

Critical Appraisal

SYSTEMATIC REVIEW: The validity of the results in the personal survey may be questioned due to their unethical nature and the absence of any affiliation with the National Health Service (NHS). However, they do provide a conflicting viewpoint with the secondary research data collected that shows a much better perception of the public towards the National Health Service than what may be indicated by the studies mentioned. However, a conclusion was reached that the NHS has not successfully implemented job evaluations due to their current efforts towards establishing pay equity within their organization. In addition, they have not also they pursued pay equity within the private sector, and this in turn has caused problems regarding pay equity and the quality of healthcare and work environment in reference to their patients and their employees respectively.

The statistical information related to the systematic review has been provided within the Personal Survey, Secondary Research, previous studies in the literature review, and the appendix.

The first study is a survey from the job evaluation handbook. This survey found the percentage of individuals using job evaluation techniques in the private and public sectors. It also provided information regarding its use in the organization, and satisfaction levels and types of evaluation and pay equity techniques employed. It concluded by showing that job evaluation was widely used as a proprietary system in private companies, while public companies used derivative systems.

The second is a research from the department of health which found that the biggest constraint facing healthcare was the shortage of resources.

The third is a survey of the retention and recruitment rates of nurses in the National Health Service, which found that the biggest issues facing the organization was the retention of nurses already recruited. It also found out that job satisfaction was the number one reason for nurse retention.

The fourth study considers the real world effects of the NHS policy, and found out that they had real world effects regarding the quality of healthcare despite not being intended for such a purpose.

The fifth study showed how the balanced scorecard employed for the performance review by the NHS is not an indicator of performance, but rather an indicator to safeguard the organization's financial concerns.

The sixth study shows how doctors do not appreciate such reviews and consider them a compulsion upon them rather than an opportunity.

The final study shows how some of the problems inherent in the NHS working conditions are due to the lack of training among its managing staff.

What question (PICO) did the systematic review address?	
What is best?	Where do I find the information?
The main question which is endeavored to be answered in this dissertation is, 'Does NHS implement a poor job evaluation	The research questions to be answered can be found in Chapters 1.6 and 1.7, while the Literature Review in Chapter 2 and the

<p>system which undermines the successful implementation of the principles of pay equity in the healthcare organizations?’ In order to answer this question, three sub questions are asked. These questions are answered by the use of various literatures which are both directly and indirectly related to the topic, as well as a personal survey conducted by the researcher. The results found that the NHS had not successfully implemented the principles of pay equity but observed that there were several improvements in pay equity within the organization.</p>	<p>Personal Survey and Secondary Research in Chapter 4 encompass the information used to derive the conclusions given in Chapter 5.</p>
<p>This paper: Yes Comment: The questions were addressed and the relevant information required to answer them was collected.</p>	
<p>F - Is it unlikely that important, relevant studies were missed?</p>	
<p>What is best?</p>	<p>Where do I find the information?</p>
<p>The secondary research detailed several studies from scholarly sources, as well as newspaper articles which detailed critical reviews of both NHS performance, job evaluation and also the working environment for both doctors and nurses. There were also studies focused on the performance of the public sector in comparison to the private sector.</p>	<p>Methods: Searches were conducted using the internet and local libraries in order to find books which focused on job evaluation and pay equity. All official documents from the NHS were released on the NHS website and local libraries were used to research newspaper articles which directly provided an appraisal of NHS performance. Results: There were several studies found which relayed information regarding the methodology and importance of job evaluations. There were also several studies found which considered if the current proposals adopted by the NHS were helping or harming their status as a public health service. Though there was no direct study which encompassed all of these search criteria, inference from the researcher was required. All figures are catalogued in the index and appendices. It is conceivable that certain studies were missed; however, most of the relevant studies are present, which allowed this researcher to attain an accurate conclusion.</p>

