

SYNOPSIS

Title: JOB EVALUATION HALCYON TECHNOLOGIES

ABSTRACT

The purpose of this paper is to identify the factors that effects employee motivation and examining the relationship between organizational effectiveness and employee motivation. A model was designed based on the literature, linking factors of employee motivation with employee motivation and organizational effectiveness. Three hypotheses were build based on the literature and the model and were tested in perspective of the previous studies and literature. The literature and various studies concluded that factors: empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success.

The study focuses on the practice and observance of the two central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The organizations should design their rules, policies and organizational structures that give space to the employee to work well and appreciate them on their tasks fulfilment and achievements. This will surely lead to organizational growth.

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:

The emerging era sees a paradigm shift in the treatment of the human element in any organization. Hardware and software continue to form major part of any organization, whether it belongs to the new economy or the old one. However, the organization of the new economy also includes (apart from hardware and software) the information system and the skin ware that is the human.

This era has also seen inclusion of manpower of an organization as an asset in the balance sheet of the company. Infosys was the Indian company to have done this. The latest trend includes the human resource information system, human resource audit etc.

This complete turnaround in the position of HR has made the concept of job evaluation all the more imperative, while job evaluation itself is a relatively old concept. Its importance has been greatly enhanced during the past decade.

SCOPE OF THE STUDY:-

The scope of the study is to prepare the participant of the management to take the decision while working with any organization.

During this period the students are sending to different section to know everything of that section in detail so that she/he gets overall picture of the working conditions, of that section or department. The participant prepares project report and mentions suggestions and gives recommendation where ever necessary

OBJECTIVE OF THE STUDY

The overall objective of taking up a project on job evaluation is to study and evaluate the job evaluation system in Halcyon Technologies. The importance of the job evaluation as a tool for growth and development of both employees and the organization it is now been realized that

simply having a good system in place does not make the firm successful. This has therefore given a need for integrating the strategic concerns of a firm with its performance monitoring system.

The following are the objectives behind taking up the study at Halcyon Technologies

- The main objective of the study is to gather reliable information on Job Evaluation system adopted in Halcyon Technologies.
- To study and examine the existing Job evaluation procedure in Halcyon Technologies.
- To study scope of prevailing system.
- To know the employees views regarding Job Evaluation methods followed in Halcyon Technologies.
- To access the impact of Job Evaluation on the actual performance of the employees.
- To make recommendations and suggestions for further improvement of the system, with permission of the authorities.

METHODOLOGY OF THE STUDY

STEP1: -DESIGNING THE QUESTIONNAIRE

A structured questionnaire was designed under the guidance of my guide, which was used for conducting the study.

STEP2: -DATA COLLECTION

The primary source of data collection was through questionnaires. Employee has to give their feedback about Job Evaluation by answering the questionnaire. The other source of the data was suggestions and opinion of the employees through direct interaction with them.

STEP3: - METHODS OF ANALYSIS

After the completion of the fieldwork the data hence collected was tabulated and analyzed. On the basis of the information from the data analysis suitable suggestions and recommendations were made.

SAMPLE SIZE:

The present study was conducted in the head office of Halcyon Technologies and on the managerial staff comprising of senior and deputy managers. In all 91 questionnaires were administered to the employees working in day shift. Of the 91 sample respondents 60 respondents returned filled in questionnaires.

