It is used in important government services and operates efficiently; but it is rarely used in an industry.

Demerits

(1) Although it represents an advance in accuracy over the ranking method, it still leaves much to be desired because personal evaluation by executives (unskilled in such work) establish the major classes and determine into which classes each job should be placed.

(2) Since no detailed analysis of a job is done, the judgment in respect of a whole range of jobs may produce an incorrect classification.

(3) It is relatively difficult to write a grade description. The system becomes difficult to operate as the number of jobs increases.

(4) It is difficult to know how much of a job's ranks is influenced by the man on the job.

Again this system is rather rigid and unsuitable for a large organisation or for a varied work.

Point Rating Method

This is the most widely used method of job evaluation. Under this method, jobs are broke down, based on various identifiable factors such as skill, effort, training, knowledge, hazards, responsibility, etc. Thereafter, points are allocated to each of these factors. Weights are given to factors, depending on their importance to perform the job. Points so allocated to various factors of a job are then summed. Then, the jobs with similar total of points are placed in similar pay grades. The sum of points gives an index of relative significance to the jobs that are rated.

The procedure involved in determing job points are briefly discussed below –

1. Determine the jobs to be evaluated. Jobs should cover all the major occupational and levels of responsibility to be covered by the method.
2. Decide on the factors to be used in analysing and evaluating the jobs. The number of factors need to be restricted because too many factors result in an over-complex scheme with overlap and duplication between factors.
3. Define the factors clearly in written. This is necessary to ensure that different job raters interpret a particular factor in the same sense.
4. Determine degrees of each factor and assign point value to each degree.
5. Point values are assigned to different degrees on the basis of arithmetic progression.
6. Finally, money values are assigned to points. For this purpose, points are added to give the total value of a job. Its value is then translated into money terms with a pre-determined formula.

Merits :

1. It is the most comprehensive and accurate method of job evaluation.
2. Prejudice and human judgment are minimised, i.e. the system cannot be easily manipulated.
3. Being the systematic method, workers of the organisation favour this method.
4. The scales developed in this method can be used for long time.
5. Jobs can be easily placed in distinct catagories.

Demerits :

1. It is both time consuming and expensive method.
2. It is difficult to understand for an average worker.
3. A lot of clerical work is involved in recording rating scale.
4. It is not suitable for managerial jobs wherein the work content is not measurable in quantitative terms.

Factor comparison method

Thomas E. Hitten was the first to originate factor comparison method of job-evaluation. This method determines the relation rank of the jobs to be evaluated, like middle level or lower level jobs. It is essentially a combination of the ranking and point systems. Like the rank order method, it rates jobs by comparing one with another . Again, like the point system, it is more analytical in the sense of sub-dividing jobs into compensable factors and find rating one expressed in terms of numbers. These factors are not pre-determined and chosen on the basis of Job Analysis. The most widoly used factors are – (a) Mental Requirements, (b) Skill requirements, (c) Physical requirements, (d) Responsibilities and (e) Working conditions.

The mechanism for evaluating jobs under this method involves the following steps –

(1) First of all, the key or benchmark jobs are selected as per standards. The key jobs selected should have standards contents, well accepted pay rates in the community and should consist of a representative cross-section of all jobs that are being evaluated from the lowest to the highest paid job, from the most important to the least important – and cover the full range of requirements of each factor, as agreed upon by a committee representing workers and management.

(2) The factors common to all jobs are identified, selected and defined precisely. The common factors to all jobs are usually five; viz; mental requirements, physical requirements, skill requirements, working conditions and responsibility.

(3) Once the key jobs are identified and also the common factors are chosen, the key jobs are, then, ranked in terms of the selected common factors.

(4) The next step is to determine a fair and equitable base rate (usually expressed on an hourly basis) and, then, allocate this base rate among the five common factors as mentioned earlier.

