

Volume 5 • Issue 5 • September / October 2014

INTERNATIONAL JOURNAL OF  
BUSINESS RESEARCH AND MANAGEMENT (IJBRM)



ISSN : 2180-2165

Publication Frequency: 6 Issues / Year

CSC PUBLISHERS  
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# **INTERNATIONAL JOURNAL OF BUSINESS RESEARCH AND MANAGEMENT (IJBRM)**

**VOLUME 5, ISSUE 5, 2014**

**EDITED BY  
DR. NABEEL TAHIR**

ISSN (Online): 2180-2165

International Journal of Business Research and Management (IJBRM) is published both in traditional paper form and in Internet. This journal is published at the website <http://www.cscjournals.org>, maintained by Computer Science Journals (CSC Journals), Malaysia.

IJBRM Journal is a part of CSC Publishers

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# **INTERNATIONAL JOURNAL OF BUSINESS RESEARCH AND MANAGEMENT (IJBRM)**

Book: Volume 5, Issue 5, September/October 2014

Publishing Date: 10-10-2014

ISSN (Online): 2180-2165

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Published in Malaysia

Typesetting: Camera-ready by author, data conversion by CSC Publishing Services – CSC Journals, Malaysia

**CSC Publishers, 2014**

## EDITORIAL PREFACE

This is *Fifth* Issue of Volume *Five* of the International Journal of Business Research and Management (IJBRM). The International Journal of Business Research and Management (IJBRM) invite papers with theoretical research/conceptual work or applied research/applications on topics related to research, practice, and teaching in all subject areas of Business, Management, Business research, Marketing, MIS-CIS, HRM, Business studies, Operations Management, Business Accounting, Economics, E-Business/E-Commerce, and related subjects. IJBRM is intended to be an outlet for theoretical and empirical research contributions for scholars and practitioners in the business field. Some important topics are business accounting, business model and strategy, e-commerce, collaborative commerce and net-enhancement, management systems and sustainable business and supply chain and demand chain management etc.

The initial efforts helped to shape the editorial policy and to sharpen the focus of the journal. Started with 2014 issues, IJBRM appears with more focused issues relevant to business research and management sciences subjects. Besides normal publications, IJBRM intend to organized special issues on more focused topics. Each special issue will have a designated editor (editors) – either member of the editorial board or another recognized specialist in the respective field.

IJBRM establishes an effective communication channel between decision- and policy-makers in business, government agencies, and academic and research institutions to recognize the implementation of important role effective systems in organizations. IJBRM aims to be an outlet for creative, innovative concepts, as well as effective research methodologies and emerging technologies for effective business management.

IJBRM editors understand that how much it is important for authors and researchers to have their work published with a minimum delay after submission of their papers. They also strongly believe that the direct communication between the editors and authors are important for the welfare, quality and wellbeing of the Journal and its readers. Therefore, all activities from paper submission to paper publication are controlled through electronic systems that include electronic submission, editorial panel and review system that ensures rapid decision with least delays in the publication processes.

To build its international reputation, we are disseminating the publication information through Google Books, Google Scholar, Directory of Open Access Journals (DOAJ), Open J Gate, ScientificCommons, Docstoc, Scribd, CiteSeerX and many more. Our International Editors are working on establishing ISI listing and a good impact factor for IJBRM. We would like to remind you that the success of our journal depends directly on the number of quality articles submitted for review. Accordingly, we would like to request your participation by submitting quality manuscripts for review and encouraging your colleagues to submit quality manuscripts for review. One of the great benefits we can provide to our prospective authors is the mentoring nature of our review process. IJBRM provides authors with high quality, helpful reviews that are shaped to assist authors in improving their manuscripts.

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## Comparison on ads or not? Influence of Referent on Advertising Effectiveness

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### Abstract

This study explores how consumers distinguish different products and how to achieve advertising effectiveness. An experiment of 2(high/low ideal brands)x2(with/without comparisons)=4 mixed designs was conducted to verify the advertising effect influenced by the present of comparisons on ads with respect to high/low ideal brands. 50 subjects per design and 200 effective samples were evaluated under descriptive statistics and two-way ANOVA test. The study concludes: the present of comparisons on ads ameliorates Brand Attitude and Advertising Attitude regardless of high/low ideal brand. However, Purchase Intention was not significantly influenced by comparisons on ads.

**Keywords:** Comparisons on ads \ advertising effect \ ideal brand.

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### 1. INTRODUCTION

Advertising plays an important role in the communication between a corporation and a consumer. Through advertisement, the corporation promotes the sales while the consumer receives information. For example, information regarding to sales and discount is filled with the advertisement. In Taiwan, McDonald's promotes double beef cheeseburger combo set for NT\$79, but if ordered separately, it is double beef cheeseburger (\$75)+French fries (\$42)+ drink (\$33)=NT\$150. To celebrate the month of uni-President, the consumer can buy the second instant noodles of the same brand and same price with 40% discount. UNIQLO also promotes sales for summer clothing. One T-shirt costs only NT\$490.