LIMITATIONS

In project of this nature, one cannot claim 100% accurate and authenticity. However every possible effort has been made to make it genuine and authentic. It is possible that some errors might have crept in while collecting data or in the preparation of the report due to the following reasons

- Lack of experience on part of the researcher.
- Errors in tabulation and analysis of the data may weaken the exactitude.
- Sample size may not be enough
- The answers given by the respondents may be biased or not true
- Time is a constraint

1.2. SAMPLE

For the purpose of current study data was collected from software programmers working in Halcyon Technologies. Questionnaires were administered to the software programmers working in day shift. Of the 91 sample respondents 60 respondents returned filled in questionnaires. Male respondents represent 67% of the sample and female respondents represent 33% of the sample. Graduate respondents represent 60.2% and a post graduate's respondent represents 39.8%. Employees who aged below 20 years represents 7.5%, employees who's age is in between 20-25 years represents 37.6%, employees who's age is in between 25-30 years represents 40.8%, employees who aged above 30 years represents 13.9%. Employees who are experienced below 1 year represents 32.25%, Employees who are experienced in between 1-3 years represents 40.8%, employees who are experienced in between 3-5 years represents 17.25% and employees who are experienced above 3 year represents 9.7%. Employees who earns salary less than RS.10,000/- per

month represents 56.98%, employees who earns salary of RS.10,000/- to RS.15,000/- per month represents 24.73%, employees who earns salary of RS.15,000/- to RS.20,000/- per month represents 9.67% and employees who earns salary of above RS.20,000/- represents 8.6% .

1.3. METHODOLOGY

1.3.1. DATA COLLECTION METHOD:

- Primary data: It is collected through questionnaires. A structured and standardized questionnaire was used to elicit, which comprised of some relevant questions.
- Secondary data: The soft copy of Halcyon global market intelligence is one internal source. Apart from that, data has been obtained from some of the reference books and various Human Resource Development books.

1.4. STEPS IN JOB EVALUATION:

Major Steps in Job Evaluation Major procedural steps to be followed in a job evaluation programme are as under:

1. Planning Acceptance of the Job Evaluation Programmer:

Since the personnel department is a staff department it cannot itself enforce a job evaluation programmed. It must win co-operation and acceptance for the programmer from top line executives, employees, labor unions and first line supervisors. This can be done in two ways: by soliciting participation and by communicating information. Participation leads to identifications with the plan and greater acceptance of it by persons active in its formulation. Communication regarding the purposes of job evaluation, the process by which it is carried out, and the results currently attained is also vitally important. To the extent this information is provided voluntarily to all concerned it creates a feeling of trust and stimulates interest. Conferences may be planned for top line executives to explain to them their obligations under the programme. For example; job evaluation necessarily presupposes self-discipline by management and its willingness to abide by job evaluation findings rather than to allow judgment or favoritisms influence salary decisions.

One of the most effective and widely used media Jar introducing job evaluations to workers is a letter addressed to the employees signed by the personnel officer. It brings out two

important points in which employees are interested: namely, it stresses management's support and it assures the employee that his wages will not be reduced as a result of a programme. Effective results have also been attained through the publication and distribution of booklets, which explain in some detail the general principles of job evaluation.

2. Selection of Jobs to Be Evaluated:

Due to difficulties of time and money all jobs and positions within an enterprise are not evaluated at one time. Most companies in the beginning evaluate only shop jobs and office work. Executive, professional, and technical jobs are usually excluded. But later on when conditions permit these jobs are also brought into the plan. Sometimes a pilot plan is installed to evaluate a group of jobs within a single department or in single plant of a multi-plant company. If the plan works well, it's extended to other units in the organization.

3. Preparing job descriptions and job specifications:

Before any job can be evaluated it is necessary to know what the duties of the job are. A job description is required, therefore, indicating in considerable detail the duties and responsibilities of each job or position in the enterprise. From these job descriptions, individual job specifications are prepared.

On the basis of the information contained in these job specifications individuals in the enterprise are evaluated. Before employing any job specification for evaluation purposes, its accuracy and acceptance should be thoroughly checked. It should be made certain that there is no omissions and-duplication of responsibilities in it. Once all job specifications covering jobs selected for evaluation have been thus checked and agreed upon HALCYON TECHNOLOGIES have the foundation for determining the relative worth of each job through one of several methods of job evaluation.

