



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

CONTENTS

| Sr. No. | TITLE & NAME OF THE AUTHOR (S) | Page No. |
|---------|--|----------|
| 1. | OPTIMIZATION OF THE ENROLMENT SYSTEM OF UNIVERSITY/COLLEGE X USING SIMULATION MODEL <i>MA. TEODORA E. GUTIERREZ</i> | 1 |
| 2. | JOB QUALITY INDICATORS INTEGRATION WITH JCM DIMENSIONS <i>RABIA MUSHTAQ & DR. RAHAT HUSSAIN BOKHARI</i> | 5 |
| 3. | GAP ANALYSIS OF SERVICE QUALITY AMONG BANKS <i>DR. IQBAL & NYMPHA RITA JOSEPH</i> | 9 |
| 4. | A STUDY ON THE ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO THE EMPLOYEES OF SALALAH COLLEGE OF TECHNOLOGY <i>DR. M. KRISHNA MURTHY, S. IBRAHIM KHAN & S. VARALAKSHMI</i> | 16 |
| 5. | BACKGROUND OF IMF & IMPACT OF FINANCIAL CRISIS IN ARGENTINA <i>SHAHZAD GHAFOR & UZAIR FAROOQ KHAN</i> | 22 |
| 6. | EFFICIENCY-PROFITABILITY RELATIONSHIP IN PUBLIC, PRIVATE AND FOREIGN SECTOR BANKS OPERATING IN INDIA <i>DR. VIDYA SEKHRI & MR. AMIT VARSHNEY</i> | 32 |
| 7. | CONSUMER BEHAVIOUR AND PREFERENCES TOWARDS MOBILE PHONE AND IT'S ACCESSORIES – A BEHAVIORAL STUDY <i>T. RAJASEKAR & DR. MALABIKA DEO</i> | 42 |
| 8. | EFFECTIVENESS OF CARGO HANDLING IN VISAKHAPATNAM PORT TRUST – A CASE STUDY <i>DR. D. M. SHEABA RANI & DR. K. HARI HARA RAJU</i> | 48 |
| 9. | A STUDY ON SUPPORT OF ERP SYSTEMS FOR MARKETING IN COIMBATORE BASED INDUSTRIES <i>S. MOHANAVEL & DR. SUDHARANI RAVINDRAN</i> | 55 |
| 10. | CUSTOMER SWITCHING IN MOBILE INDUSTRY - AN ANALYSIS OF PRE-PAID MOBILE CUSTOMERS IN AP CIRCLE OF INDIA <i>DR. V. MALLIKARJUNA, DR. G. KRISHNA MOHAN & DR. D. PRADEEP KUMAR</i> | 63 |
| 11. | LOCATION INTELLIGENCE, THE MERGING OF GEOGRAPHIC INFORMATION SYSTEMS (GIS) AND BUSINESS INTELLIGENCE (BI) <i>DR. VINOD N. SAMBRANI & DR. M. S. SUBHAS</i> | 67 |
| 12. | MANAGEMENT OF NON-CONVENTIONAL ENERGY: THE MISSION OF NEDCAP <i>M. MADHAVI & N. RAMANUJA</i> | 70 |
| 13. | RISK MANAGEMENT STRATEGIES AND PRACTICES USING MARKOWITZ THEORY AT KARVY STOCK-BROKING LIMITED <i>RAAVI RADHIKA, K. BHAVANA RAJ & DR. SINDHU</i> | 75 |
| 14. | EMPLOYEES' EMPOWERMENT THROUGH TRAINING SYSTEM IN BANKING SECTOR: AN EMPIRICAL ANALYSIS (WITH SPECIAL REFERENCE TO SELECTED BANKS IN RURAL ODISHA) <i>DR. IPSEETA SATPATHY, D. LITT., DR. B.C.M.PATNAIK & CHINMAYA KUMAR DAS</i> | 82 |
| 15. | PERFORMANCE OF SUSTAINABLE LOGISTIC PRACTICES OF SMES IN DELHI <i>SANJEEV KUMAR, SOMNATH CHATTOPADHYAYA & VINAY SHARMA</i> | 85 |
| 16. | ENHANCING TEACHING IN RURAL INDIA BY TECHNOLOGY INTERVENTION <i>DR. SANGEETA SHARMA & POONAM VYAS</i> | 90 |
| 17. | RETURN MIGRATION TRENDS OF SOFTWARE PROFESSIONALS AND ITS IMPACT ON SOCIO-ECONOMIC DEVELOPMENT OF INDIA <i>DEEPTI GUPTA & DR. RENU TYAGI</i> | 92 |
| 18. | RECRUITMENT PROCESS OUTSOURCING: KEY CHALLENGES AND OPPORTUNITIES FOR INDIAN TALENT <i>TADAMARLA.ANUPAMA & INUMULA.KRISHNA MURTHY</i> | 97 |
| 19. | INDUCTION AND ITS IMPACT ON WORK PERFORMANCE AND EMOTIONAL INTELLIGENCE <i>RASHMI SHAHU</i> | 101 |
| 20. | A STUDY OF FACTORS INFLUENCING PURCHASE DECISION FOR CELL PHONES <i>DR. ARTI GAUR, MS. SUMAN GHALAWAT & MS. MEENAKSHI AZAD</i> | 106 |
| 21. | STATISTICAL ANALYSIS OF ASSESSING AWARENESS OF COMPUTER TECHNOLOGY AMONG ECONOMICS RESEARCH STUDENTS <i>D. AMUTHA</i> | 112 |
| 22. | CONSUMER PERCEPTION TOWARDS mCRM INITIATIVES OF INDIAN RETAILERS <i>SWATI SINGH & SANJEEV KR. SINGH</i> | 115 |
| 23. | A COMPARATIVE STUDY OF CUSTOMER PERCEPTION AND EXPECTATION: PUBLIC SECTOR BANKS AND PRIVATE BANKS <i>NAVEEN ARORA</i> | 120 |
| 24. | EXPLAINING CONSUMER ACCEPTANCE OF INTERNET BANKING SERVICES IN INDIA <i>MANORANJAN DASH, DR. MADHUSMITA DASH & DR. SURJYA KUMAR MISRA</i> | 126 |
| 25. | IMPACT OF INFORMATIONAL FLOW ON STOCK RETURNS: EMPIRICAL EVIDENCE FROM NATIONAL STOCK EXCHANGE <i>A. SHANKER PRAKASH</i> | 130 |
| | REQUEST FOR FEEDBACK | 134 |