Price is always an important determinative factor for consumers' to choose products. Information regarding to prices influences consumers' behavior in different ways because the framing of prices varies [29] [18] [17] [2] [3]. The research on the framing of prices in the past often focused on the way the reference price presented in the advertisement [4] [29] [18]. Most advertisements are presented through visual arts. To make the advertisement more convincing, besides slogans, the designers also include comparisons in the advertisement showing reference prices, hoping to reinforce the information of the price and promote the consumer's perceived value and Purchase Intention. Previous study also points out that when the consumer decides what to buy, (s)he is used to rely on some comparisons as reference [13] [28] [25] [10]. In fact, the appearance of comparisons an advertisement is similar to the idea of comparative intensity in comparative advertisement. Most studies think that because brands to be compared are shown in a

comparative advertisement, people might pay more attention to the products, want to know more, and the information can be handled further.

Different ways of price framing may stimulate interesting questions. The ways of reference price framing may vary, but the advertisers are all encouraging the consumer to purchase more products with lower prices, such as the burger combo sets in McDonald's and instant noodles sales in 7-11. Under this kind of operation strategy, this study questions: will advertisement influences the consumer's attitude toward the advertisement, brand attitude, and purchase intention differently because of the differences of ideal brands in the consumer's mind? Will advertisement with or without comparisons influence the consumer's purchase intention? How is their advertising effectiveness different?

To define high and low ideal brands for the study, two brands are chosen according to the 2014 survey on Taiwan made by E-ICP[8], with 2000 valid samples (under 95% confidence level and sampling error  $\pm 2.19\%$ ). In most products college students ( $n=160$ ) have bought in three months is drinks, taking 92.5% of the samples. This study chooses traditional Chinese drinks--packaged tea as the topic. In the ideal brand survey, Chaliwang ranks the first (37.8%) and Taishan Iced Tea ranks the fifteenth (4.5%). Accordingly, the former is chosen as high ideal brand product, while the latter the low ideal brand product.

## **2. LITERATURE REVIEW**

### **2.1 Reference Price and Comparison**

Previous studies divide the ways of presenting reference price into two types: price cues: including reference price and actual price (e.g. original price \$200 and special price \$99); semantic cues: description for the consumer to evaluate the product (e.g. others sell it for \$799, but we only sell it for \$499) [7]. In addition, reference price can be divided into external reference price and internal reference price. According to Grewal, Dhruv and R. Krishnan [11], there are three basic forms for external reference price: 1. Previous retailer's price (former dealer's price). 2. Price of the competitor (current market price). 3. MSRP (cover price or special price). The information regarding product prices is conveyed through advertisement or catalogs. In turn, the consumer would compare a lower market price and reference price to determine the information. Urbany et al [29] suggest that internal reference is in between the highest and lowest estimation of the market price, serving as a basis for determining future prices.

Aaker (1996) suggests that one of a brand's missions is to create values [1]. A brand shall emphasize its value instead of functional profits. Consumers assess their perceived value, what the consumer perceives in brand value, by asking questions like "whether the product of this brand is worthy of its value" and "why I should choose this brand." This would in turn influence how much the consumer would pay for the product and their Purchase Intentions [14] [24] [12]. If the consumer does not have enough budgets or does not want to buy the product, for the consumer, the high quality product is of less value than the product of low quality which the consumer can afford or want to buy. Li, Sun, & Wang (2007) explores stock-up characteristics in terms of price-saving or extra-product promotions, noting how information framing influences consumers' judgment and decision [16]. Through decoding the true value of your product or service offering, Rafi Mohammed (2006) proposes five basic structures to determine product value: substitutes, competitors, income, demand, and environment [22]. A correct product value can be determined through analysis. Besides product characteristics, without price, it would be hard to see product value. For consumers, it is not easy to remember the price of each product or service they have purchased. Most of them could not remember the actual price. Rather, they convert the actual price into "cheap" or "expensive" or other ways more easily to remember [32].

To attract the consumers, besides price framing information, advertisers would include information regarding to comparisons to help generalize information regarding to the price and deepen the effects of price framing. Gourville [9] suggests that there are two kinds of comparisons: no comparisons on ads and comparisons on ads. It is similar to the idea of

comparative intensity in comparative advertisement. Previous studies suggest that comparative advertisement can enhance the level of preference to the brand more effectively [31]. Pechmann and Stewart [26] point out, in comparative advertisement, that is, by pointing out specifically the name of the compared, people can form a clear referent. The compared object can attract more attention and become more convincing. Exploring the relation between comparisons and consumer's decision, Gourville [10] notes that consumers would have stronger Purchase attention when they see a comparison on ad.

