A STUDY ON EMPLOYEE JOB EVALUATION IN HI TECH FABRICA PVT LTD WITH REFERENCE TO KARUR

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Abstract—*As effective human resource management practices namely employee empowerment, training and development, appraisal system compensation are the main factor for the success of a firm on employee retention. In this study, we aim to study how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their retention. Quantitative data was collected using the non-probability self-administered questionnaire that consist of questions with 5-points Likert scales distributed to our samples of 170 individuals. By using a multiple regression analysis, it is found that, training and development, appraisal system compensation are significant to employee retention except employee empowerment. Base on the results, training, compensation and appraisal is a fundamental consideration for University of Y lecturers' retention decision, while empowerment is less fundamental to lecturers consideration as this can be attributed to the culture characteristic of higher authority conformity.*

INTRODUCTION

A job evaluation is a systematic way of determining the value worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure Job evaluation needs to be differentiated from job analysis. Job analysis is a systematic way of gathering information about a job. Every job evaluation method requires at least some basic job analysis in order to provide factual information about the jobs concerned. Thus, job evaluation begins with job analysis and ends at that point where the worth of a job in ascertained for achieving pay equity between jobs and different roles.

NEED OF THE STUDY

* Job evaluation helps the management in evolving a rational and consistent wage policy.

* In view of increasing mechanization and automation in industry.

* Job evaluation is of much help proper recruitment and selection of employees.

* It provides uniform standards to be applied to all jobs in the organization.

* Job differences are not based on skill differences only.

* To eliminate wage inequalities within the organization or employees.

STATEMENT OF THE PROBLEM

This particular topic is chosen because in most of the manufacturing industries the Hi Tech Fabrica Pvt ltd plays a vital role for manufacturing industries. The project is aimed at job evaluation of studying by means of developing effectiveness by firm, because keeping mind the cost factor and employee's job evaluation.

Problem arise in leadership behaviour towards employees due to motivational style is negative, The payroll and compensation decision, training and development needs, promotion, demotions transfer including job analysis and providing superior support, assistance and counselling, low morale and conflict, due to lack of opportunity to exercise initiative and judgment, future leadership does not develop, followers remain uniformed, insecure and afraid of leader's power.

OBJECTIVES OF THE STUDY

1. To measure basic approach to job evaluation in the firm.

2. To determine a rate of pay for each job which is fair and equitable with relation to other jobs in the plant, community and industry.

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

4. To promote fair and accurate consideration of all employees for advancement and transfer.

5. To provide information for the work organization, employee's selection and training and numerous other important purposes.

SCOPE OF THE STUDY

* To improve employee work performance by helping them realize and use their full potential in carrying out their firms" mission.

* The main aim of the study is to find out the effectiveness of performance appraisal & development programme conducted at manufacturing industries.

* This study provide appraisal feedback to employees and thereby serve as vehicles for personal and career development and allow the management to take effective decision against drawbacks for the well being of the employee's development.

* This study helps to know the level of importance of appraisal system.

* The payroll and compensation decision, training and development needs, promotion, demotions transfer including job analysis and providing superior support, assistance and counselling.

* It considers both the job performance as well as the personal qualities of an employee.

LIMITATIONS OF THE STUDY

1. Lack of time and other resources as it was not possible to conduct survey at large level

2. Job evaluation is not completely scientific.

3. Different job evaluators may reach different result, requiring validation last.

4. More complex system, such as point factor, may be difficult to explain to manager or employees.

5. Job evaluation takes a long time to install, requires specialized technical personnel, and may be costly.

6. A large number of jobs are called red circle jobs. Some of these may be getting more and others less than the rate determined by job evaluation.

REVIEW OF LITERATURE

Baldwin and Ford (1989) found that in an Australian federal agency, supervisors enhanced mining effectiveness. Rahman Mohammel (1989) in his work dealt with management training in Nationalised commercial banks in Bangladesh, which concentrated on training of service sector

Baskaran (1990) in his work, studied shout training function in selected public sector organisations in India as a diagnostic study. In his study he emphasized the need for evaluating the effectiveness of training at various levels of employee's i.e, workers, supervisors, executives.

