

Job evaluation is a technique to design salary structure in production industries

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Abstract:- The aims of job evaluation to position in a added orderly approach are to ascertain a regular route for decisive the relative worth of each job in an association, make certain reasonable salary for a job and realistic wage differentials amid diverse jobs in a hierarchical association, settle on the rate of compensate for each job which is reasonable and impartial with relation to other jobs in the plant, society or industry, abolish wage inequalities, apply as a basis for fixing incentives and different bonus plans, prop up a reasonable and exact consideration of all employees for encroachment and relocate, endow with information for work association, employees selection, placement, training and other similar purposes, endow with a benchmark for making career planning for the employees in the association and ensure that similar to remunerations are paid to all qualified employees for similar to work. The chief aim of job evaluation is to make certain reasonable remuneration for relative worth of a job. As per the ILO Report, the aim of the majority of systems of job evaluation is to ascertain, on approved logical basis, the relative values of different jobs in a given plant or machinery, i.e. ,it aims at shaping the relative worth of a job. The principle upon which all job evaluation schemes are supported is that of describing and assessing the value of all jobs in the firms in terms of a number of factors, the relative importance of which varies from job to job.

Key words :association ,job. wage, work.

I.INTRODUCTION

There is a require for admiration of details of the job evaluation in the contemporary associations. This session at the same time as a initial steps, committed to confer the diverse essential facets of job evolution. Just the once a correct candidate is positioned on a correct job, the person necessitates to be suitably remunerated for the job he/she executes. In the hobby of identical compensation, there should be ascertained a steady and regular liaison amid base compensation rates for all the jobs within the associations. The process of such founding is termed job evaluation. Diverse jobs in an association necessitate to be valued to ascertain their comparative worth so that jobs are remunerated consequently and an reasonable salary structure is designed in the association. This is compulsory for supporting pleasant relations within and between employees and employer. It is a systematic and orderly process of formativing the worth of a job in relation to other jobs. The aim of this process is to conclude the correct rate of compensate. It is consequently not the alike as job analysis.

Somewhat it pursues the job analysis process, which endows with the basic information to be estimated. In simple words, job evaluation is the rating of jobs in an association. This is the process ascertaining the value or worth of jobs in a job hierarchy and contrasts the relative essential value or worth of jobs within an association. Some relinquished descriptions of job evaluation are depicted .Scott, Clothier and Priegel delineates job evaluation as “the operation of evaluating a particular job in relation to other jobs either inside or outside the association ”. Dale Yoder described job evaluation as “a practice which seeks to provide a degree of objectivity in measuring the comparative value of jobs within an organization and among similar organizations”. Edwin B. Flippo defines job evaluation as “a systematic and orderly process of determining the worth of a job in relation to other jobs”. Arthur A. Sloane depicted job evaluation as “any formalized system that attempts to determine the relative worth of different jobs in the organization so that jobs of greater value can be pleased by greater pay”. According to the International Labour

Organization (ILO), "job evaluation is an attempt to determine and compare the demands which the normal performance of a particular job builds on normal workers, without taking into account the personage abilities or performance of the workers concerned". The British Institute of Management defines "job evaluation as the process of analysis and assessment of jobs to ascertain reliably their relative worth using the assessment as the basis for a balanced salary structure". Wendell French defines job evaluation as a process of deciding the relative worth of the various jobs within the organization, so that differential salaries may be paid to jobs of different worth. The relative worth of a job means relative value produced. The variables which are assumed to be related to value produced are such factors as responsibility, skill, effort and working conditions. The job evaluation has convinced principles. These principles are deduced to be kept in the mind of the job evaluators. These principles are not only directives of proper job evaluation but also provide clarity in the process of evaluation. According to Kress, these principles are rate the job and the jobber. Each element should be rated on the basis of what the job itself require, the elements selected for rating purposes should be easily explainable in terms and a few in numbers as will cover the necessary requisites for every job without any overlapping, the elements should be clearly defined and properly selected, any job rating plan must be sold to foremen and employees. The success in selling it will depend on a clear-cut explanation and illustration of the plan, foreman should partake in the rating of jobs in their own departments, maximum co-operation can be obtained from employees when they themselves have an opportunity to discuss job ratings and too many work-related salaries should not be established. It would be unwise to adopt an occupational wage for each total of point values.