## **2.2 Judging Advertisement Effectiveness**

Means and measures for marketing have been constantly updated since 21<sup>st</sup> century. Advertisement is one of the commonest marketing means in the daily life. Consumers can see advertisement on TV, magazines, websites, windows of the stores, and billboards. Generally, an advertisement can be divided into two parts: verbal and non-verbal, including caption, images, videos, and sounds. As a paid medium, advertisement aims to win the audience's trust for the product and the advertiser, bring good impression, positive attitude and evaluation so that they would buy and use what is promoted in the advertisement. Lavidge and Steiner [15] divide advertisement effectiveness into Communication Effect and Sale Effect. The former judges the levels of how advertisement is accepted, how it changes attitude and behavior. To increase the amount of sales, not only advertisement effectiveness, but also product quality, packaging, price, outlets should be taken into consideration. Early studies on advertisement effectiveness judged advertisement effectiveness in terms of consumers' attitude toward the ad, or through consumers' reaction to advertisement stimulation. On the other hand, many studies prove that advertisement attitude would directly influence brand attitude [21] [23] [27], while brand attitude affects Purchase Intention [27] [19] [5] [6]. MacKenzie proposing the dual mediation hypothesis, proves the relation between advertisement attitude, brand attitude, and Purchase Intention [19] [20], and suggests that consumers' advertisement attitude would directly influence their brand attitude whereas brand attitude would directly influence Purchase Intention. Since advertisement effectiveness shall be judged in diverse aspects, this study suggests that advertisement attitude, brand attitude, and Purchase intention are proper indicators to judge advertisement effectiveness. This study mainly explores in daily objects, whether advertisement effectiveness of ideal brands differ to consumers with or without comparisons.

We proposed three hypothesis (H) for the present study.

H1: High ideal brand has better advertisement effectiveness than low ideal brand.

H2: Ideal brand with comparisons has better advertisement effectiveness than that without comparisons.

H3: High ideal brand with comparisons has better advertisement effectiveness than low ideal brand with comparisons.

## **3. METHODOLOGY**

### **3.1 Participants**

The subjects of this study are students of a university in Taipei. The total of 200 subjects (122 women and 78 men) took part in the research, at the age between 19-26.

### **3.2 Materials and Procedure**

Purposive samples are adopted to conduct the survey. Four types of questionnaires would be given to each subject randomly. The test lasted for 10-15 minutes. 50 subjects took part in one of the four sets. The total of 200 subjects participated in the experiment.

### **3.3 Experimental Design**

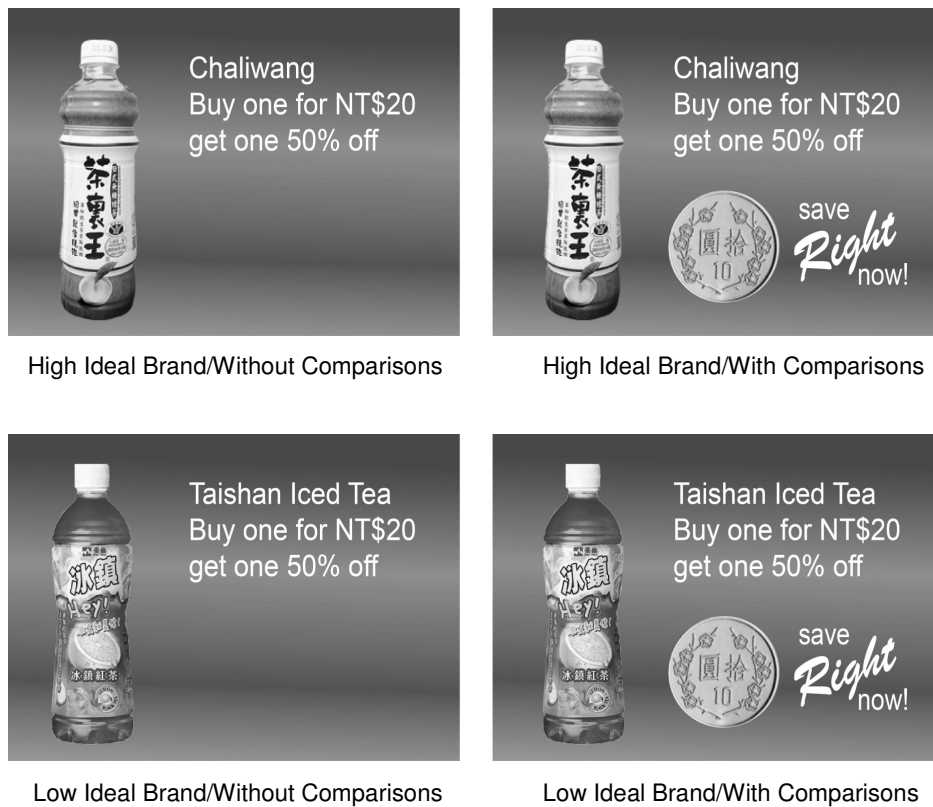
The questionnaires of the study are amended according to the scales designed by previous scholars [33] [20]. There are 15 questions. The questionnaires are edited according to Likert scale (1= Strongly disagree, 7=strongly agree). This experiment contains two conditions, and each condition has two advertisements. This research is made up of 4 mixed designs (2 high/low ideal