Jogaiah (1991) in his study - Training and development of executives based on his search work with executive Training and development of Andra Pradesh State Electricity Board evaluated.

G.Balakrishnan (1992) analysed "Training as one of the components of Industrial relation in his study on "A study on industrial relations in cotton textile mills in Tamil Nadu with special reference to National textile corporation Mills"

Varadarajan (1994) in his work, concentrated about the role of management training and development in selected corporate sector industries of Tamil Nadu with special reference to Chennai metropolitan city.

N. Sheik Mohamed (1995) had given an in depth analysis of Personnel Management and organizational effectiveness in Electrical Manufacturing industries in Tiruchirappalli District His study analyzed the training of employees and how it motivated them. Impact of Executive Development programme was assessed by Sheela Rao (1991). She assessed the impact of the executive development programme on morale, behaviour and performance.

Balaji (1999) operationally, organizational commitment has been defined as acceptance of organization's goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to retain the membership in the organization, by way of training

Imberman (2000) showed that 32 of the 42 companies surveyed reported varying results of supervisory training focused on how to teach a job, give an order, deal with absenteeism distribute the work and delegate. As against a success rate of 76% the other 10 companies for 24%) failed to report improvement in supervisory behaviour and the overall management of the factory. Return on Training investment being an evaluation technique was applied by Pine.

Machin and Fogarty(2004) noted that, "When a lack of support is evident or a lack of opportunity to perform trained tasks exists, these factors may inhibit the transfer of training.

Rajagopalan(2005) in his research entitled "A study of liquidity, profitability and HRM in Central Co-Operative Bank, Thanjavur has stated the ten commandments of organizational effectiveness. One among these is the Training of employees.

Raja Raman (2018) in his work evaluation methodology for training based on various research findings of Food and Agricultural organizations of United Nations, had recommended systematic evaluation.

RESEARCH METHODOLOGY

INTRODUCTION

Research Methodology is a systematic way to solve a research problem; It includes various steps that are generally adopted by a researcher in studying the problem along with the logic behind them. The present study Job evaluation towards Hi Tech Fabrica Pvt Ltd at Karur

RESEARCH DESIGN

"A Research Design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure". The research design adopted for the studies is descriptive design. The researcher has to describe the present situation in order to know the behaviour of the consumers. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening.

METHOD OF COLLECTION

It has two types

1. Primary data

2. Secondary data

Primary data:

Primary data means data which is fresh collected data. Primary data mainly been collected through personal interviews, surveys etc.

Secondary data:

Secondary data means the data that are already available. Generally speaking secondary data is collected by some organizations or agencies which have already been processed when the researcher utilizes secondary data, the process of secondary data collection and analysis is called desk research.

Secondary data provides economy in time and cost. It is easily available and unbiased Secondary data may either be published data or unpublished data. For this study secondary data were collected from the annual reports of the company and from the company website. The study depends mainly on the primary data and secondary data namely the test books, journals, newspapers, magazines and internet.

SAMPLING

POPULATION

The aggregate elementary units in the survey are referred to as the population. Here it covers the entire employees of Hi Tech Fabrica Pvt Ltd industry.

Sample Size

The study based only on the employee engage. Total number of sample taken for the study is 112 respondents.

SAMPLING UNIT:

Sampling unit is in Karur.

Sample design

Convenience sampling techniques were used for the study.

TOOLS USED

STATISTICAL TOOLS USED

Statistical tools

The commonly used statistical tools for analysis of collected data are.

1. Simple Percentage analysis

2. Chi-square Analysis

3. ANOVA

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE ANALYSIS

The table depicts the analysis between the Educational Qualification and Job Improve your Interpersonal Skill.

NULL HYPOTHESIS

H0: There is no significance between the Educational Qualification and Job Improve your Interpersonal Skill.

ALTERNATIVE HYPOTHESIS

H1: There is significance between the Educational Qualification and Job Improve your Interpersonal skills.