4. Appointment of A Committee to Perform Job Evaluation:

Job evaluation may be carried out either by the employees or by outside consultants or by employees and outside consultant jointly. In the first case, a committee consisting of senior, experienced and respected representatives of management and workers is constituted. Employees' participation in job evaluation work reduces their doubts and suspicions about

deprogrammed. But the committee lacks objectivity and speed because its members have to carry out job evaluation work in addition to their normal duties.

These disadvantages are removed when job evaluation is performed by outside experts who generally work on a full time basis. These experts may also lack intimate knowledge about the problems' of the enterprise. As such the best course is to ask both employee representatives and consultants to perform job evaluation jointly. The joint venture makes it possible to combine the intimate knowledge of the company possessed by the employees with the necessary expertise of the consultants.

5. Selection of a Job Evaluation Method:

As a student will read there are in use today four basic methods of job evaluation. While the basic approaches of all these methods are somewhat similar, they differ in their detailed procedures. Some methods are designed specifically for evaluating clerical and administrative jobs; others work best when applied only to operative jobs. Sometimes it may be decided to evaluate the same jobs by two different methods. The greater the amount of agreement between the two results, the greater would be their reliability

6. Periodic Review:

Periodic review, usually every one or two years, of all job descriptions must be done. Many job evaluation programs have failed because management failed to recognize this fact.

A periodic review of all job descriptions is important for two reasons: One, it softens the feelings of those who believe that their work was not properly described or evaluated last time and that they will get a fair deal at the time of review. Two, it enables management to keep itself abreast of changes taking place in the nature of a job. As the nature of a job changes factors which form the basis of job evaluation also change. Thus automation of job reduces 'physical effort' and increases 'responsibility'. The need for daily application of a skill is also reduced but the need for potential skill in emergencies increases.

Methods of Job Evaluation Determining the relative worth of all jobs in the enterprise is difficult. Different jobs make varying demands on workers. One job, for example, might demand a prescribed level of education; require a certain physical ability, or exact specific

responsibilities from an employee, whereas another job may be very lax in these aspects. A job, therefore, differ with repeat to the demands made on the employee as well as in value to the enterprise. Job evaluation compares all demands made on each worker and, by means of this comparison, establishes the relative worth of each job in an enterprise.

The comparison undervaluation may be made on a non-quantitative basis by simply ranking or classifying the jobs from lowest to highest, or on a quantitative basis where points value are assigned to the various demands of a job, and its relative worth determined by the sum of such point values. Job evaluation programme should be implemented carefully.

1.5. SCOPE OF THE STUDY:

- The scope of the study covers employees of various departments in order to understand their designations.
- As Halcyon Technologies, is an organization with huge presence in service sector, the job Evaluation gives the better understanding of the employee's job.
- The scope also helps in suggesting the retention of employee, hiring of employee etc.

1.6. LIMITATIONS OF THE STUDY

- There are nearly 150 employees in the IT Company of which, I have done my project work on Job Evaluation. I have taken only 60 as sample size and have analyzed but not the total employees working in this branch.
- The questionnaire is distributed to the employees and analyzed beyond it is true or not.
- The options chosen by the employees may be honest or dishonest.

CHAPTERISATION

Detailed/final Project Report will include the following chapters

CHAPTER –I

- Introduction
- Significance of the study
- Need of the study
- Objective and scope of study
- Methodology
- Limitations
- Scope

(Details of methodology used in studying and collecting the data and issue will be described)

CHAPTER –II

- Literature review
- Theoretical study

CHAPTER –III

- Industry & company profile

CHAPTER –IV

Analysis of the topic & Interpretation

(Descriptive work on the topic, this chapter will include analysis and interpretation of data tabulation and categorization)

CHAPTER –V

- Recommendation
- Bibliography
- Appendix

REFERENCES

BOOKS

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- Human Resource Development (1st edition) P.V. Venkat rao

WEBSITES

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- www.humanrecoursedevelopment.com
- www.organizationstudy.in