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Listed at: [Ulrich's Periodicals Directory ©, ProQuest, U.S.A.](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

Circulated all over the world & Google has verified that scholars of more than sixty-six countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. ASHISH JOLLY

Professor, Department of Computer Science & Engineering, Chitkara University, Rajpura, Punjab

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Head, Department of Computer Applications, Institute of Management Studies, Noida, U.P.

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla, Himachal Pradesh

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitguppa, Bidar, Karnataka

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

SAKET BHARDWAJ

Lecturer, Haryana Engineering College, Jagadhri

TECHNICAL ADVISORS

AMITA

Lecturer, E.C.C., Safidon, Jind

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, **info@ijrcm.org.in** or **infoijrcm@gmail.com**.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

Dated: _____

The Editor

IJRCM

Subject: **Submission of Manuscript in the Area of** _____ **(Computer/Finance/Marketing/HRM/General Management/other, please specify).**

Dear Sir/Madam,

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore It has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name(s) as co-author(s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

Name of Corresponding Author:

Designation:

Affiliation:

Mailing address:

Mobile & Landline Number (s):

E-mail Address (s):

2. **INTRODUCTION:** Manuscript must be in English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in 12-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain background, aims, methods, results and conclusion.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - Use endnotes rather than footnotes.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

JOB QUALITY INDICATORS INTEGRATION WITH JCM DIMENSIONS

RABIA MUSHTAQ

**PH. D. SCHOLAR IN MANAGEMENT
INTERNATIONAL ISLAMIC UNIVERSITY
ISLAMABAD, PAKISTAN**

DR. RAHAT HUSSAIN BOKHARI

**PROFESSOR
QUAID-I- AZAM UNIVERSITY
ISLAMABAD, PAKISTAN**

ABSTRACT

This study investigates the vital factors of job, which give quality to job; such as skills variety, task identity, task significance, autonomy and feedback. Further, these factors were taken from the Job Characteristics Model, which was developed by Oldham & Hackman but the items of these factors were self developed after thoroughly consulting the totally quality management literature. Data collected from Pakistan International Airlines (PIA) and Atomic Energy Commission of Pakistan with sample size of 150 responses. Five research questions were asked out of which four were answered. Exploratory factor analysis results revealed that four questions were answered due to significant factor loadings of items on the relevant factors. Findings depict that these indicators will lead to good job quality. For the managers, it is an indication that they may use these indicators for the conformance of job quality for employees. For the future research, these indicators should be further confirmed by applying confirmatory study. The impact of these job quality indicators should be checked on the different outcomes.

