



A Reflective Look at a Certain Recent Trends in Job Description Writing for the Goal of Job Evaluation

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ABSTRACT

Orderly for the organizations to have equitable, adequate and responsible job evaluation, the need for having a proficiently completed job description is inevitable, especially when the organisation in question isn't small. The goal of this study is to examine job descriptions in order to conduct job evaluations. Despite the fact that management exercises and the literature show that job descriptions can be used for a variety of purposes, including recruitment and selection, training and development, performance appraisal, and other organisational goals and activities, these are not the areas or scope of this paper, and thus are not addressed here. Instead, this paper focuses on job description for the purposes of job evaluation, in light of various approaches and viewpoints used in performing job description – from traditional or standard methods to more recent ones where job definition must be frequently modified as a result of changes and technological progress to avoid both as well as the work itself, from becoming obsolete. In any case, job descriptions should be evaluated and reviewed on a regular basis in light of current advancements and associated concepts that affect job content, job expectations, and job requirements. This is required in order to re-evaluate the job worth rating (job relativities). It's vital to remember that we're talking about the task, not the worker, in this paper. Regardless of gender, age, race, creed, or health status, we look at the work and its essence (based on an authentic job description). Otherwise, we are submitting to the unacceptably (and largely illegal) doctrine that jobs ought to be discriminatory in nature.

Key Words: Job analysis, job requirements, and job creation dynamism in the workplace Job evaluation, methods / techniques, standard vs. retrospective viewpoints, and related matters.

Introduction

We will briefly discuss the following topics in this paper: (a) job analysis, with an emphasis on... (b) job description as a requirement for the job appraisal procedure. As a result, the reader will experience a logical flow of the subject matter, which will lead to a better knowledge of the basic requirements, contents, and dimensions of a job description, as well as the unavoidable need for it, simply for the purpose of job appraisal. At this point, the reader is effortlessly guided through the various methodologies used for drafting job descriptions, together with their dimensions and justifications.

Job analysis

The word "job analysis" refers to a meticulous and succinct written statement of the results of breaking down a work into its component sections or pieces. It is a technical technique that necessitates a thorough examination of specific tasks and responsibilities or obligations for a certain work, as well as the job's conditions, rates and levels of compensation, and the individual's qualifications, skills or characteristics needed to do the work (i.e. the job's requirements). As a result, it's reasonable to conclude that the position is secure. If analysis is to be completed successfully, it is not a simple task.

Job analysis is a key component of job appraisal.

Job analysis is an analytical methodology that gives the organisation with relevant and necessary data and information to aid: (a) the application of job comparison, which identifies similarities and differences among jobs; and (b) the decisions required to measure the relative value of jobs, which in turn aids in determining the monetary value of the jobs covered.

As a result, a precise and concise job analysis is likely the most crucial instrument in the job evaluation program's procedure. However, the process of job analysis and appraisal reveals the essential differences across jobs, allowing quantitative or qualitative judgements to be made regarding their relative worth. As a result, job analysis can be useful. As a result, job analysis is a critical component of the job evaluation process, and evaluation is an important application of job analysis. As a result, different pay may be paid for jobs of varying value. In a nutshell, job analysis is a tool for identifying similarities and differences among the tasks assigned to jobs and responsibilities in a working organisation, as well as for collecting and analysing data from which job descriptions, job specifications, and job performance standards are generated or developed. As a result, there are a variety of approaches or tactics that can be employed to conduct a proper detailed and precise job analysis. These include observations, interviews, surveys, and examining job-related training manuals, reports, and records (in Mitchell and Larson, 1987), as well as (in Taylor, S., 1998) putting video cameras at a discreet distance from the observer's office. However, even before beginning work, a job analyst must have a very evident idea of the type and nature of the jobs that will be covered or included in the job analysis. It would not only assist in determining the kinds of info required, although it will be the key

to determining the best strategy to utilise in job analysis.

