

JOB EVALUATION AS A STRATEGIC TOOL FOR TALENT ACQUISITION AND RETENTION

¹Mr. D. HIMAMSHA, ²PRANEETH SINGARI

¹Assistant Professor, ²MBA Student

Department of MBA

SVR Engineering College, NANDYAL

ABSTRACT

Job evaluation is a systematic process used by organizations to determine the relative value or worth of different jobs within an organization. It plays a crucial role in establishing a fair and equitable pay structure by analyzing job roles, responsibilities, skills required, working conditions, and the level of accountability associated with each position. The primary objective of job evaluation is to ensure internal equity among employees and to support effective compensation management practices.

This study focuses on understanding the importance of job evaluation in human resource management and its impact on organizational efficiency. Various job evaluation methods such as ranking method, job classification, point factor method, and factor comparison method are examined to identify their effectiveness in determining appropriate wage structures. Proper job evaluation helps organizations reduce wage disparities, improve employee satisfaction, and enhance motivation by ensuring that employees are rewarded according to the value of their work.

The research also highlights how job evaluation contributes to better workforce planning, transparency in compensation decisions, and improved organizational productivity. By implementing structured job evaluation systems, organizations can maintain fairness, promote employee trust, and align compensation strategies with organizational goals. Thus, job evaluation becomes an essential tool for effective human resource management and sustainable organizational development.

Received: 22-01-2026

Accepted: 27-02-2026

Published: 07-03-2026

I. INTRODUCTION

Job Evaluation is a systematic and structured process used in Human Resource Management to determine the relative worth of different jobs within an organization. It focuses on the job itself rather than the individual performing the job. The main objective of job evaluation is to establish a fair, rational, and consistent pay structure by analyzing job duties, responsibilities, required skills, effort, and working conditions.

Job evaluation helps organizations design equitable salary structures and reduce wage inequalities. It ensures that employees are compensated fairly according to the value of their job role, thereby promoting internal equity and transparency. This process plays a vital role in compensation management and supports organizational goals by aligning job responsibilities with reward systems.

There are various methods of job evaluation such as ranking method, classification method, point factor method, and factor comparison method. Among these, the point factor method is widely used as it provides a quantitative basis for determining job value.

In modern organizations, job evaluation contributes to improved employee satisfaction, motivation, and retention. It also assists management in workforce planning, performance appraisal systems, and organizational restructuring.

Overall, job evaluation is an essential HR function that ensures fairness, consistency, and strategic alignment in compensation decisions.

NEED FOR THE STUDY:

Job evaluation is needed to ensure fairness and consistency in determining the relative worth of different jobs within an organization. It helps in developing a rational and equitable pay structure by systematically analyzing job

roles, responsibilities, skills, and working conditions. Through job evaluation, organizations can reduce wage inequalities, prevent salary-related conflicts, and maintain internal equity among employees. It also supports effective recruitment, performance management, and workforce planning by clearly defining job value and compensation levels. Moreover, job evaluation enhances employee motivation and job satisfaction by promoting transparency and trust in salary decisions. Overall, it plays a crucial role in establishing a balanced and structured compensation system that aligns with organizational objectives.

SCOPE OF THE STUDY

The study with the prime objectives of ascertaining the employees towards the Job Evaluation program, which are required to perform their jobs effectively. In Capital IQ the studies include managers and employees.

- The study is confined and relevant only to Capital IQ not applicable to any organization.
- The study covers motivational practices in Capital IQ at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

OBJECTIVES OF STUDY

- To determine the relative worth of jobs within the organization.
- To establish a fair and equitable wage structure.
- To maintain internal equity among different job positions.
- To eliminate wage discrimination and pay inequalities.
- To provide a basis for wage and salary administration.
- To ensure equal pay for equal work.
- To support recruitment, promotion, and transfer decisions.
- To reduce employee grievances related to compensation.

- To improve employee morale and motivation.
- To align compensation policies with organizational goals.

II. RESEARCH METHODOLOGY

1. Research Design:

Descriptive research design was used to understand and evaluate job evaluation practices.

2. Data Collection:

- **Primary Data:** Collected through structured questionnaires and personal interviews with employees and HR managers.
- **Secondary Data:** Collected from company records, HR manuals, books, journals, websites, and previous research studies.