KEYWORDS

Job Quality, Job Quality Dimensions, Job Quality Indicators, Job Characteristic Model (JCM), Job Characteristics Theory (JCT), Canadian Policy Research Networks (CPRN).

JOB QUALITY INDICATORS INTEGRATION WITH JCM DIMENSIONS

Job quality is a multidimensional concept. Different quality experts added different aspects as quality measures of job. Employees participation, information sharing, receiving feedback on work, impact of technology on job, job satisfaction, job rotation, work teams, skill use, opportunities for skills development, highly valued job design features including autonomy, task identity, income level, job security and interesting work are commonly considered as job quality indicators (Canadian Policy Research Networks, 2009; Clark, 2005). In 2001, a list of key indicators was included in the Employment Guidelines of the European Commission and identified more than ten important elements of job quality (Davoine & Erhel, 2006). In different jobs, different dimensions are important. To tab the wide range of job quality characteristics is difficult phenomenon.

In fact, job quality in which its content are included can influence organizational outcomes and also on the performance of employees (Humphrey, Nahrgang & Morgeson, 2007). Globalization and technological advancement have affected all industries, leading some to suggest that the competitive environment need good quality jobs, which have dynamic capability adjustment for responding the changes (Friedman, 2005). Unlike many other organizational aspects for improvement of an organization performance management, need the influence of work design choices which impact on the quality of job and ultimate impact is created on the performance of employees (Birdi, et al., 2008).

Good quality job is that job which has substantial significance to managers, workers, and organizations (Birdi, et al., 2008). Job characteristics model is the important determinant to find out quality of job for the employees' in organization (Hackman & Oldham, 1975). Hackman and Oldham (1975) introduced the Job Characteristics Model (JCM) based on Job Characteristics theory (JCT). In the basic elements of that theory one was Job scope, which divided in to five-sub dimensions including skill variety; task identity, autonomy, task significance and feedback.

This paper focus is toward job quality improvement, which may generate positive impact on the productivity of the organization via good performance of employees. First it has been highlighted what is job quality in the views of different people then we relate these characteristics with Hackman and Oldham (1974) job characteristics model who gave the job characteristics dimensions which are required for the good job. We try to find out the fit between these dimensions with quality job.

LITERATURE REVIEW

JOB CHARACTERISTICS THAT LEAD TO JOB QUALITY

SKILLS VARIETY: According to Hackman and Oldham (1976), skills variety refers to the variety or number of skills that are needed to perform a certain job. A Meta analytical study depicts, skills variety motivates to workers and in turn their performance and satisfaction level become high (Humphrey, Nahrgang & Morgeson, 2007). Skills variety also refers how much a job requires the employees to sustain various kinds of skills and abilities (Garg & Rastogi, 2006).

Quality gurus such as Deming (1986), Juran (Juran & Gryna, 1993), Crosby (1979), Feigenbaum (1991), and Ishikawa (1985) gave the different ideas regarding the concept of total quality management (TQM) and in their explanation about TQM consist of different dimensions of quality and one of those dimension focused on the job quality. They focus on the different job quality dimensions.

Deming (1986) emphasized the importance of fulfillment of customer requirements, creation of supplier partnership, use of functional teams to identify and solve quality problems and through these functional teams' chances of employee skills enhancement will be higher. Feigenbaum (1991) focus was job quality improvement of employees through skills development.

Mail Preparation Total Quality Management guidebook designed for mailers who were interested in a total quality management system for their mailing operations (Zachok, 2007). The MPTQM program remains based on three internationally recognized quality methodologies, which are International Organization for Standardization (ISO) 9001:2000, The Malcolm Baldrige Performance Excellence Criteria and Total Quality Management (Zachok, 2007). In that book, different quality management aspects are covered. From the job quality perspective this book guide in the following directions including skills variety, task identity, task significance, feedback and autonomy (Zachok, 2007).

TASK IDENTITY: Task identity refers how employees complete their whole work. Employees are being able to start and finish their work, which may be in the form of a product or completing a unit of service and having good quality (Hackman & Oldham, 1976). According to Garg and Rastogi (2006) task identity in the job refers to a job that has specific beginning and ending.