Following is a specimen of base rate and its allocation scheme :

Key Jobs	Base Rate (Daily)	Mental Require-ment	Physical Require-ment	Skills	Working Condition	Responsibility
Electri-cian	60	13	12	5	12	18
Welder	50	10	19	5	4	12
Mecha-nist	80	25	5	23	24	3

(5) The final step in factor comparison method is to compare and evaluate the remaining jobs in the organisation. To illustrate, a 'toolmaker' job is to be evaluated. After comparison, it is found that its skill is similar to electrician (5), mental requirements to welder (10) physical requirements to again electrician (12), working conditions to mechanist (24) and responsibility also to mechanist (3). Thus, the wage rate for the job of toolmaker will be Rs. 54 (Rs. 5 + Rs. 10 + Rs. 12 + Rs. 24 + Rs. 3).

Merits :

(1) It is more objective method of job evaluation.

(2) This method is flexible as there is no upper limit on the rating of a factor.

(3) It is fairly easy method to explain to employees.

(4) The use of limited number of factors (usually five) ensures less chances of overlapping and over weighting of factors.

(5) It facilitates determing the relative work of different jobs.

Demerits :

(1) It is expensive and time - consuming method.

(2) Using the same five factors for evalvating jobs may not always be appropriate because jobs differ across and within organisation.

(3) It is difficult to understand and operate.



CHECK YOUR PROGRESS

Q.no.6. Fill in the blanks –

(i) The ranking system is known as .....

(ii) Ranking method is suitable for ..... size organisation.

(iii) Grading system is ..... and unsuitable for ..... organisation.

(iv) Point rating is most ..... method of job evaluation.

(v) ..... was the first person who initiate the factor comparison method.



4.14 LET US SUM UP

In this unit, we have discussed the following aspects of Job Design and job avaluation.

- Job Design is the study of the job that identifies job duties and the requirements needed to perform the work successfully.

- The various importances of job designs are– it helps in organisational designing; it builds the structure of competent employee; it motivates the employee; it geates environmental adaptation; it brings harmonious labour relation; it leads to improvement in quality of work life; and it enhances the organisational productivity.

- The various factors that influence the Job Design are– organisational factors, Environmental factors and behavional factors.

- The most popular job design epproaches are – Job Rotation, Job angineering, Job engineering, Job enlargment and Job enrichment.

- Job evaluation is a systematic and orderly process of determining the worth of a job in relation to other jobs.

- The importance of Job evaluation are– it brings Rational Wage structure, Removal of inequalities, It builds Good Industrial Relations, it gives proper emphasis on job factors, it is the scientific selection and recruitment, It helps

in performance apprisal and training and development.

- The steps in the process of job evaluation.
- The various methods of job evaluation are– ranking method, grading method, point method and factor comparison method.



4.15 FURTHER READINGS

1) Human Resource Management by V. S. P. Rao.

2) Human Resource Management by C. B. Mamoria.

3) Human Resource Management by K. Aswathapa.



4.16 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1

Job design is the division of total task to be performed into the manageble and efficient unit– positions, departments and divisions and to provide for their proper integration.

Ans. to Q. No. 2

(i) False (ii) True (iii) True.

Ans. to Q. No. 3

Characteristic to task, work flow, ergonomies and work practiees.

Ans. to Q. No. 4

(i) False (ii) False (iii) False (iv) True (v) True.

Ans. to Q. No. 5

(i) To secure and maintain complete, accurate and impersonal descriptions to each distinct job in the entire plant, (ii) To provide a standard procedure for determining the relative worth of each job in a plant.

Ans. to Q.No. 6

(i) Non analytical/Non Quantitative method.

(ii) Small

(iii) rigid, large

(iv) Comprehensive

(v) Thomas E. Hitlen.



4.17 MODEL QUESTIONS

Q.1. Define Job Design. Discuss its importance.

Q.2. Explain the factors that influence the Job Design of an organisation.

Q.3. Discuss the approaches to Job Design.

Q.4. Define Job Evaluation. Write briefly about its objectives and importance.

Q.5. Explain the Job Evaluation process.

Q.6. Discuss the different methods of job evaluation.

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