OBSERVED FREQUENCIES

The table shows that relationship between the education qualification of respondent and fairness and equitable of promotion.

COUNT		JOB IMPROVE YOUR INTERPERSONAL SKILL					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL
EDUCATIONAL QUALIFICATION	SSLC	10	6	6	5	0	27
	Diploma	11	7	8	3	0	29
	Degree	12	13	6	2	1	34
	PG	6	3	4	1	0	14
	Above PG	2	3	1	2	0	8
GRAND TOTAL		41	32	25	13	1	112

Source: Primary Data

$$x^2 = \frac{\Sigma_{(O-E)}{}^2}{E}$$

O = Observed Frequencies

E = Expected Frequencies

Expected Frequencies = Row Total/ Column Total * Grand Total

O	E	(O-E)	(O-E)^2	(O-E)^2/E
10	9.88	0.12	0.0144	0.1457
6	7.71	-1.71	2.9241	0.379
6	6.03	0.03	0.09	0.0149
5	3.13	-1.87	3.4969	1.117
0	0.24	0.24	0.0576	0.24
11	10.6	-0.4	0.16	0.0151
7	8.29	1.29	1.6641	0.2007
8	6.47	-1.53	2.3409	0.3618
3	3.37	0.37	0.1369	0.0406
0	0.26	0.26	0.0676	0.26
12	12.45	0.45	0.2025	0.0163
13	9.71	-3.29	10.8241	1.1147
6	7.59	1.59	2.5281	0.3331
2	3.95	1.95	3.8025	0.9626
1	0.30	-0.7	0.49	1.6333

6	5.12	-0.88	0.7744	0.1512
3	4	1	1	0.25
4	3.12	-0.88	0.7744	0.2482
1	1.62	0.62	0.3844	0.2373
0	0.12	0.12	0.0144	0.12
2	2.93	0.93	0.8649	0.2966
3	2.28	-0.72	0.5184	0.2274
1	1.78	0.78	0.6084	0.3418
2	0.93	-1.07	1.1449	1.2312
0	0.0714	0.07	0.49	6.8627
Calculated value				**16.8627**

CHISQUARE RESULT

Calculated chi-square value = 16.8627

Degree of freedom = 16

Table value = 26.3

Level of significant = 5% of level

CONCLUSION

From the above analysis we conclude that there is significant relationship between the education qualification of respondent and Job Improve your Interpersonal skill. So we reject the alternative hypothesis.

ANOVA

RELATIONSHIP BETWEEN INCOME LEVEL OF THE RESPONDENTS AND SATISFIED WITH BONUS AND INCENTIVES

STEP: 1

Null Hypothesis H0= $\mu 1=\mu 2=\mu 3=\mu 4=\mu 5$

Alternative Hypothesis H1=$\mu 1\neq\mu 2\neq\mu 3\neq\mu 4\neq\mu 5$

STEP: 2

X1	X2	X3	X4	X5	$(X1)^2$	$(X2)^2$	$(X3)^2$	$(X4)^2$	$(X5)^2$
3	2	2	3	1	9	4	4	9	1
12	19	9	7	3	144	361	81	49	9
7	7	6	3	1	49	49	36	9	1
6	5	11	5	0	36	25	121	25	0
28	33	28	18	5	238	439	242	92	11

No. of observation (N) = 20

Total no. of observation (T) = 112

STEP: 3

Correction factors = $(T)^2/N$ = 627

STEP:4

SST= TOTAL SUM OF SQUARE

$\Sigma(X1)^2 + \Sigma(X2)^2 + \Sigma(X3)^2 \ldots\ldots) -(T)^2/N$

SST = 395

STEP: 5

SSC = $(\Sigma X1)^2 \backslash N1 + (\Sigma X2)^2 \backslash N2 + (\Sigma X3)^2 \backslash N3 \ldots\ldots) -(T)^2/N$

SSC=125

STEP: 6

To find SSE = SST - SSC

SSE = 270

NEXT TO FIND ANOVA TABLE

SOURCES OF VARIABLES	SUM OF SQUARE	DEGREE OF FREEDOM	MEAN SUM OF SQUARE	VARIANCE RATIO
Between column	SSC =125	V1=C-1 V1 = 3	MSC = SSC/C-1 MSC= 41.6	F= MSE/MSC F= 0.4056
Within samples	SSE =270	V2 =N-C V2 =20-4 = 16	MSE=SSE/N-C MSE =16.875	

STEP: 7

The no of C.O.F is (3,16)

The table value of at 5% T.V = 8.70

CONCLUSION

Here, C.V < T.V so accept H0

Hence there is no significant relationship between the income level of the respondents and satisfied with bonus and incentives.