Deming (1986) emphasized about clear standard for employees work and he emphasized to provide methods to achieve those standards. Feigenbaum (1991) claimed that employees should know what their duties are.

Identification of tasks can be accomplished in a variety of way as internal management and line personnel working group meetings, working group meetings with management or with consultants (Zachok, 2007).

TASK SIGNIFICANCE: Task significance refers the importance of job and its impact on the lives of other people (Hackman & Oldham, 1980). In the task significance two type of significance are discussed; one is internal significance, which means task importance in the perspective of organization. External significance is related with the society (Garg &Rastogi ,2006). Task significance importance is increasing because the workers want to show their importance by doing the work and to show the importance of their work when the task is assigned to them by an organization. In this regard, they prove themselves very important part of the organization (Grant, 2008).

Deming (1986) supports the concepts of engineering and building quality into the process through its dimension, which focused on the cease dependence on mass inspection. To accomplish this, it is important for the production line worker to know about the next process or employee as the customer. Each employee must see his or her actions contributing to the quality of the product (Winston, B.E., 1997). It was assured that worker participation in the program would be a great advantage to the company. If the recognition is given to the employees work then they feel pride to perform their duties and productivity level will be positively affected (Zachok, 2007).

AUTONOMY: It refers to the sovereignty of employees so that they do the work with full liberty. Concepts of empowerment and self-management are highly similar but of more recent origin. Autonomy addresses to job independence; it means how much freedom and control employees have to perform their job? How they schedule their work? How they make decisions or how their objectives are achieved? (Garg &Rastogi, 2006).

Employee's participation in giving their views, employees' participation as a workplace strategy and Information sharing enhance the autonomy factor (CPRN,2009). Drive out fear of employees is also a quality dimension, which was given by Deming. This dimension explained that employees feel fair to ask the questions or they do not express their point of view with full freedom. Therefore assuring the better quality and productivity employees need to feel free and secure to express their ideas and feelings. This thing gives the concept of autonomy (Winston, B.E., 1997). Participation of employees for pursuit of continuous improvement will enhance the quality of job (Demming, 1986).

Another school of thought (Juran & Gryna, 1993) focus, TQM is the system of activities directed at achieving delighted customers, empowerment employees, higher revenues, and lower costs. Juran focused that management approach to enhance the quality of job is more important concern. Juran's approach emphasized self-managing teams.

FEEDBACK: Feedback is the information about the performance of employees how they are performing their duties (Locke &Latham, 1990). Hackman and Oldham (1976) interpret the feedback as "the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance."

Receiving feedback on your workday will enhance the worth of work (CPRN, 2009). Feedback process is important for the improvement of employees' performance and is essential component in all quality systems. For job quality improvement: employee suggestion boxes, employee surveys and management and employee interviews may use as the source of feedback (Zachok, 2007). Feigenbaum (1991) claimed that effective quality management consisted of four main stages in which two are related with feedback.

METHODOLOGY

DATA COLLECTION AND SAMPLE

The data collected through onsite administration of survey from organizations in the Pakistan International Airlines (PIA) and Atomic Energy Commission of Pakistan (AECPC). Scale was self-developed through intriguing support of literature. Therefore, first a pilot study was conducted to check the reliability of instrument. All the Job characteristics including skills variety, task identity, task significance, autonomy and feedback were measured through self reported questionnaires. One eighty questionnaires were distributed; total 150 complete responses were received. All the respondents were males. Total response rate was 83%. All three levels of management were included in the respondents.

MEASURES

The questionnaires were presented in English because it is the default language of work and the medium of official correspondence in Pakistan (Butt, Choi, & Jaeger, 2005). Self-developed scales were used. In the skills variety five items included. Task identity was measured by 8 items scale. Task significance factor was consisted of 3 items. Autonomy and feedback consisted of 9, 4 items respectively. Support from literature was taken to proof that skills variety, task identity, task significance, autonomy, feedback leads to high quality job (Feigenbaum, 1991; CPRN, 2009; Deming, 1986; Zachok, 2007; Juran & Gryna, 1993) .All the measures were designed on the 5-point likert scale.1 shows strongly agree, and 5 shows strongly disagree. Some items were reverse coded.