<p>This paper: Yes Comment: The information gathered may be incomplete and is missing certain studies although the studies do confer the researcher with the information necessary to answer the primary question of this dissertation.</p>	
<p>A - Were the criteria used to select articles for inclusion appropriate?</p>	
<p>What is best?</p>	<p>Where do I find the information?</p>
<p>The criteria required that all journal articles be from peer-reviewed sources. Information gained from books was verified by the use of journal articles and other literature, while all information provided from websites was insured to be from well-known organizations with projects related to the topic being researched.</p>	<p>Methods: Journal articles which were not peer-reviewed were excluded from the dissertation. This was also true for books which could not be verified by cross checking. Newspaper articles were insured to be from well-known newspapers while websites were excluded unless they were UK organization-based or well-known and updated.</p> <p>The terms used to search for these articles were the following:</p> <ul style="list-style-type: none"> Job evaluation Pay equity Job evaluation in public sector Job evaluation in private sector Pay equity in public sector Pay equity in private sector Job evaluation in NHS Pay equity in NHS NHS NHS performance review NHS proposals Job equity in NHS
<p>This paper: Yes Comment: The criteria for the inclusion of articles insured that the information provided within the dissertation was as accurate as possible. It also ensured that all sources could be used without any reason for conflict due to the information provided.</p>	
<p>A - Were the included studies sufficiently valid for the type of question asked?</p>	
<p>What is best?</p>	<p>Where do I find the information?</p>
<p>The research study did not sufficiently meet the valid criteria to answer the type of questions asked within the dissertation. However, the other studies provided met the criteria mentioned above and were chosen based on their relation to the current topic.</p>	<p>Method: The validity of the personal survey was contingent upon its authorization by the department of health or any other governing body or organization. Meanwhile, the validity of the other research was contingent upon the criteria mentioned above.</p> <p>Results: The quality of the studies provided met the criteria detailed above and were thus used to form a conclusion to the research question put forth. However, the personal</p>

	survey did not meet these criteria.
This paper: Yes Comment: The majority of the information detailed in this paper and the information used to correlate the findings were chosen under strict criteria detailed above.	
T - Were the results similar from study to study?	
What is best?	Where do I find the information?
Most of the studies showed a correlation in the information given. Meanwhile, the personal survey taken by the researcher did not conform to the information gained from various studies.	Results: The results of the studies provided in Chapters 2 and 4 showed a correlation which allowed the researcher to form a conclusion regarding the research questions. On the other hand, the personal survey showed information which strongly disagreed with this hypothesis.
This paper: Yes Comment: Since the information in the personal survey was not employed, the results of the remaining surveys were given more credence within the dissertation and allowed to form the final conclusion despite the opposite contentions of the personal survey.	

What were the results?

The results showed that the NHS has implemented a poor job evaluation system which undermines the successful implementation of the principles of pay equity in the healthcare organizations.

How are the results presented? The results were presented as a series of answers to the sub questions asked in the first chapter. The answers to these sub questions were used to form the conclusion given above. This conclusion was followed by recommendations to the National Health Service on how to successfully implement job evaluation for pay equity.

Appendix 2: Critical Appraisal Skills Program (CASP)

A critical analysis of job evaluation for clinical nursing by implementing the NHS JE system by Emin Khaya and Nurtel Oral.

Was there a clear statement of the aims of the research?

Yes

2. Is a qualitative methodology appropriate?

No

The research required the use of quantitative methodology.

Detailed questions

Appropriate research design

3. Was the research design appropriate to adequately address the aims of the research?

Yes, the research design was appropriate to adequately address the aims of the research. An analysis based on the 9 bands was included and a survey questionnaire was used to carry out the research.

4. Was the recruitment strategy appropriate adequately to the aims of the research?

The Participants of the study were the participants that participated in this project are nurses and the supervisor of nurses that belong to regional and local hospitals.

Data collection

5. Were the data collected in a way that adequately addressed the research issue?

The researcher justified the methods used in the study and has not modified the method during the study in order to form a consistent outcome.

6. Has the relationship between researcher and the involved participants been adequately considered?

The relationship between researcher and the involved participants remains unaddressed in the research article.

Ethical Issues

7. Have ethical issues been taken into adequate consideration?

Even though the researcher has not discussed how the ethical standards of the study were maintained the criterion utilized in the research is one that leaves little room for violation of research ethics.