FINDINGS

1. Majority 27.7% of the respondent's age group is20-25 and 25-30 years.

2. Majority 67% of the respondents are male.

3. Majority 65.2% of the respondents are Married person.

4. Majority 30.4% of the respondents Educational Qualification is Degree.

5. Majority 38.4% of the respondents experience was 0-5 years.

6. Majority 44.6% of the respondents are earned Rs .5000-Rs.10000.

7. Majority 41.1% of the respondents are Agree about gain knowledge in your work place.

8. Majority 49.1% of the respondents are Strongly Agree about Everyone work with full concentration in your department.

9. Majority 40.2% of the respondents are strongly agree about find complexity to work in our organization.

10. Majority 37.5% of the respondents are Strongly agree about Satisfied with the post you are appointed as per your qualification.

11. Majority 36.6% of the respondents are Strongly agree about job improve your interpersonal skill.

12. Majority 37.5% of the respondents are Agree about company give you changes to improve skills and abilities.

13. Majority 35.7% of the respondents are agree about take part in decision making process in the company.

14. Majority 29.5% of the respondents are agree about accept that there in job security in your organization.

15. Majority 29.5% of the respondents are agree about overall compensation package.

16. Majority 29.5% of the respondents are strongly agree and agree about bonus and incentives given.

17. Majority 28.6% of the respondents are strongly agree and agree about appreciation or reward system.

18. Majority 33% of the respondents are agree about satisfied with the wages/ salary

19. Majority 34.8% of the respondents are strongly agree about good working environment.

20. Majority 35.7% of the respondents are agree about the relationship with the management and supervisors.

24. Majority 32.1% of the respondents are strongly agree about the motivated are you to see the company succeed.

SUGGESTIONS

While framing the parameters in the ranking method the job evaluation technique and group discussion can be made among and with various authorities. Secondly, the techniques used for job evaluation are very traditional which is to be modernized in future for good prospect of the employees.

Increase the awareness level of employees during the job evaluation period. It will be better if the management provides incentives to employees so it will boost in their work and productivity and also extend the probation period up to 2 years.

Separate rating committee to be fixed during the evaluation period. So that there is no rating biases and personal prejudice will occur. The evaluation rating is very helpful for management to provide employee counselling during the job evaluation.

Job evaluation is purely based on evaluation system and the rating helps to fix increment for workers make them retained in the organization. Supervisors should maintain cordial relationship with workers and offers recognition of the employee's efforts and provide guidance to workers.

During the evaluation period provide a good communication between top management and business goals to staff so that the desired target of the organization can be achieved through job evaluation.

Employee comments and suggestion to be considered during the appraisal. It will be better if the management provide evaluation and potential appraisal rewards regularly.

CONCLUSION

Job evaluations are the vital source of every organization. Every employee in an organization increases the productivity and goodwill in the firm. An employee, being an individual is treated as assets in the organization. So the manufacturing industry should mainly emphasis job evaluation techniques and its development programme. Both the evaluator and evaluation should realize the principle and use the toot of evaluation system in constructive way for the prosperity of the organization.

Finally the report concludes that the Job evaluation technique prevailing in the organization is fair. Employees are satisfied with the present performance appraisal system that is a traditional one. As many new evaluation techniques are emerged, the organization can implement modern technique which would be more effective. The welfare measure of

organization is at par with the company policies and has brought a great sense of involvement in work among the employees of the organization. If the suggested measures are taken into consideration it will help to increase the effectiveness of job evaluation system.

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