brands x 2 without or with comparisons) The advertisements are amended. Unnecessary text is removed. Therefore, only "visual image" and "captions" are left in the whole advertisement. The reliability and validity of the experiment can then be enhanced.

Ideal Brand Level	Comparison	
	Without	With
High	Chaliwang	Chaliwang
Low	Taishan Iced Tea	Taishan Iced Tea

**TABLE 1:** Allocation of graphics and words in comparisons and ideal brands for the study.

The first set is high ideal brand/without comparisons, the second set is high ideal brand/with comparisons, the third group is low ideal brand/without comparisons, and the fourth set is low ideal brand/with comparisons. For the contents of the advertisements, see Figure 1.



**FIGURE 1:** Examples of Packaged Tea ads used in experiment.

### 3.4 Analysis on Reliability

The questionnaires were collected and coded before analyzed by SPSS 19. The results are: advertisement attitude  $\alpha=.919$ , brand attitude  $\alpha=.934$ , and purchase intention  $\alpha=.887$ . Cronbach's  $\alpha$  values of the three aspects are all more than 0.70, proving that the data conducted by this research has high reliability.

## 4. ANALYSIS AND FINDINGS

### 4.1 Average and Standard Deviation of the Samples

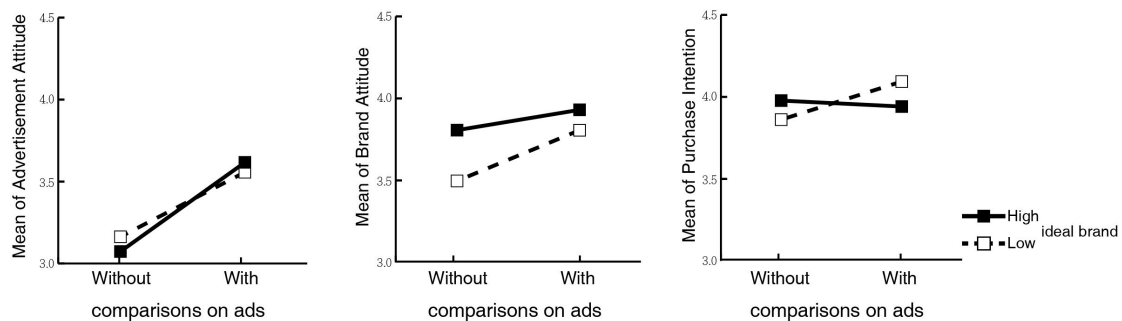
The subjects of the research are divided into four groups: ideal brands (high/low) and comparisons (without/with) to see how advertisement effectiveness are affected by advertisement attitude, brand attitude, and purchase intention. For the average and standard deviation of each variable in dependent variables, see Table 2.

Ideal Brand Level	Comparison	Advertisement Attitude		Brand Attitude		Purchase Intention		advertising effect	
		M	SD	M	SD	M	SD	M	SD
High	Without	3.171	1.107	3.796	1.214	4.013	1.179	3.548	0.997
	With	3.637	1.012	3.936	1.049	3.960	1.004	3.801	0.871
	Total	3.404	1.081	3.866	1.131	3.987	1.090	3.674	0.940
Low	Without	3.228	1.324	3.524	1.393	3.853	1.439	3.450	1.301
	With	3.600	1.343	3.768	1.419	4.173	1.558	3.770	1.324
	Total	3.413	1.340	3.646	1.405	4.013	1.501	3.610	1.316

**TABLE 2:** Mean and Standard Deviation of Advertisement Effectiveness with respect to Ideal Brand Level and the present of comparisons.

### 4.2 Influence of Ideal Brand Level and Comparisons on Advertisement Effectiveness

To understand how ideal brand level affects advertisement effectiveness, the first hypothesis (H1) made via two-way ANOVA is: "High Ideal Brand has better advertisement effectiveness than Low Ideal Brand." The  $F$  value of High Ideal Brand is 0.157,  $df=1$  ( $p=.692$ ). This aspect does not achieve significant level ( $p>.1$ ). Therefore, H1: "High Ideal Brand has better advertisement effectiveness than Low Ideal Brand." is not supported by the result.