Data Analysis

8. Was the data analysis sufficiently rigorous?

The data analysis was designed to be continuously rigorous with respect to the implementation of the research methodology of the research.

Findings

9. Is there a clear statement of findings?

The findings of the study are clearly presented and highlighted. The evidence is adequately discussed in order to reach a concise conclusion by use of the findings presented.

Value of the research

10. How valuable is the research?

The research furthers the existing knowledge of the National Health Service regarding its performance appraisals and also provides new avenues in which this study may proceed further.

Critical analysis of Job and Work Evaluation by Robert L. Heneman

1. Was there a clear statement of the aims of the research?

Yes

2. Is a qualitative methodology appropriate?

Yes

Detailed questions

Appropriate research design

3. Was the research design appropriate to address the aims of the research?

The research has been designed to follow a qualitative analysis and rests primarily on the literature review.

Sampling

4. Was the recruitment strategy appropriate to the aims of the research?

The research made use of literature that pertained specifically to the subject of the research.

Data collection

5. Were the data collected in a way that addressed the research issue?

The data was extracted from the literature review in a justified manner.

Reflexivity (research partnership relations/recognition of researcher bias)

6. Has the relationship between the researcher and the participants been adequately considered?

No such explanation was provided since no primary data was used.

Ethical Issues

7. Have ethical issues been taken into consideration?

The research does not address any ethical issues at any point in the article.

Data Analysis

8. Was the data analysis sufficiently rigorous?

The data analysis was sufficiently rigorous since it made use of charts, diagrams and extensive elaborations.

Findings

9. Is there a clear statement of findings?

The author has presented a section regarding the research's summary and conclusion, and has singled out the major findings from the literature review as well.

Value of the research

10. How valuable is the research?

The research makes a significant contribution to the understanding of the impact of different variables in job and work evaluation procedures and perceptions.

First Steps of the Journey: Job Evaluation for Agenda for Change by Angela Watts and Simon Green

1. Was there a clear statement of the aims of the research?

Yes

2. Is a qualitative methodology appropriate?

Not entirely

The research employs the use of existing secondary research data in order to form conclusions in relation to the subject matter and leaves a significant part of the research area untouched.

Detailed questions

Appropriate research design

3. Was the research design appropriate to address the aims of the research?

The researcher has not presented the research methodology separately and has not given the research design details at any point.

Sampling

4. Was the recruitment strategy appropriate to the aims of the research?

No participants were recruited into the study since there was no primary data involved.

Data collection

5. Were the data collected in a way that addressed the research issue?

The collection of data was structured around the research subject and continued to proceed in an almost hierarchal manner of analysis through the article.

Reflexivity (research partnership relations/recognition of researcher bias)

6. Has the relationship between researcher and participants been adequately considered?

The researcher has not considered the inherent limitations.

Ethical Issues

7. Have ethical issues been taken into consideration?

Ethical considerations were not raised or taken into consideration during this study.

Data Analysis

8. Was the data analysis sufficiently rigorous?

The data analysis was not what could be referred to as rigorous since the various themes of the data were merely presented in the article and were not critically evaluated.

Findings

9. Is there a clear statement of findings?

A brief Results & Outcomes chapter constitutes the findings of the research.

Value of the research

10. How valuable is the research?

The research is valuable in providing a decryption of aspects pertaining to job evaluation but does not present any significant findings.

A revision of a job evaluation system by Emin Kahya

1. Was there a clear statement of the aims of the research?

Yes

2. Is a qualitative methodology appropriate?

No

The research had to make use of a mixed approach in order to deliver a significant conclusion.

Detailed questions

Appropriate research design

3. Was the research design appropriate to address the aims of the research?

The researcher has justified the research design given within the study and has decided the methodology for the survey questionnaire.

Sampling

4. Was the recruitment strategy appropriate to the aims of the research?

The research incorporates a realization of the necessity of an appropriate recruitment strategy and has followed one that is in line with the aims of the research.

Data collection

5. Were the data collected addressed the research issue in a way?

The setting for data collection and the methodology for data collection are justified. The methodology used to reach their conclusions is also justified.