STUDY RESULTS

The objective of this initial level study was to provide an initial assessment of those reliable factors, which lead to job quality. An exploratory factor analysis was conducted to find out those factors which were more important regarding quality of job. The Kaiser–Meyer–Olkin (KMO) measure was used to ensure sampling adequacy. KMO Value shows sampling adequacy if that may greater than 0.5 ensures. Table 1 shows details of the factor analysis. In this sample, the KMO measure of the sampling adequacy was 0.682, and the Bartlett test of sphericity was significant, providing support for the validity of the instrument. Factor analysis was conducted to identify the underlying factors in job quality. Items that were not pure were deleted to form a new instrument. Table 1 contains only those items that had factor loadings greater than 0.5. Therefore, 19 items were extracted from 29 items which have factor loading greater than 0.5. Those items which have factor loading less than 0.5 and having similar loading on two factors were deleted. Reliability analysis of the five factors was conducted. One item was loaded on a factor, which indicated task significance. It had good factor loading of .79 but it was only item that's the reason it was also deleted. In summary, this initial instrument was refined by removing eleven items in which task significance was gave least important results as a factor in job quality.

TABLE 1: COMPONENT FACTOR LOADING

| | Components Factor Loading | | | | | Reliabilities |
|--|---------------------------|---------------|-------------------|----------|----------|---------------|
| | 1 | 2 | 3 | 4 | 5 | |
| | Skills variety | Task Identity | Task Significance | Autonomy | Feedback | |
| Effective training and education can enhance employee's skills variety | .661 | | | | | .71 |
| Enhancement of employee's skills will lead to good job quality | .682 | | | | | |
| A variety in tasks perform by an employee can provide him/her better opportunity to use his/her skills to do the job. | .669 | | | | | |
| Changing requirements of customers can be fulfilled through a more skilled and flexible workforce. | .532 | | | | | |
| For achieving excellence in the job, standards should be set for job quality. | | .789 | | | | .75 |
| Which job should be performed by whom, such identity of task performance can increase the job value? | | .595 | | | | |
| Defining an action that may take place in an easy way can be an indicator of good job quality. | | .529 | | | | |
| Working group meetings regarding task clarity can enhance the job quality. | | .662 | | | | |
| Better performance measure for each job position drives to good quality job. | | .697 | | | | |
| Evaluation of employee's actions on his/her part can be an indicator of good job quality. | | | .796 | | | N.S |
| Employee participation in giving their views can contribute towards job quality. | | | | .789 | | .69 |
| Employee participation as a workplace strategy can lead to good job quality. | | | | .575 | | |
| Information sharing can enhance understanding of the job leading to quality improvement of the job. | | | | .584 | | |
| Participation of employees for pursuing of continuous improvement can actually enhance the job quality. | | | | .664 | | |
| Self-managing teams certainly promote quality improvement. | | | | .514 | | |
| Self-managing teams can improve communication between management and employees an indicator of quality job. | | | | .681 | | |
| Finding out the job deficiencies from the outset completion of a specific task will prove as a better way out an indicator of quality job. | | | | | .617 | .63 |
| Appraising conformance to specified standards cannot remove deficits from quality job. | | | | | .672 | |
| Appraising conformance to specified standards can remove deficits from quality job. | | | | | .542 | |

DISCUSSION & CONCLUSION

Job quality factors based on Job Characteristics Model provides an indication, which factors are necessary for quality job. This study explored the job quality indicators, which are important for a good quality job. Overall, we found good support for the suggested research questions, which were designed to find the indicators of good quality job. In all, four out of five research questions were supported well through data. Here the test of exploratory factor analysis was run to find those factors which will indicate to an appropriate job design. In this research paper, self developed scale was used based on the job characteristics model indicators. Factors items were extracted from the literature of quality management. Scale was derived from the quality gurus' views, which they have regarding job quality dimensions. Overall results were significant except in the case of job significance. It has very low significance because only one item was loaded on this factor, with factor loading of .79 but not showing significant reliability. Skills variety and task identity factors having high factor loading and their reliabilities were also good. Skills variety has significant reliability of .71 and task identity has .75. Over all results show that these all factors are indicators of high quality job except task significance which have weak support.

MANAGERIAL IMPLICATIONS

This study will help to managers and to organizational practitioners who want to design the quality job. They can confer with these indicators while designing the job. These dimensions are helpful for design the good quality job. This is the way to implement the best policies of human resource. Best human Resource policies are always indicator of good quality employees hiring who may prove beneficial for the organization.