A point rating is developed for each factor and the sum of these points stands for the total points value of the job. The system of job evaluation utilises a total of eight measurement factors. The various factors analyse a position in relation to the skills and experience required for competent performance, the demands made on the job and the overall structure and responsibility/accountability. The basic rules for evaluating each position are the current position is assessed without being

influenced by what the job is likely to be in the future or what it may have been in the past, the position is evaluated and not the job holder. The assessment of each factor is based on the job being performed competently. The assessment of the job holder's own performance against the standard. The job evaluation system comprises the following factors levels made in order to better align the methodology with the client's culture and environment. Where this is done, great care is taken to ensure inter origination consistency is not compromised. The primary factor in determining compensation is an evaluation of work performed. The internal worth of a job is evaluated based upon factor like Know-How, Problem Solving, and Accountability, Education, Experience, Complexity involved in the job, Scope of job, Supervision received and, authority exercised. Know-How: The knowledge, skill and experience required for standard acceptable performance. It considers the requirement for technical and professional skills, expertise and experience, the amount of planning and organising required and the requirement to work through others. Problem Solving: the thinking required for analysing, evaluating, creating, reasoning, arriving at and drawing conclusions; the extent to which this thinking is covered by precedents or circumscribed by standards; and the degree of creativity or original thought required. Accountability: The extent to which the employee is held answerable for taking action and for the consequences of that action. It is the measured effect of the job on end results. The freedom to act measured through the existence or absence of constraints by managers, committees and procedures and the impact of that action on the organization. Experience: The length of practical experience and nature of technical/managerial familiarity required. This experience is in addition to formal education. Complexity : measured in terms of the time taken to learn and adjust to specific job requirements, the level to which the job functions are defined and follow established and predictable patterns and, the thinking challenge required to adapt to rapidly changing circumstances and innovative or conceptual thinking needed to initiate new corporate direction. Scope of Job: The intricacy and reach of work factors tend to be related to the education and experience level required of a position. The calculation of points for each of these factors is based on the application of a

percentage rating of the sum of the points derived in the evaluation of Education and Experience. Supervision Received :The extent of supervision, direction or guidance imposed on the job holder and the freedom the executive has to take action. Authority Exercised :Authority level expressed in terms of routine expenditure, capital expenditure and investments, granting of loans, hiring and firing staff, etc.

II. LITERATURE REVIEW

The use of job evaluation systems in South Africa can be seen to have developed in two separate "stages", the first occurring in the mining sector and the second in the manufacturing sector. The largest company in the mining sector, the Anglo American Corporation (AAC) was the first to introduce job evaluation. Although personnel systems of one form or another had been in use since 1946, job evaluation as a formal system was first used in AAC in 1961. Minimum wages recognised by the Chamber of Mines had not changed since 1955, and the purpose behind the introduction of job evaluation in 1961 "...was to prepare the basis for a new wage scale designed to meet the requirements of the time." (I) A requirement of the new wage scale was that it should allow for greater differentiation of those jobs carried out by Black underground workers than the previous wage structure allowed. The job evaluation system that was developed consisted of three separate 16-factor plans, one each for (i) non-supervisory jobs, (ii) supervisory jobs, and (iii) clerical jobs. This "triple" wage" system which allowed for racial discrimination remained in use until 1971. During the ten years in which this system operated, AAC experimented with other systems in other areas. The most important of these was a job evaluation system in an iron-ore mine in Swaziland that required a single job structure with a single wage system. The job evaluation system that was developed (by W Hudson of AAC) was a 26-factor system which, despite it being a single system, provided for greater job and wage differentiation. The 26-factor system was implemented in all of AAC's gold mines between 1971 and 1973. The reasons why this system was favoured over the old system var from the need to deal with upward pressure on wage scales (due to an increase in inflation, and growing concern about the very low levels of Black wages) (2) to corporate