Reflexivity (research partnership relations/recognition of researcher bias)

6. Has the relationship between the researcher and the participants been adequately considered?

The relationship between the researcher and the participants has not been considered.

Ethical Issues

7. Have ethical issues been taken into consideration?

The ethical issues inherent within the research have been considered and have been taken into account.

Data Analysis

8. Was the data analysis sufficiently rigorous?

The data analysis is sufficiently rigorous. The author has provided an in depth description of the data collected as well as tables and charts depicting the data which has been collected.

Findings

9. Is there a clear statement of findings?

There is no clear statement of findings while conclusions relating to the research have been appropriately discussed.

Value of the research

10. How valuable is the research?

The research contributes to the paper by giving recommendations regarding the issues discussed within the study.

An Analysis of Job Evaluation Committee and Job Holder Gendered Effects on Job Evaluation by Chad T. Lewis and Cynthia Kay Stevens

1. Was there a clear statement of the aims of the research?

Yes

2. Is a qualitative methodology appropriate?

No

The methodology used is highly quantitative and is appropriate for the research since the researcher has used a questionnaire in order to reach a conclusion.

Detailed questions

Appropriate research design

3. Was the research design appropriate to address the aims of the research?

The research design is justified to address the aims of the research, and the study constitutes a discussion on the methodology employed as well as the reasoning behind the usage of such methodology.

Sampling

4. Was the recruitment strategy appropriate to the aims of the research?

The recruitment strategy was not as appropriate as needed for this research and was far too narrow than what would have been ideal for the case of this particular research.

Data collection

5. Were the data collected in a way that addressed the research issue?

The data collection within the research was mentioned in detail in the article. Moreover, the form of data collected has also been clearly presented.

Reflexivity (research partnership relations/recognition of researcher bias)

6. Has the relationship between the researcher and the participants been adequately considered?

The researcher has not adequately considered this relationship as the potential bias and influence of the researcher has not been examined.

Ethical Issues

7. Have ethical issues been taken into consideration?

The ethical issues within the research as well as the maintenance of ethical standards have not been considered within the research.

Data Analysis

8. Was the data analysis sufficiently rigorous?

The researcher has provided an in depth description of the data analysis and has employed statistical instruments to do so effectively as well.

Findings

9. Is there a clear statement of findings?

The findings have been discussed under the Results section. However, the credibility of the findings has not been discussed.

Value of the research

10. How valuable is the research?

The value of the research and the contribution the study makes to the existing knowledge of the issue in question have not been discussed. However, the research remains imperative to this study since it assists in the elaboration of factors that were essential to job evaluation.

Designing a Comparable Worth Based Job Evaluation System: Failure of and a Priori Approach was written by Jonathan Tompkins, Joyce Brown and John H. McEwen.

1. Was there a clear statement of the aims of the research?

Yes

2. Is a qualitative methodology appropriate?

Yes

Detailed questions

Appropriate research design

3. Was the research design appropriate to address the aims of the research?

The research design was appropriate to address the aims of the research in consideration of the fact that it sought to develop a procedure and not to oppose or support a hypothesis.

Sampling

4. Was the recruitment strategy appropriate to the aims of the research?

Primary research was not a part of this study. Therefore, no recruitment strategy had to be formulated.

Data collection

5. Were the data collected in a way that addressed the research issue?

The data was collected through the analysis of previous research studies and the examination of contradictions and similarities between present and suggested methods of job evaluation.

Reflexivity (research partnership relations/recognition of researcher bias)

6. Has the relationship between the researcher and the participants been adequately considered?

The absence of primary data did not allow this question to be raised.

Ethical Issues

7. Have ethical issues been taken into consideration?

The reader is informed of no details regarding whether ethical standards were maintained, and no issues regarding informed consent or confidentiality were discussed.

Data Analysis

8. Was the data analysis sufficiently rigorous?

The researcher has provided an in depth analysis of the process of data analysis but has not taken into account the potential researcher bias within the study.

Findings

9. Is there a clear statement of findings?

The researcher has not provided a clear statement of findings and has proceeded directly to the conclusion.

Value of the research

10. How valuable is the research?

The research attempts to unveil new horizons pertaining to job evaluation and is of the utmost value.