Job analysis is different from job dilution and system analysis

However, it's worth noting that job analysis and job dilution are not the same thing. The latter is a method of splitting or breaking down a job's tasks into portions or levels with varying levels of skill.

As a result, expert employees handle areas that demand more advanced skills, while relatively unskilled people (who will require less training) do the jobs that are available. It's also worth noting that job analysis and systems analysis are not the same thing. Simply expressed, the latter is the examination of any business activity in order to determine precisely what must be performed and how it must be undertaken.

A job evaluation is a method of methodically dispersing a portion of the payroll. As a result, a work evaluation based on a properly completed job analysis should be viewed as a systematic method of allocating a portion of the payroll so that each job receives its fair part. Its goal is to figure out what a task's basic rate should be by carefully analysing the demands that the job places on the operator. It's also a technique that can help you avoid many of the wage and salary discrepancies that can cause so much trouble. As a result, competent job evaluation necessitates a broad viewpoint and a keen understanding of the management process as well as the nature of a wide range of jobs. In any type of workplace its nature necessitates a reliance on job content, which must remain a part of its definition. To summarise, without a thorough job analysis, there will be no actual knowledge of the job's nature, attributes, and requirements. Accurate job analysis and job descriptions are critical for establishing a solid wage and salary structure in any organisation. Job analysis is a technique for finding the basic aspects of a job, and job evaluation is the basic document or factual framework for job analysis (i.e. job analysis is a technique used to determine the basic elements of a job). The structure of wages and salaries is built on the foundation of job evaluation. Wage and salary systems are important instruments for converting and/or reflecting an organization's remuneration policy into a formal hierarchy of grades and levels. Job analysis, job description, and job appraisal, on the other hand, all refer to practical research for existing jobs. Around the same time, they are subject to the personal opinions of the job evaluation committee members to some extent. As a result, the job appraisal committee's work is not a simple one in this situation. However, the flexibility of job analysis (and hence job description) necessitates the analyst's observation of what the implementation of technology gives in terms of job content and design. Overall, job analysis is an inquiry into the job requirements in order to discover a job's inherent features; as a result, it is the first method to be utilised in order to assure a thorough grasp of the work at hand. Simply said, it's an examination of work duties with the goal of determining the skills and knowledge required (for that position), followed by the creation of a job description that reflects that skills and knowledge.

Remark

It's worth noting that job analysis is a more analytical (factual) approach than job evaluation, which is more of a judgmental procedure (see Pritchard and Murlis, 1992). Both job analysis and job assessment, in general, possess these two characteristics (the factual and the judgmental), however with differing emphasis (i.e. simply for the inference factor between the two procedures, one of which is regarded as a precession technique). According to Pritchard and Murlis, job analysis is frequently performed by the evaluators themselves in traditional job evaluation. As a result, job analyses are usually written and executed by people other than the evaluators including both writers. This may be done not only to ensure that job analysis - which often leads to work description - is free of any personal influence, halo effect, or horn mistake; but it also helps to keep the two processes (analytical and judgement) apart (though not in absolute terms). In the same vein, the job analyst should ensure that the sources of information gathered are reliable in order to create an appropriate / professional job description. To avoid being accused of being prejudiced or wrong in his/her approach, his/her interpretation of this information must be founded on facts and truths rather than guesses or cognitions. (This is to avoid being accused of being prejudiced or wrong in his/her approach). As a result, the job analyst should be free of any time or work constraints. At the same time, there should be no shortage of enthusiasm on the part of management, supervisors, and employees (see Torrington & Hall, 1991). All of these things are negative aspects that detract from providing a thorough and professional job description.