policy with regard to hierarchical organisation without discrimination and the need for a "progressive wage system". The implementation of this single "unified" wage system was not without its problems, for as it began to take real effect, resistance to it became evident. This came largely from the mine managers who felt that the system tended to discriminate against white clerical workers. (3) That this feeling emerged was more than likely due to the fact that between 1970 and 1973, the increase in white wages was significantly lower than the increase in black wages - the latter rising by 60% during this period. The resistance of the mine managers was one reason why AAC decided to look for a new job evaluation system. There were however other important reasons which should be mentioned: firstly, there had been strong resistance from the white Mine Workers Union (MWU) to the installation of a job evaluation system which provided for a "unified" wage structure which challenged traditional wage bargaining on the basis of job reservation and classification by race. There was thus the need for a system which was acceptable to the MWU. Secondly, there had always been a dispute in the Chamber of Mines over AAC's black pay structure, with the other members of the Chamber arguing that AAC tended to corner their own supply of labour by paying approximately 10% above the market rate. In order to resolve this dispute, it was suggested that a standardised system be used throughout the mining industry. Although the 26-factor plan was suggested by AAC, other members of the Chamber argued against this system by pointing out some anomalies in that system when compared with their own wage structures. Thus there was also a need for a system which was acceptable to all members of the Chamber. Lastly, AAC had by 1973 diversified its operations to the extent that its investments (in terms of its control over subsidiaries) covered a number of sectors in the economy besides mining, A standardised job evaluation system which could be used throughout the corporation would facilitate planning in terms of a standardised wage structure as well as allow for personnel to be transferred from one company to another within the corporation. In this the 26-factor plan was unsuitable since its factors were chosen specifically for the type of jobs found in the mines. A number of systems were looked into in order to satisfy the above criteria. Amongst them were the more

generalised point systems (which were felt to be too arbitrary in their ranking), and the HAY Guide Chart system (which was rejected because it required too much modification) (4), The system that was finally chosen was the Paterson system. It was felt that besides being able to satisfy most of the corporation's requirements, this system was also an international system; and secondly, it had a high correlation with the 26-factor system which meant that few changes would have to be made in implementation. Furthermore, a pilot study which tested the differences between the Paterson system and both the NIPR Q-method and the Peromnes systems also showed high correlations between them. (5) Since 1975, the Paterson system has been installed throughout the corporation. It achieved two of AAC's aims in that firstly although it had taken some years, the whole of the mining industry was using the Paterson system by 1982; and secondly, seeing that most of the companies within the corporation used the Paterson system, inter-company transfers were facilitated. One aim that was not achieved was that of justifying the system to the MWU. As with the 26-factor system, the Paterson system provided for a "unified" wage structure which was unacceptable to the union. According to the personnel manager of the Gold Division of AAC, the MWU "hates Paterson's guts" because black jobs were sometimes graded higher than white jobs, and also because the MWU often did not agree with the wages that were generated by the Paterson system (6). This occurred because the union did not intend losing the higher wage rates they had fought for in the past. The second "stage" in the use of job evaluation in South Africa began with the development of a job evaluation system locally in the mid-1960's - the Castellion system firstly investigated by Prof S Biesheuvel of the NIPR. Together with Dr L Cortis, Biesheuvel developed and tested the system for the South African Breweries Group. In a joint venture with the Sanlam Group, the Castellion job evaluation system was implemented in various companies within and outside these groups. The number of systems implemented grew to the extent that a salary survey (the Castellion survey) was developed to complement the job evaluation system. This early survey made use of a model company in which certain "key" jobs were defined by means of job evaluation. For the survey, participating firms were required to submit information

concerning their own pay levels for each of the key jobs. Once all this information was processed, the wage and salary ranges for each job, together with other information such as conditions of service, fringe benefits, etc. were made available to the participating companies. In the early 1970's, the Castellion job evaluation system and salary survey was taken over by the Peromnes company. In a slightly modified form, both the job evaluation system and the salary survey have since been marketed under that name. Peromnes was marketed in 1982 by a group of management consultants - Fine, Spamer and Associates (FSA). In parallel with the development of Castellion and Peromnes was the development of two other salary surveys - the HAY survey (which is linked to the HAY job evaluation system) , and the P-E survey. The P-E survey grew out of the survey unit of Urwick International (a group of international management consultants), which itself merged with URL Management Services in 1973. The P-E survey has since 1979 been based on the Paterson job evaluation system. Job Evaluation in South Africa in the 1980s In order to determine the extent to which job evaluation is being used in South Africa today, a postal survey (hereafter referred to as the "Company Survey") of all companies 75 - evaluation - listed on the Johannesburg Stock Exchange was undertaken between June and September 1982. In addition to this, a further 20 questionnaires were mailed to local Cape Town offices of multinational corporations (MNC's) operating in South Africa. The companies chosen were the first 20 MNC's operating in South Africa that were rated in the Financial Mail's 1982 "100 Top Companies - Global Giants" survey. The aim of this small survey was merely to explore the kinds of job evaluation systems that MNC's were using. Of the 20 questionnaires that were sent, 10 replies were received. Of the 10 responses, 2 used the Peromnes system; 3 used the HAY system; 4 used their own company's (head office) system, while one company was still considering the implementation of a job evaluation system. The results of the company survey were as follows: Of the 152 responses, - 78 were using (or in the process of implementing) a formal job evaluation system. - 50 were not using a formal job evaluation system, and - 17 were considering implementing a job evaluation system, and - 7 did not (or would not) give the required information. The salary survey most widely used in