3. Sampling Method:

Convenience sampling method was used to select respondents from different departments.

4. Sample Size:100

5. Tools for Analysis:

Data collected were analyzed using percentage analysis, charts, tables, and graphical representations.

LIMITATIONS:

- Subject to evaluator bias despite structured methods.
- Focuses on job content, ignoring employee competency and performance variations.
- Requires frequent revision due to technological and organizational changes.
- Expensive in terms of time, expert consultation, and administrative cost.
- Difficult to evaluate hybrid or multi-skilled job roles.
- May create dissatisfaction if employees perceive unfair grading.
- Overemphasis on internal equity while ignoring external market rates.
- Complex documentation and maintenance process.

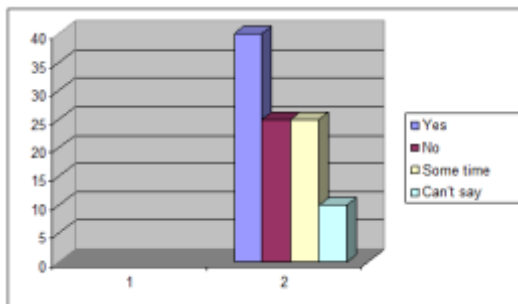
- Limited flexibility in dynamic and rapidly growing organizations.
- Risk of rigidity in pay structure once evaluation grades are fixed.
- Communication gaps may lead to misunderstanding among employees.
- Implementation may face resistance from trade unions or staff groups.

III. DATA ANALYSIS & INTERPRETATION

SUPERVISION:

1. Is the physical working conditions are taken care by superiors?

- A) Yes B) No C) Some time D) Can't say

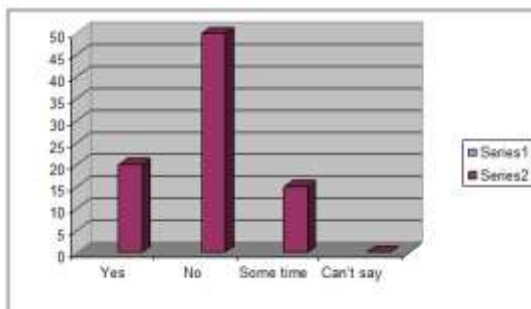


Interpretation

40% agreed with the above proposal
25% disagreed with the above proposal
25% may be may not
10% can't say

2. Are you accustomed work under many supervisors for the same nature of work?

- A) Yes B) No C) Some time D) Can't say

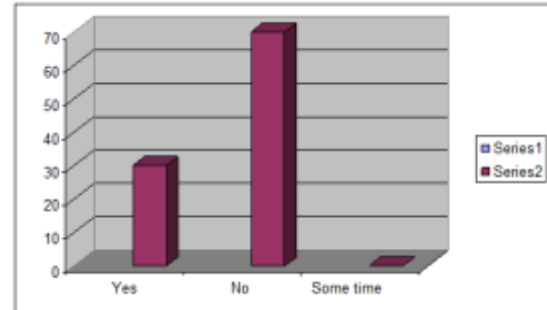


Interpretation

20% agreed with the above proposal
50% disagreed with the above proposal
15% may be may not
0% can't say