Job Description

Job analysis is an input for job evaluation, while job description is an output of job analysis. The quality and accuracy of the job description reflects the accuracy and quality of the job analysis. That's because the former is a summary of the latter, i.e. a job description is a result, output, or product of a job analysis. This, in turn, is a precondition for job appraisal. A job description, on the other hand, primarily encompasses the physical and mental dexterities required of it, as well as the personal achievements considered necessary for and specific to the job, the full range of vertical and horizontal communication channels that must be maintained on a reciprocal basis, the job's environmental circumstances or working conditions, the necessary materials and equipment for the job, and, last but not least, its identified performance criteria.

Job description, on the other hand, is defined as a documented, accurate account of the job's: -

- Appellation
- Motive
- Location
- circumstances Necessary special knowledge, skills, and capabilities
- Tasks and responsibilities
- Jurisdiction and Accountability

The jobholder's performance criteria, as well as the upward and downward relationships within the structure.

The purpose of a standard job description is to describe jobs as they are now.

Because jobs differ with one organisation to the next, no agreed-upon standard structure (or manner) for creating job descriptions exists. All for the same position in various establishments, they tend to be diverse. The significance of written job descriptions cannot be overstated. They function as a detailed record and synopsis of actual and valid job facts, rather than what the job should or must be in an ideal world, or what it used to include.

Consequently, job evaluation will not be able to reflect the current values of the position. Job assessment was primarily intended to support bureaucratic management. In any case of the approach of composing the work depiction, hiring specialist(s) or expert(s) is continuously an open alternative for the organization concerned, in case required. In this way a work portrayal essentially grasps the physical and mental smoothness required of the work itself, the individual accomplishments considered vital for and particular to that job, the total extend of vertical and horizontal communication channels that have to be kept up on a complementary basis, the job's natural circumstances or working conditions, the fundamental materials and equipment required for the work and, final but not slightest, its distinguished execution criteria.

A modern perspective on job descriptions is that they should satisfy both current and future organisational needs in terms of work content and demands (job description)

Nonetheless, for others, shown above view represents a normal (traditional) manner of holding a job description by emphasizing just on the existing job content description. To individuals, this viewpoint is merely a reminiscence of the past. Because we live in a dynamic world that is constantly changing, some argue that it is more acceptable for a job description expert or specialist to look at the job description. job content in a way that satisfies the need to create the job in accordance with the organization's predicted objectives (rather than simply selecting outcomes based on what the job has previously consisted of).

In a wider sense, the dynamic environment has impacted and coloured virtually every element of life, including work organisations. As a result, businesses should be more sensitive and flexible to new changes or innovations, as well as their demands, which affect not only job size and content, but also job type, work performance methodologies, and required abilities. These changes must be carefully analysed, reported, and evaluated in order to maximise their utility. As a result, evaluating job content based on the typical job description would be unproductive, as it would not enable organisational change [see Pritchard, D., and Murlis, H. (op cit.)]. Furthermore, it may not only fail to facilitate future organisational development, but actually stifle it. This is because such a shift necessitates the organization's re-evaluation of the job description. To though, it seems that no final conclusion has been achieved upon those two conflicting approaches to developing precise job descriptions. If the advantages and flaws of each are to be completely assessed, it is clear that more examination and study is required. Till then, and for the reasons stated in below, we will steer clear of tradition, while acknowledging that perhaps the modern method may be useful in certain instances.

Various methods for giving job descriptions

There are two different views or approaches to the debate of whether job descriptions should be used to specify the current job content or whether they should also factor in future needs of the organization - and each view has their own arguments to support it. Future-needs, in our opinion, pertain to future developments and (early) future aspirations that are difficult to precisely forecast or predict, let alone define. Even if such efforts are undertaken, it is likely that the job description itself lacks the accuracy needed to convey any useful information clarity of thought This is proven by the fact that no matter how much the job analyst or job evaluator and others say, Even though the type, nature, and specifications of these future needs are known to management, no one can define them. This prompts both the job analyst and the job evaluator to estimate these requirements, with the evaluator subsequently assigning the appropriate scores and weightings. For those kind of considerations, as well as the reality that neither the analyst nor the appraiser is a futuristic or a fortune-teller, we prefer to become more generally supportive upon the issue Regarding the typical attitude (or technique) to providing job descriptions