South Africa in 1982 was FSP.' s Top Executive survey which has the greatest number of participating organisations, followed by the P-E Top Executive survey, with Hay trailing below. The P-E's General Staff survey is far bigger than the Peromnes or FSA General Staff survey. These surveys were one of many services offered by management consultants such as FSA (who market Peromnes) , P-E Consultants and the HAY group. FSA produce two General Staff surveys - the Peromnes survey (solely for use by those using the Peromnes job evaluation system) and their General Staff survey which is based on FSA's new TASK system of job evaluation. (This system is almost identical to the Paterson system and has a direct correlation.) The surveys consisted of a large number of companies (sanetimes well over 1,000) contributing information concerning their own pay scales for each job in their company. Since job evaluation provided the means by which jobs were analysed, described, graded and assigned pay scales, companies that participated in these surveys were encouraged to implement a job evaluation system, although it was not essential for companies to have a job evaluation system to participate in a salary survey. By linking job evaluation to salary surveys, standardisation was facilitated in that when a company submitted information concerning a particular job, and it was compared with information concerning the same job for other companies, job evaluation's grading process could ensure that the jobs being compared were the same. In other words, besides allowing for the comparison of jobs within a company (ie. in determining the company hierarchy), the job evaluation systems being used also allowed for external comparisons to be made (ie. outside the company). The collected information was processed and analysed by the management consultants conducting the survey, who publish the results either annually or bi-annually. These results were made available only to the companies that participated in the survey. For each job, the following information was given: median pay; minimum and maximum pay; average pay; the upper and lower quartiles and in some cases the 90th percentile of the pay range; information concerning benefits and incentives; as well as comparisons between different geographical regions, economic sectors, and comparisons over time periods. The information for all jobs was then pooled so

that more general conclusions could be made. These include statistics on pay differentials by sex, race, location and "employee function", eg. clerical, financial, data processing, etc; staff turnover; difference between industries and economic sectors, as well as general notes on benefits that companies provided, their pay policies, and their conditions of employment. It is clear that companies armed with such information were in a powerful position in that the information provides them with a clear picture of what the labour market looked like (ie in terms of the price of labour) . it meant that rather than competing with each other on an unknown labour market, companies could price them selves into a particular section of the market - in essence it facilitated them to glimpse what they could get away with. This has been clearly stated by Prof Biesheuvel of the Wits Business School who argued against the idea that salary levels could be used by companies to compete with each other. If companies used salary surveys, he maintained "...they would be acting on valid information, whereas without it they are more likely to be guided by guesswork, by the starting salaries demanded by those responding to advertisements, who frequently overstate their current earnings, and by a desire to play safe and not lose out in competition for scarce resources. No one wants to pay more than he needs to, and the survey indicates how much that should be."(7) The fact that only companies who participated in the salary surveys had access to this information is significant in that it is indicative of the phase of monopoly capital in the South African economy: the use of salary surveys was a very real example of how capitals combined (their information in this case) to maintain their power over labour in general. Furthermore, the linked salary surveys and job evaluation systems rivaled the industrial council system as a method of salary determination in the country, in fact they probably surpassed the industrial councils since the job evaluation systems set the actual wage rates within fairly narrow limits whereas industrial council agreements only lay down the minimum salaries levels for the various grades.

III. MODEL OF SALARY STRUCTURE DESIGN

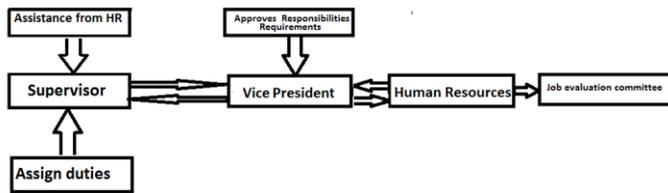


Fig1. Salary structure design

Step1 -Job Description - The position supervisor assigns duties and writes the job description. If there is an incumbent employee, s/he reviews it, and they both sign it. Instructions and additional assistance are available from Human Resources, if needed. The job description is a snap of the job as it currently exists, reflecting the current duties and responsibilities of the job and/or the incumbent.

Step2 – Approval - The vice president reviews job descriptions and, if s/he concurs, approves the responsibilities, requirements, and depart-mental organization contained within a job description presented for new evaluation, and signs it. If the vice president does not coincide with the contenteds of the description, it is returned to the supervisor for changes.

Step3 – Review- Human Resources reviews the job description as submitted with the supervisor prior to evaluation by the Job Evaluation Committee (Step 4). Human Resources help ensure that there is constancy and justness in the job descriptions and titles by expurgation them for intelligibility and format. If the Human Resources Office builds alters, the job description is returned to the supervisor and vice president for signature prior to being presented to the Job Evaluation Committee (Step 4).

Step4– Evaluation - The Job Evaluation Committee (JEC) is a multi-member committee, the members.representing employees throughout organization. JEC makes certain justness among jobs through the use of established, consistent criteria for evaluation and prevents escalation of the job evaluation grades by validating changes in job content presented for review.Members of JEC receive in-depth training on job evaluation and utilize a consistently applied point system for the evaluations. JEC confirms all job evaluations and titles recommended by JEC.This committee is com-posed of the Vice Presidents, the human resources director, and other relevant co-

opted experts. After confirmation of the evaluation job description, It advises the supervisor of the results of the evaluation and the title. The supervisor then informs the employee of the results of the job evaluation.

Job evaluation methods support to design salary structure. The nearly all normally exploited non-quantitative methods are ranking and job classification or grading method, while the most common quantitative methods are factor comparison and point rating. The initial point for all job evaluation methods is a current job description and job specifications. A number of job evaluation methods have been developed since the 1920"s, and many, if not most, of them are still used. They all have the similar ending objective.Ranking jobs in terms of their relative worth to the organization so that an equitable rate of pay can be determined for each job.As the job evaluation is typically a judgemental process that would perhaps use one of the job evaluation methods, which are commonly grouped into two major categories: quantitative and non-quantitative.The basic divergence amid these two methods lies in the sense that, under non-quantitative methods, a job is compared as a whole with other jobs in the organization, whereas in case of quantitative methods, the key factors of a job are picked and, then measured. The foremost role of the evaluator is to resolve which of the jobs is more important or worth more to the organization. The major types of non-quantitative job evaluation procedures are ranking and job classification.Non-quantitative methods call for the evaluation of a whole job relative to other jobs or to general descriptions of jobs within an organization. For instance, a job description of a customer service representative may be compared to the job description of a word processing expert.Quantitative methods carve up jobs into component parts and require absolute or relative value judgements about how much of a component part a particular job requires. The two nearly all trendy types of quantitative systems are the point rating and factor comparison methods. In Ranking Method of job evaluation,the significance of order of job is judged in terms of duties, responsibilities sand demands on the job holder.All jobs are ranked in the order of their importance from the simplest to the hardest or from the highest the lowest.This is simplest form of job evaluation method. The method involves ranking each job relative to all

other jobs, usually based on some overall factor like „job difficulty“. Each job as a whole is contrasted with other and this comparison of jobs goes on until all the jobs have been evaluated and ranked. In it, Job descriptions for each job are arranged and these are the basis on which the rankings are made. The job ranking method usually ranks jobs according to „the whole job“ rather than a number of compensable factors. Ranking all the jobs, at a time, is usually not possible. The more usual procedure involves ranking jobs by department or in „clusters“ i.e. factory workers, clerical workers and so on. This eliminates the need for having to compare directly, say, factory jobs and clerical jobs. In the ranking method, it is common to use just one factor, for instance job difficulty, and to rank jobs on the basis of „the whole job“. Despite of the number of factors you desire, it is advisable to carefully explain the definition of the factor(s) to the evaluators so that they evaluate the jobs consistently. Next, the jobs are ranked. The simplest mode to do this engages giving each rater a set of index cards, each of which contains a brief description of a job. These cards are then ranked from lowest to highest. It is usually to have several raters rank the jobs separately. Lastly, carve up all the ranked jobs into appropriate groups or classifications by considering the common features of jobs such as similar duties, skills, or knowledge required. All the jobs within a picky group or classification receive the same wage or range of raters. Then, one time this is consummated, the rating committee can simply average the ranking.