3. Do you feel to do your duty out of your commitment to job or because of the fear of survival?

- A) Yes B) No C) Some times

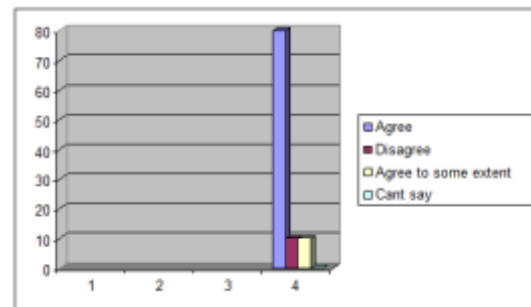


Interpretation

30% agreed with the above proposal
70% disagreed with the above proposal

4. Do you feel that working atmosphere is friendly in nature at your work place?

- A) Agree B) Disagree C) Agree to some extent D) Cant say

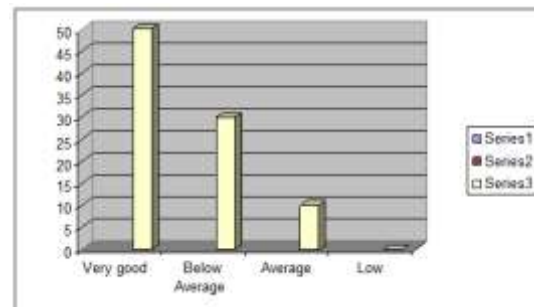


Interpretation

80% agreed with the above proposal
20% disagreed with the above proposal

5. Do you feel that you are having a good report with all your peers and superiors?

- A) Very good B) Average C) Below Average D) Low



Interpretation

50% agreed with the above proposal
30% disagreed with the above proposal

20% May or may not

IV. FINDINGS, SUGGESTIONS, CONCLUSIONS

FINDINGS

- The organization is giving good job valuation programs to the employees in Capital IQ

Most of the respondents have expressed that they are interested in the job valuation programs

in Capital IQ

- Most respondents expressed that feedback is collected from all the participants in the program.

The employee in the organization are well participated in the job valuation programs in Capital IQ.

- The training is being given to the employees at regular interval.
- Most of the employees are very much satisfied about the selection of the candidates for training.

Most of the employees are expressed that the job valuation programming in Capital IQ is imparting the latest technology in the market.

- Most of the employees agree with the training programmed meet pre-specified objectives.
- Most of the employees are respond positive with the training programmers conducted in the organization.
- It is found that some of the employees are not aware or the job valuation programs in Capital IQ Hence they are made to be aware.
- Most of the employees agree with the training help you to upgrade soft skills like communication skills, leadership, team building etc.
- Most of the employees agree with the organization provide training for both present and new employees.

SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for Evaluation.

The conclusions drawn above convince anybody to identify the following areas to chart out for job evaluation programs for the executives to make them completely ready for Evaluation

- A general training program covering the importance of and need for employee Evaluation in the light of global competition is to be designed in brainstorming session involving internal and external experts.
- The present study identifies the following areas in which training is to be undertaken.
- A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the Evaluation concept.
- Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make Evaluation more fruitful.
- A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the Evaluation a success.
- The subordinate staff that is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this Evaluation program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking Evaluation.

CONCLUSIONS

- In the above perspective, the present chapter makes an attempt to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the

basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.

- The study examines the readiness for employee Evaluation in six aspects, namely effective Communication, Value of people, Clarity, Concept about power, Information and Learning.
- A perusal of data pertaining to combination makes us to conclude that the Executives have agreed to the effective down ward communication flow, which is a prerequisite for Evaluation.
- With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of

concept about power, they are somewhat agreed to share the power.

- As far as information sharing with lower rungs is concerned, they are very positive.
- One significant conclusion with regards to learning opportunities, which is a basic for Evaluation, is that the executives are favorable and feel that sufficient learning opportunities should be there for the rank & file.
- As far as clarity is concerned, the executives are somewhat agreed i.e., neutral. The aspect wise percentage analysis leads to the conclusion that the organization is somewhat ready for employee Evaluation because the majority of the Executives in almost all aspects are concentrated in somewhat ready group

BIBLIOGRAPHY:

PUBLISHER	AUTHOR	BOOK
ELBS	Tiwana Amrit,	The Knowledge Management Tool Kit
Mc GRAW HILLCOMPANY SINGAPORE	Fred Luthans	Organizational Behavior
BUSINESS TODAY	Business Today	Anniversary issue 1995
DALAL STREET JOURNAL 1994	Daine Tracy	Empowerment Demystified
EXECUTIVE CAPSULE, VOLUME III MAR-APRIL 1999	Shari Caudron	Empowering Environment
THE HINDU OCT 23 RD 1999	Chandran Pillai. G	Empowerment - What does it mean?
TATA MC GRAW HILL	Harold Koontz Heinz Weihrich	Essentials Of Management

Web sites:

- www.Capitaliq.com
- www.capitaliq hyderabad.com
- www.themanagementor.com
- www.google.com
- www.indiancompanys.com