Another emerging tendency in job description writing

Consequently, we won't be able to get a clear sense of the job's content and structure. Furthermore, although not at the executive level, certain positions have a very low or limited amount of responsibility because they are mostly physical or practical in nature. In such instances, focusing on work obligations - as mentioned in the preceding statement and example - would provide the erroneous impression. If this is the case, the job description should then cover all of the selected job aspects in the same depth and breadth. The degree of importance and value of individual job factors may require a separate approach, which should be decided by the assessor at a later point in time. The level and depth whereby the kind and technique of job description has indeed been completed will determine the scoring and weighting of a factor. Finally, while the third option of crafting a less thorough and so more adaptable job description has merit, it should be used with caution. be limited to tasks that are anticipated to change frequently and rapidly. The three approaches mentioned above, or Statements that qualify modern and conventional ideas of job description preparation and performance for a wide and acceptable job description.

The jobholder's involvement through the use of information technological tools for improvement the job description's quality

Even though an effective job evaluation plan would entail the job holder developing his or her own job descriptions, it can also be done prior to recruitment - especially if the job analyst is well-trained and experienced. It's possible that incorporating computer analysis into the job description process will strengthen it. In generally, maintenance, quality, and equity are important. A quickly changing world necessitates that the scope, content, and format of the document be updated on a regular basis. Job design will change as a result. As a result, unless a job definition is reviewed on a regular basis, it is likely to become obsolete. Events will overcome you and you will become obsolete. As a result, if a job's definition becomes outdated, so does the job itself. the work itself As a result, job descriptions should be evaluated and changed on a frequent basis, as they are dynamic papers that have an impact on the job's rating a percentage of the job's value Instead, ratios and values for job factors will not match reality. To avoid being labelled as obsolete or rigid, a job description must be updated on a regular basis to reflect changes in job content and technological advancements relevant to the job's nature and expectations. In summary, the job

A job description is a detailed written declaration of the job holder's responsibilities, and how and why they are carried out.

Who else can contribute to the creation of job descriptions?

Moreover, in the context of job evaluation, job descriptions should preferably be centred on the selected work characteristics. (compensable factors) and their sub-divisions, with representatives among all parties involved in attendance. Such that, representatives out of both management and the staff-side union will be chosen. This will be done specifically with the help of the job analyst and under the supervision of the job evaluation specialist. Add in the involvement of the supervisor and the job performer, as they will have invaluable, first-hand knowledge. understanding of the task Upon this basis of the job description, they can thus provide direct input into the content. actual activities and responsibilities done, which is invaluable to the job analyst in charge of generating the report. CUPE (Canadian Union of Public Employees) job description (2007). As a result, the existence of the supervisor and the job holder is critical for verifying the job's content enlisted, as their support of the job description document in regard to its components will make it more credible and authentic (see Elizur , 1980).However, as previously said, it is possible that the role has yet to be filled (or that the position has yet to be filled). incumbent is on leave etc) at the time of the study of the job description in question is to be undertaken. As a result, conditions The job description procedure however should continue — perhaps with the assistance of the supervisor.

In the case of an equal pay claim, the industrial tribunal requires an appropriate job description.

In the case of an equal pay claim, therefore, a properly written job description is required by the industrial tribunal (see also the UK's Equal Value Amendment (Regulations) of 1983).The goal is to limit the detrimental impact of distorted outcomes that might occur when a person's preconceptions, gut feelings, or personal prejudice get in the way. The job was conducted professionally. As a result, description must be objective in its approach, employing consistent, measurable, rational, and defensible criteria. As the foundation of its methodology, it relies on verifiable benchmarks. In general, unless there is a legal necessity,The terms of a job description should not be interpreted as favouring the hiring of one person over another based only on their qualifications.Gender, age, colour, creed, or health status are all examples of differentiating factors.