FUTURE RESEARCH DIRECTIONS

This study is an effort to find out the good quality job indicators. This is an initial effort. Extracted items must be retested for the confirmation of their reliability and validity. Then it will be proved that these factors have effect on the outcomes are not. This study was conducted to find opinion from employees about quality factors about which we asked during survey via questionnaires. Now next query is that either these factors will create impact on the outcomes of job, which are in the form of better quality performance, productivity or not.

REFERENCES

- Birdi, K., Clegg, C., Patterson, M., Robinson, A., Stride, C. B., Wall, T. D., & Wood, S. J. (2008). "The impact of human resource and operational management practices on company productivity: A longitudinal study". *Personnel Psychology*, Vol. 61, No.3, 467-501.
- Butt, A. N., Choi, J. N., & Jaeger, A. (2005). "The effects of self-emotion, counterpart emotion, and counterpart behavior on negotiator behavior: A comparison of individual-level and dyad-level dynamics". *Journal of Organizational Behavior*, Vol. 26, No.6, pp. 681-704.
- Canadian Policy Research Networks (2009). *JobQuality.ca*. www.cprn.org.
- Campbell, D.J. & Gingrich, K.F. (1986). "The interactive effects of task complexity and Participation on task performance: A field experiment". *Organization Behaviour and Human Decision Processes*, Vol. 38, pp.162-180.

- Casey,R., D.B.A., Robbins, J. (2009). "A Comparison of the Elements of Motivation In The Hospital Industry versus the Retail and Manufacturing Sectors". IABR & TLC Conference Proceedings:1-8. San Antonio, Texas.
- Clark, A. (2005). "Your money or your life: changing job quality in OECD countries". *British Journal of Industrial Relations* 43: 377-400.
- Cliffs, NJ, (1985). "Translated from original Japanese work in 1981". Prentice- Hall.
- Crosby, P. B. (1979). *Quality Is Free*. Penguin Books, New York.
- Davoine, L. and C. Erhel. (2006). "Monitoring employment quality in Europe: European employment strategy indicators and beyond". CES: Document de Travail No. 66.
- Deming, W. E. (1986). "Out Of The Crisis. Cambridge". MA: MIT Press.
- Feigenbaum,A.V.(1991). "Total Quality Control, fortieth anniversary edition". *McGraw Hill*.
- Ferris,G.R., & Gilmore,D.C. (1984). "The Moderating Role of Work Context in Job Design Research: A Test of Competing Models". *The Academy of Management Journal*, Vol.27,No.3, pp.885-892.
- Friedman, T. L. (2005). "The world is flat: A brief history of the twenty-first century". New York: Farrar, Straus, and Giroux.
- Garg,P.,& Rastogi,R.(2006). "New model of job design: motivating employees' performance". *Journal of Management Development*,Vol. 25, No.6,pp. 572-587.
- Grant, A. M. (2008). "Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity". *Journal of Applied Psychology*, Vol.93,No.1,pp.48-58.
- Hackman, J.R&Oldham, G.R (1974). "Job Diagnostic Survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects".CT: Yale University, Department of Administrative Science.
- Hackman, J.R., Oldham, R.G., Janson, R.,& Purdy, K. (1975). "A new strategy for job enrichment". *California Management Review*, Vol. 17,No.4, pp.55-71.
- Hackman JR& Oldham GR. (1976). "Motivation through the design of work: test of a theory".*Organizational Behavior and Human Performance*, Vol. 16, pp. 250-279.
- Hackman, J. R., & Oldham, G. R. (1980). "Work redesign. *Personnel Psychology*",Vol. 40,pp. 287-322.
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92: 1332-1356.
- Ishikawa, K. (1985). *What is Total Quality Control? The Japanese Way*. Englewood Cliffs, NJ: Prentice Hall.
- Juran, J.M., Gryna, F.M. (1993). *Quality Planning and Analysis*. McGraw-Hill, New York, NY, 3rd ed.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice-Hall.
- Winston,B., E. (1997).*Total Quality Management a heartfelt approach to doing things right*.*Regent University School of Business*.
- Zachok,K (2007) *Mail Preparation Total Quality Management*. Version 7.3.1.

REQUEST FOR FEEDBACK

Esteemed & Most Respected Reader,

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. info@ijrcm.org.in or infoijrcm@gmail.com for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator