

A STUDY ON EMPLOYEE JOB EVALUATION IN VIJAYALAKHSMI PACKAGING INDUSTRIES (P) LIMITED AT NAMAKKAL

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Abstract—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 is ascertained for achieving pay equity between jobs and different roles. Job evaluation helps the management in evolving a rational and consistent wage policy. In view of increasing mechanization and Paper Packaging 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 organisation. Job differences are not based on skill differences only. This particular topic is chosen because in most of the manufacturing industries the Vijayalakshmi Packaging Industry 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 in 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.

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.

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NEED OF THE STUDY

- Job evaluation helps the management in evolving a rational and consistent wage policy.
- In view of increasing mechanization and Paper Packaging 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 organisation.
- Job differences are not based on skill differences only.
- To eliminate wage inequalities within the organisation or employees.

STATEMENT OF THE PROBLEM

This particular topic is chosen because in most of the manufacturing industries the Vijayalakshmi Packaging Industry 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 in mind the cost factor and employee's job evaluation.

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OBJECTIVES OF THE STUDY

- To measure basic approach to job evaluation in the firm.
- It aims at establishing consistency between the wage and salary structure.
- To know the establish system whereby positions are properly evaluated.
- 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
- To secure and maintain complete, accurate and impersonal descriptions of each distinct job or occupation in the entire plant.

SCOPE OF THE STUDY

- To improve employee work performance by helping them realize and use their full potential in carrying out their firm's 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 wellbeing 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

- Lack of time and other resources as it was not possible to conduct survey at large level.
- Job evaluation is not completely scientific.
- Different job evaluators may reach different result, requiring validation last
- More complex system, such as point factor, may be difficult to explain to manager or employees.
- Job evaluation takes a long time to install, requires specialised technical personnel, and may be costly.
- 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 (2018) found that in an Australian federal agency, supervisors' support enhanced training effectiveness. Rahman Mohammed (1989) in his work dealt with management training in Nationalised Paper industries, which concentrated on training of service sector.

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Baskaran (2019) in his work, studied about 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 (2019) in his study - Training and development of executives based on his research work with executive Training and development of Paper firm, evaluated.

G. Balakrishnan (2020) analysed 'Training' as one of the components of Industrial relations in his study on "A study on industrial relations in cotton Paper mills in Tamil Nadu with special reference to National Paper corporation Mills".

Varadarajan (2020) 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 (2021) had given an in depth analysis of Personnel Management and organizational effectiveness in Paper Manufacturing industries in Tiruchirappalli District. His study analysed the training of employees and how it motivated them. Impact of Executive Development programmes was assessed by Sheela Rao (1991). She assessed the impact of the executive development programmes on morale, behaviour and performance.

Balaji (2021) 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 (2022) 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, and distribute the work and delegate. As against a success rate of 76% the other 10 companies (or 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 (2022) 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(2023) in his research entitled "A study of liquidity, profitability and HRM in Paper industries, Namakkal has stated the ten commandments of organizational effectiveness. One among these is the Training of employees.

Raja Raman (2023) in his work - evaluation methodology for training based on various research findings of Paper industry organizations of United Nations, had recommended systematic evaluation.

RESEARCH METHODOLOGY

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.

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 behavior 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.

POPULATION

The aggregate elementary units in the survey are referred to as the population. Here it covers the entire employees of Vijayalakshmi Paper Packaging industry at Namakkal.

Sample Size

The study based only on the employee engage. Total number of sample taken for the study is 120 respondents.

SAMPLING UNIT:

Sampling unit is in Namakkal.

Sample design

Convenience sampling techniques were used for the study.

STATISTICAL TOOLS USED

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

- Simple Percentage analysis
- Chi-square Analysis
- Correlation Analysis
- ANOVA Analysis

FINDINGS

- Majority 30.0% of the respondent's age group is 25-30 years.
- Majority 51.7% of the respondents are male.
- Majority 98.3% of the respondents are Married person.
- Majority 34.2% of the respondents Educational Qualification is Degree.
- Majority 58.3% of the respondents experience was Above 20 years.
- Majority 38.3% of the respondents are earned Above Rs.15000.
- Majority 35.0% of the respondents are Agree about gain knowledge in your work place.
- Majority 31.7% of the respondents are Agree about Every workers work with full concentration in your department.
- Majority 34.2% of the respondents are strongly agree about find complexity to work in our organization.
- Majority 34.2% of the respondents are agree about Satisfied with the post you are appointed as per your qualification.
- Majority 30.0% of the respondents are agree about job improve your interpersonal skill.
- Majority 37.5% of the respondents are Agree about company give you changes to improve skills and abilities.
- Majority 34.2% of the respondents are strongly agree about take part in decision making process in the company.
- Majority 39.2% of the respondents are agree about Senior management seeks higher output from employee.
- Majority 32.5% of the respondents are strongly agree about accept that there in job security in your organization.
- Majority 34.2% of the respondents are strongly agree about overall compensation package.
- Majority 31.7% of the respondents are strongly agree about bonus and incentives given.

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- Majority 29.2% of the respondents are strongly agree about appreciation or reward system.
- Majority 30.0% of the respondents are agree about satisfied with the wages/ salary.
- Majority 30.0% of the respondents are agree about good working environment.
- Majority 30.0% of the respondents are strongly agree about the relationship with the management and supervisors.
- Majority 42.5% of the respondents are agree about the senior management communicates well with employee.
- Majority 40.0% of the respondents are agree about employees are recognized as individuals.
- Majority 35.0% of the respondents are strongly agree about the motivated are you to see the company succeed.
- Majority 30.8% of the respondents are agree about good cordial relationship with your colleague's.
- Majority 42.5% of the respondents are strongly agree about the welfare measures.
- Majority 32.5% of the respondents are strongly agree about take part in company's flexitime program.
- Majority 37.5% of the respondents are average about directing and coordinating job/technical knowledge.

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 recognitions 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 tool of evaluation system in a 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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