Comment: In some circumstances, a lengthy job description may not be required.

It appears to be self-evident, at than on occasionally, that the more talented and experienced the job evaluator is, the less of a need for a lengthy job description. This is especially true when the The organisation in question is a modest one. Because of the evaluator's extensive expertise and understanding, this is the case.can broaden his or her professional horizons in terms of the nature and needs of the task at hand, allowing him or her to He or she must be able to make an accurate and sound decisions. However, while such occurrences are indisputably common (and with varying degrees of frequency), It's vital to note that this can NEVER be the norm, and that such behaviour is fraught with danger There is a significant risk associated with it.

(Primarily, the effectiveness of this strategy is predicated on an accurate assessment of the individuals personal skills and expertise in the first place.) This will always involve an element of subjectivity, to a greater or smaller degree, that risks detracting from the centerpiece. standards mentioned in section 7.0).

Job description, as well as often being used related phrases and concepts:

Work (Job) content: This refers to the tasks that must be completed on the job. It encapsulates the elements that determine a job's overall essence. from mental functions to hand and physical applications Throughout this context, a prominent job analysis method known as the Function of Job Analysis (FJA) is more extensive than normal and defines jobs in recognising activities, relationships, relevant methods, materials, equipment, and instruments, among other things (see Matteson, I., 2002). As a result, job The term "content" refers to conditions that are directly related to the job itself, as opposed to situations that are related to external factors.aspects of the environment (see Newstrom & Davis, 1993). However, the word 'job description' is also misused. cover the 'job content' in terms of working circumstances, duties, and tasks – as the British Institute ofManagement - BIM (Appendix) (1961-1967).

Job requirements: These are characteristics that the task doer must possess in order to complete the job. They include things like on-the-job training, experience, skills, training, knowledge, and licences. In a nutshell, these specifications refer to certain qualities or traits that the job demands of its holder. When measuring them, the job evaluation is concerned with the requirements of the position.

Job context: This relates to the situations in the job's immediate surroundings. The nature, breadth, type, degree, or level of physical demands and work circumstances of the job responsibilities and supervision necessary are all factors to consider. It must also assess the ramifications of making a mistake (when performing the job). In summary, the job The term "contextual" refers to the work environment, which is impacted and influenced by a variety of inherent elements.that are assumed to be factors related to the essential nature of a job.

Job specification:The job specification is a detailed written explanation of a single position's tasks, responsibilities, required abilities, and other requirements. knowledge, which, in turn, represents the requisite skills for successfully executing that work. This is to characterize the physical and mental tasks or activities that are part of the work in detail. In practise, it is clear that the terms work description and job specification have similar meanings. As a result, for example, the BIM (ibid) considers these two names to be comparable in most cases. This, nonetheless, is not the case. not technically the case, and it should be acknowledged that there is a contrast between the two, in that the former is mainly concerned with job security. The job description concentrates on the job itself (job components), whereas the job specification specifies or defines the job. defines the requirements for the position. Job specifications are also beneficial for training purposes.

Note: It's also worth noting that perhaps the company can glean a good extract or abstract picture (profile) of the person specifications (individual worker attributes) from job analyses and job descriptions. As a result, in terms of type and quantity, person specifications are a reflection of work specifications . Equal opportunity to hire the right candidate for the job. To put it another way, the higher the quality of the job description, the better.The person specification will be precise. Once the job description has been correctly created and verified, it may then be used as a template for

the human specification. Person specifications, on the other hand, are the requirements for hiring an adequate or ideal sort of person for the work (obviously, the job specification will not name a particular individual but will, nonetheless, describe the job). alternatively, identify a set of qualities required to fill the position in issue). It must be maintained at all times. Keep in mind that the job content (the latter being the subject) is not the same as the individual specification. Despite the fact that the two are inextricably linked, it is an issue of job evaluation. Overall, job analysis (what connects and interconnects jobs), job description (content), job specification (requirements), job grading (grouping jobs), and job assessment (important / worth) all derive from and are dependent on job analysis (what connects and interconnects jobs). them). As a result, job descriptions, job specifications, and person specifications are all the same. a result of a thorough job analysis a result of a thorough job analysis