**FIGURE 2:** Influence of Variables to Advertisement Attitude, Brand Attitude, and Purchase Intention.

The second hypothesis (H2): "Ideal brand with comparisons has better advertisement effectiveness than that without comparisons." The  $F$  value of Comparisons on Ads is 3.160,  $df=1$  ( $p=.077$ ). This aspect has achieved significant level ( $p<.1$ ). The hypothesis H2 is therefore supported. According to Figure 2, there are significant differences in Advertisement Attitude between advertisement with comparisons and without comparisons. In Brand Attitude, the increase of high ideal brand after the present of comparison was not as expected. Yet, as to Advertisement Effectiveness in advertisement with comparisons, the Purchase Intention in High Ideal Brand gradually decreases ( $M_{\text{High Ideal Brand/with comparisons}}=3.960$ ,  $M_{\text{Low Ideal Brand/with comparisons}}=4.173$ ). However, the averages of Advertisement Effective in High Ideal Brand and Low Ideal Brand with comparisons are close ( $M_{\text{High Ideal Brand/with comparisons}}=3.801$ ,  $M_{\text{Low Ideal Brand/with comparisons}}=3.770$ ) (Figure 3).

The third hypothesis (H3), "High ideal brand with comparisons has better advertisement effectiveness than low ideal brand with comparisons." For the two aspects, ideal brand level and comparisons on ads, the F value is 0.043,  $df=1$  ( $p=.836$ ). There are no significant two-way interaction, this hypothesis does not reach significant level ( $p>.1$ ). Therefore, H3: "High ideal brand with comparisons has better advertisement effectiveness than low ideal brand with comparisons." is not supported.

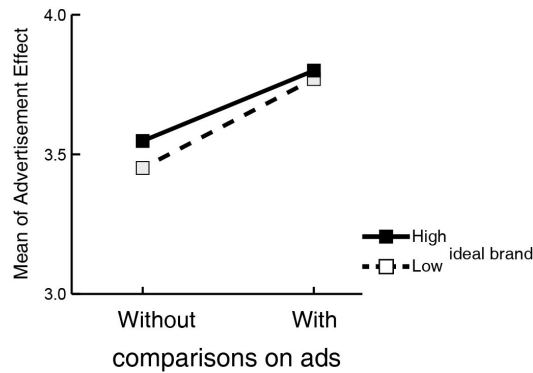


FIGURE 3: Influence of Ideal Brand on Advertisement Effectiveness .

## 5. DISCUSSION

Based on Vaughn's [30] idea of FCB (Foote, Cone & Belding Model), constructing consumers' Involvement (high/low and Types of Purchase Decisions (Rational/Emotional) into vertical and horizontal coordinates of four quadrants, this research explores packaged teas for measurement of advertisement effectiveness. According to the research, the differences in ideal brands would influence Advertisement Attitude and Brand Attitude, but it does not affect Purchase Intention. In FCB model, drinks belong to the fourth quadrant: a low involvement/low emotional product. Consumers would make purchase according to their own feelings and habits. In comparison between High Ideal Brand and Low Ideal Brand, because originally, consumers have perceived the brands differently, Brand Attitude and Advertisement Attitude are affected. Yet since the tested sample is a low priced product and both of the products are on sales, the consumers' decision-making time are shortened. In Purchase Intention, the advertisement effectiveness of packaged tea in High Ideal Brand/With Comparisons is no better than that in Low Ideal Brand/With Comparisons.

The empirical result shows that Ideal Brand with Comparisons has better advertising effect than Ideal Brand without Comparisons. If there is a comparison in an advertisement, its effect is similar to the compared product in a comparative advertisement, providing a reference for the consumers. It can better help the consumer to compare the price and the internal reference price [11] [28]. Therefore, the appearance of a comparison is similar to the reference function provided by the reference price. An advertisement with comparisons then is more effective than one without.

Promotion is a company's means of stimulating the consumer to purchase more of certain product or service. A company would use certain promotion tool to encourage the consumer to purchase the product. Most consumers would usually transform the actual price into easy to remember forms such as "cheap" or "expensive"[32]. If the reference price in the advertisement is to buy one get one free or to get the second one for 50% discount, consumers would make a purchase decision faster. Previous studies point out that 50% discount for different products can sell out more inventory than to buy one get one free [16]. Although most studies suggest comparative advertisement would attract more attention, people would understand the product