In Job Classification or Grading Method, A job grade is defined as a group of different jobs of similar difficulty or requiring similar skills to perform them. Job grades are resolved on the basis of information derived from job analysis. The exemplar of job grades may include, depending on the type of jobs the organization offers, skilled, unskilled, account clerk, clerk-cum typist, steno-typist, office superintendent, laboratory assistant and so on. This is a simple, widely used method. This method of job evaluation was made popular by the U.S. Civil Service Commission. In the ranking system there is no re-determined yardstick of values. In the job grading approach there is one such yardstick constituting of job classes or grades. Jobs are measured as whole jobs. Under this method job grades or classes are established by an authorised body or committee

appointed for this purpose. There are several ways to categorize jobs. One is to put together „class description“ and place jobs into classes based on their correspondence to these descriptions. Another is to draw up a set of classifying rules for every class and then categorise the jobs according to these rules. The usual procedure is to choose compensable factors and then develop class or grade descriptions that describe each class in terms of amount or level of compensable factors in jobs. Such factors are difficulty and variety of work, Supervision obtained and worked out, judgement exercised, originality required, nature and intention of interpersonal work relationships, responsibility, experience and, knowledge required.

In Point rating method, jobs are broke down based on various identifiable factors such as skill, effort, training, acquaintance, hazards, responsibilities and so on. Afterward, points are allocated to each of these factors. Weights are specified to factors depending on their importance to execute the job. Points so allocated to various factors of a job are then figured. Then, the jobs with similar total of points are placed in similar pay grades. The addition of points gives an index of the relative significance of the jobs that are rated. This is mainly usually used system of job evaluation. The method evaluates the compensable factors of every job. It involves a more detailed, quantitative and analytical approach to the extent of job work.

In factors comprision method, This system is usually used to evaluate white collar, professional and managerial positions. This is a amalgamation of both rating and point rating methods. It means rates jobs by comparing them and makes scrutiny by breaking jobs into compensable factors. Analysts must first make a decision which factors are common and important in a broad range of jobs. The significant factors like responsibility, skill, mental efforts, physical effort and working conditions are most commonly used. Some organizations use different factors for managerial, professional, sales, and other types of jobs. Key jobs are those that are commonly found all the way through the association and are common in the employer“s market. Common jobs re slected because it is easier to discover the market rate for them. Preferably these benchmark jobs should be recognized by employee as key jobs and should encompass a broad assortment of critical factors to be evaluated. Typically, 10-25 key jobs are selected by the

committee. The job evaluation committee then allocates a part of each key job's current wage rate to each critical factor. The share wage assigned to each of the different compensable factors depends on the importance of the factor. The base rate agreed upon by the company. Once the wage rates are assigned to the compensable factors of each key job, this information is transferred to a factor comparison chart. Key job titles replaced in the factor columns according to the rate of wages apportioned to the job for each critical factor. The titles of key jobs in each column of the factor comparison chart provide as benchmarks; other non-key jobs are then evaluated by fitting them in the rate level under each factor column.

IV .CONCLUSION

A job evaluation technique should be favored carefully. It should be worked out and administered on the basis of employment market, demand for labour, haggling power of the parties & job conditions. The aspects of the plan should be drawn up in such a way that they do not diverge with other proviso of a united agreement. The technique should be sold to all fretful and implications sought and furnish major importance that the number of job titles and classification be kept to a minimum. Any anticipated changes in methods should be carried out before a technique is installed and all adaptations in it should be opposed until it becomes fully established. In arranging job descriptions it is a sound act upon to accent in them the things which build one job different from another rather than to unearth a ample statement of all the duties of the job. The better the state of industrial relations the easier it is to pioneer a job evaluation technique.

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