Job Enrichment and Job Enlargement: In this context and in plain terms, enriching occupations means modifying the essentials of a job in order to boost task efficiency, enjoyment, and employee engagement Job enlargement, on the other hand, refers to the expansion and broadening of the extent of a job or job area (job). tasks).

Job design and technology: Job design is a methodology for creating and developing the content of a job through an integrated operation of the tasks, duties, and obligations, and even the knowledge and abilities required to accomplish the job. As a result, operations involving addition, subtraction, and multiplication will be included in the work design .Task separation, reduction, and combining are all examples of task detachment. Some activities will be easier or simpler, while others will be more difficult. more difficult and sophisticated Rightsizing, which is often equivalent with such, is one impact or result of this. Reorganization, rationalisation, and restructuring are all phrases used to describe the process of reorganising. All of these terms are used to describe organisational transformation. Downsizing is one of them [Tyson (ed.), 1997; Robbins and Coulter (op cit)]. Jobs will continue to change as science and technology advance. In all circumstances, job design must define the positioning of the job holder within the structure, taking into account any recent changes. Both the job design and the job substance are important. or occupational demands are not only linked, but also inextricably linked It's vital to remember, though, that any modifications to job content (in terms of skill, effort, etc.) must be considered. responsibilities, and working conditions) can only be taken into account when or after a job appraisal. Such changes took place physically and are mentioned in the job description. It's because the goal of job evaluation (with both the limitations indicated in 4.2 above) is to review (revise) the existing or current employment (i.e. the job same as it is now - not as it will be in the future).

Conclusion

Prior to performing an adequate job review, a professionally finished project must first be done. analysis wherein the job description (as an output) is the foundation around which the job is carried out Especially when quantifiable or analytical approaches are used, evaluation is based on. The focus, then, is on focuses on the job content (components / compositions), job situations, and the environment in which the job is performed. is carried out in relation to – but only for the purpose of – job evaluation.

The job description ought not be stiff, unchanging, or inflexible. We live in a time of rapid progress and technological change, which means that job content, needs, and requirements are set to change as well. This might also necessitate more flexible job descriptions, especially at the senior management level, as well as evidence of significant experience. People at a certain level have more leeway in defining their work scope. This will be for the aim of providing Those who have the resources to make important situations and execute initiative. As a result, the norm or The traditional approach to drafting job descriptions is indeed adequate nor adaptive enough to handle the emerging challenges. changes in the workplace and the job requirements As a result, certain new patterns have emerged as a result. In certain circumstances, a large emphasis has been placed on the addition of a duty / accountability element, while in others, new trends demand a more adaptable job description (with the Hay system being a case in point).

This reminds us of many contemporary management practises, particularly in firms that use them. or use the Japanese Kaizen philosophy (commitment of organisations to consecutive development). In this case, the Because they do the task every day, personnel on the production line are considered true experts. As a result, they are educated to troubleshoot any maintenance (such as machinery) on their own. rather of wasting time having to wait for a certified, professional engineer to arrive and correct the problem. Naturally, this necessitates the worker learning much more about sources of difficulties and how to solve them - and employees are pushed to be creative or innovative as a result. (See Imai, M., and Marcouse, I., 2005; Marcouse, I., et al., 2005). In such instances, a job is requiring The description should be more adaptable and aligned with the nature and demands of the job. hand. These are needed in order to meet certain new job needs and standards without sacrificing quality. A comprehensive rewrite of that job description is required (in relation to the jobs affected by changes).

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