more, and enhance the transmission of information, comparisons in advertisements are not always effective. Focusing on cellular telephone, Gourville indicates that price framing with the term "per day" is enough to promote purchase intention[10]. Comparisons as Ongoing Consumption are not really necessary. Since packaged teas are low priced daily products, whether they are sold under the promotion of buying one getting one free or buying a large one, getting a small one for free, a smart consumer would regard it as the company's way to sell out extra inventory. Lowering the price and extra gifts are often used by the company to attract consumers. For consumers, the prices of High/Low Ideal Brand are of little difference. If the company intends to make a difference in advertisement effectiveness, besides enhancing Advertisement Attitude and Brand Attitude, the framing of reference price in comparative advertisement can maintain the given value of the brand and make profits. Due to the limits in samples, this research only collects 50 subjects for each set. If more samples are collected, the reliability and validity of the research can be raised. To use a comparison is to achieve a better communication effect for an advertisement so that the consumer can be deeply impressed. In marketing methods, besides print advertisements, TV commercials, product display promotion, and online activities can be used ingeniously to achieve a consistent appeal. In future research, issues such as low priced products being cross compared with high-priced products to understand the differences of advertising effects in comparisons through the consumer's reaction can be further explored.

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# A Review On The Relationship Variables To Job Design

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## Abstract

Many scholars have indicated that many factors, dimensions, environment, time, etc. are useful to design jobs in organizations. This review explores with the variety of literature support the relationship of variables with respect to job design. To extend and facilitate further studies contextually and empirically, a mind-map is presented to show how these relationship variables relate to job design. This would enhance the studies related to job design in particular.

**Keywords:** Job Design, Variables, Relationship, Mind-map.

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## 1. DEFINITIONS OF JOB DESIGN

Job design has been discussed in early 20<sup>th</sup> century by Fredric Taylor (Zareen, et al. [1]). Opatha [2] defines that:

*“job design is the function of arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing the primary goal and objectives of the organization”.*

Hence, Opatha [2] defines job design as the function of organizing tasks, duties and responsibilities into a unit of work in an organization for accomplishing the organizational primary goals and objectives. Further, Hackman and Oldham [3] argued that job design involves a set of opportunities and constrains into assign tasks and responsibilities, which are affected on employee accomplishes and experiences work.

Birbaum and Somers [4] suggested that job design is associated with the content of the job, which are undertaken by individual or group undertakes. Thus, job design means the roles and tasks fulfill by individual or group, as well as the methods that they use to complete their work. Moreover, job design is broadly defined as the process of the work is structured, organized, experienced and performed (Morgeson and Humphrey [5]; Parker and Wall [6]). Further, Garg and Rastogi [7] argue that the job design is viewed as broader perspective, which consists of various dimensions such as job enrichment, job engineering, quality of work life, sociotechnical designs, the social information processing approach and the job characteristics approach. All of the above definitions imply that designing the jobs in an appropriate manner is vital for an organization. However, there are rare models are created with respect to relationship variables to job design. This as considers the gap in the literature and this study aims to fill this gap. Further, the journals (e.g., European Journal of Business and Management, Journal of Management Development, International Journal of Management Business and Administration, etc.) and books (e.g., Opatha [2]; Parker and Wall [6]; Dessler [12]) are used to this study in order to cover the review of job design and related literature.

The rest of the study is organized as follows: the next section gives the variables related with job design. The final section offers the concluding remarks.

## 2. VARIABLES RELATED WITH JOB DESIGN

According to Opatha [2], the basic building blocks of an organization are the jobs in it. A unit of work in an organization is known as a job that consists of inter-related tasks, duties and responsibilities. Opatha [2] defines that

*“a task is a series of motions and is a distinct identifiable small work activity; a duty is a series of tasks and is a larger work segment; and responsibility is the obligation of performing the entrusted tasks and duties successfully”.*

According to Opatha [2], job design directly affects employee's efficiency, effectiveness, productivity, job satisfaction, training and development, and health; and these are related to employees and have impact on each other. Further, Reddy and Reddy [8] indicate that job design has impacts on the quality of work life, which is influenced by safe work environment, occupational health care, suitable working time and appropriate salary.<sup>1</sup> Thus, the job design is the major influencing factor (Opatha [2]); and moreover, the quality of work life leads to higher productivity and competitive advantage, reduces absenteeism and turnover, and improves job satisfaction (Barzega et al. [9]). However, poor or unsuccessful design of a job does lead to lower productivity, employee turnover, absenteeism, complaints, sabotage, unionization, resignations, etc.

Zareen et al. [1] argue that job design has been one of the most effective tools for optimizing an employee's job performance and there is strong positive relationship between job design and job performance. Opatha [2] suggests that the criteria for traits, behaviours and results are needed to evaluate job performance of an employee, more accurately; Hazucha et al. [10] argue that job autonomy, organizational support, training, distributive justice and procedural justice affect employee performance; and in addition, Zareen et al. [1] indicate that '*Psychological Perception*' affects the relationship between job designs and employee performance (Zareen et al. [1]).<sup>2</sup>

Scientific technique, job enlargement, job enrichment, job rotation, professional technique, group technique, ergonomics, and perceptual-motor technique are useful to design and redesign jobs in organizations. Scientific management suggests minimizing waste by identifying the most efficient method to perform job efficiently and job specialization is one of the major advances of this approach (Spreitzer [11]). According to Spreitzer [11], job specialization means breaking down tasks to their simplest components and assigning them to employees, so that each person would perform few tasks in a repetitive manner. Job enlargement (horizontal loading) is to assign workers additional new related activities, thus increasing the number of activities that they perform (Dessler [12]) and leading to job satisfaction (Chung and Ross [13]) and commitment (Donaldson [14]) of the employees in an organization. Opatha [2] indicates

*“Job enrichment or vertical loading means increasing the depth of the job by expanding the authority and responsibility for planning and controlling the job”.*

Hackman et al. [15] have developed a job characteristics approach to job enrichment and found job enrichment increases motivation and job satisfaction. Job rotation means working at different tasks or in different positions for a time horizon in a planned way and is also seen as an on-the-job training technique (Jorgensen et al. [16]). Job rotation leads to motivate employees (Kaymaz [17]) and reduce monotony, increase in knowledge, skill and competency, preparation for

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<sup>1</sup> Quality of work life is the quality of relationship between the employees and the total working environment (Bharathi et al. [18]).

<sup>2</sup> Psychological Perception is the attitude and behavior of the employee towards the likeliness of their jobs and the attitude answers the question how people feel towards some task, person, event or object (Zareen et al. [1]).

management, choice of correct work position and development of social relations. In addition, Opatha [2] also indicates professional technique, group technique or team contemporary approach or team working method, ergonomics or biological approach and perceptual-motor technique also use to design the job.

Job design includes efficiency and behavioural elements. Efficiency element includes division of labour, standardization and specialization. Behavioural elements as the job characteristic include skill variety, task identity, task significance, autonomy and feedback; and these behavioural and efficiency elements should be trade-off (Opatha [2]).<sup>3</sup> These job characteristics known as core dimensions (Lunenburg [19]) lead to three critical psychological states. These psychological states, according to Lunenburg ([19], produce work-related outcomes such as high internal work motivation, growth satisfaction, job satisfaction and work effectiveness.

Alternative work schedule also a part of the job design. According to Opatha [2], there are five alternative work schedules: (1) Flex-time (general flex-time, flex tour, gliding time and maxiflex time), (2) Compresses workweeks, (3) Part-time employment (job sharing with horizontal and vertical division, and work sharing), (4) Telecommuting and (5) Sift work (day, evening and night). Organizations can use one or more of this alternative work schedules in accordance with the business and employee needs.

Many scholars have indicated that many factors, dimensions, environment, time, etc. are useful to design jobs in organizations. This review explores with the variety of literature support the relationship of variables with respect to job design. To extend and facilitate further studies contextually and empirically, a mind-map is presented to show how these relationship variables relate to job design (see Figure 1).

### **3. CONCLUDING REMARKS**

The above review gives explanations from various studies on the job design with their related components and constructs. Moreover, this review defines job design as in the literature (e.g., Opatha [2]; Hackman and Oldham [3]; Birnbaum and Somers [4]; Morgeson and Humphrey [5]; Parker and Wall [6]; Garg and Rastogi [7]). Moreover, this review provides evidences for the relationship of job design to the other constructs such as employee's efficiency, effectiveness, productivity, job satisfaction, training and development, and health (Opatha [2]), quality of work life (Reddy and Reddy [8]), employee performance (Zareen et al. [1]), etc.

To extend and facilitate further studies with the literature support, a mind-map (see Figure 1) is presented to show these relationship variables to Job design. This would facilitate the studies related to job design in particular. Furthermore, this study can be further extended by considering other suitable variables and dimensions of job design other than the constructs and dimensions are considered for this study and further study can consider these as the extension of this study. This study can be a base for these studies to be extended.

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<sup>3</sup> According to Opatha [2], considering behavioural elements in job designing can result in satisfying the employees concerned, but cannot be productive. Conversely, if only efficiency elements are considered in job designing, the job designed can be more productive, but cannot be satisfying the employees. Hence, behavioural elements and efficiency elements should be balanced with a benchmark.

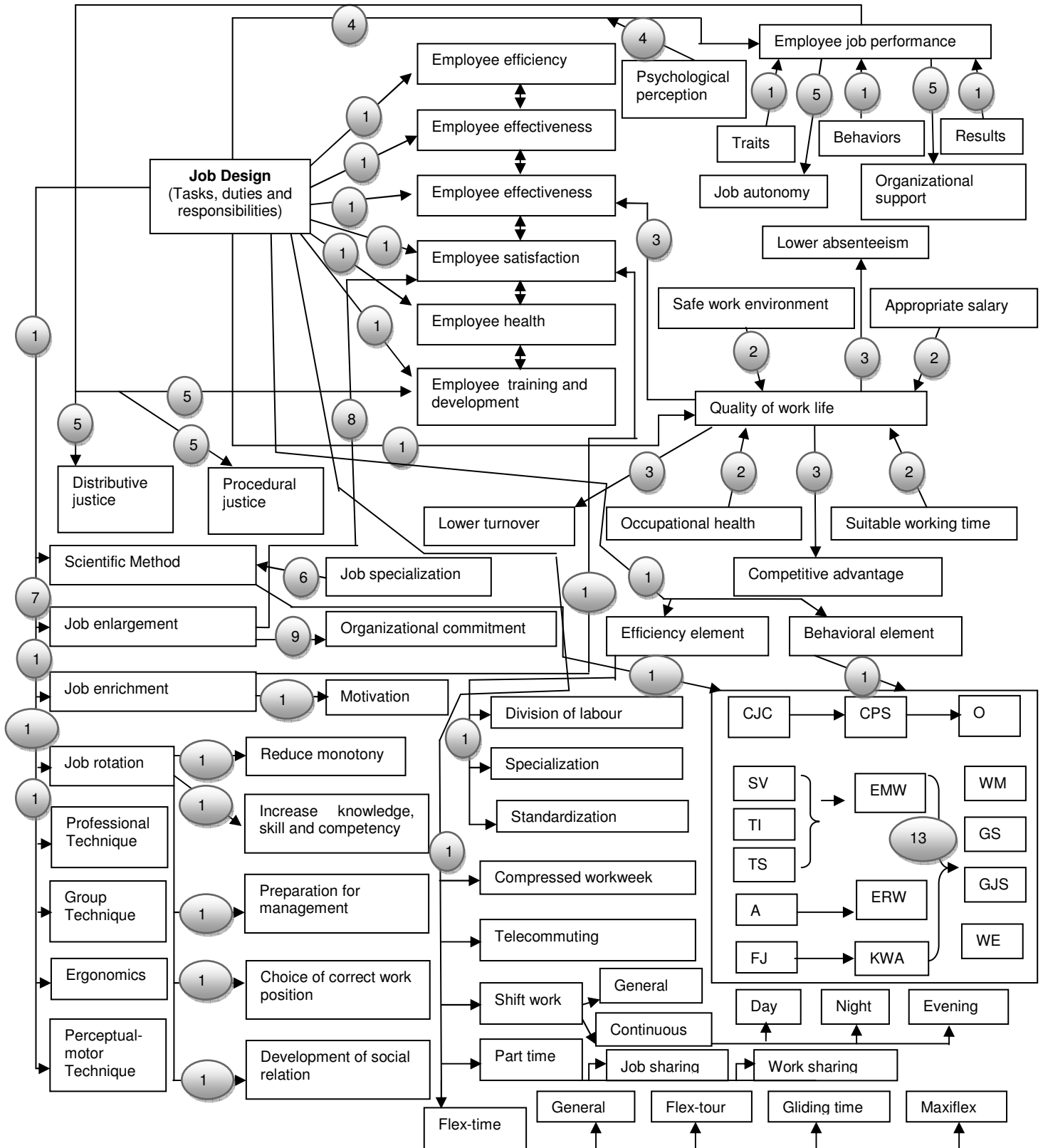


FIGURE 1: Mid-map of the review on relationship variables to job design.

In Figure 1, the numbers (and signs) in a circle indicate respective references as indicated below.

<b>SN</b>	<b>Reference</b>	<b>SN</b>	<b>Reference</b>
1.	Opatha (2009)	8.	Chung & Ross (1977)
2.	Reddy & Reddy (2010)	9.	Donaldson (1975)
3.	Barzega et al. (2012)	10.	Hackman et al. (1975)
4.	Zareen et al. (2013)	11.	Jorgensen et al. (2005)
5.	Hazucha at al. (1993)	12.	Kaymaz (2010)
6.	Spreitzer (1996)	13.	Lunenburg (2011)
7.	Dessler (2003)		

In Figure 1 meanings of abbreviation

CJC	Core Job Characteristic
CPS	Critical Psychological States
O	Outcomes
SV	Skill Variety
TI	Task Identity
TS	Task Significance
EMW	Experienced Meaningfulness of the Work
A	Autonomy
ERW	Experienced Responsibility for outcomes of the Work
FJ	Feedback from Job
KWA	Knowledge of the Actual Results of the Work Activities
WM	High Internal Work Motivation
GS	Growth Satisfaction
GJS	General Job Satisfaction
WE	Work Effectiveness

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