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**Reward Perceptions -  
Adapting the Theory of Reference Prices from Marketing to Human  
Resource Management: Theory, Results of an Empirical Study, and  
Management Implications**

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## **ABSTRACT**

In this paper, we show that the marketing theory of reference prices can be useful adapted for reward management, especially for the communication of rewards. First of all, we will explain the theory of reference prices in marketing. Second, we demonstrate by including the results of a qualitative empirical study, how this theory can be adapted for reward management and used for human resource management (HRM). The paper ends with management implications.

## **INTRODUCTION**

HRM and marketing management are traditional topics in business. In the last 30 years, a lot of theories and management tools have been developed in science and established in the management practice, in both of the disciplines. The advantage of specialisation in different business disciplines in science and practice is clear, but there is also a missing link: There are a lot of possibilities to adapt and to use tools from marketing also for HRM and vice versa, because there are some similar topics and starting points. For example, both – HRM and Marketing Management – have a monetary component which is important to manage: The price (stakeholder: customers) and the salary (stakeholder: employees).

In this paper, we show that the marketing theory of reference prices can be useful adapted for reward management, especially for the communication of rewards. First of all, we will explain the theory of reference prices in marketing. Second, we demonstrate, including the results of a qualitative empirical study, how this theory can be adapted for reward management and used for HRM. The paper ends with management implications.

## **REFERENCE PRICES IN MARKETING**

The Marketing instruments (“Marketing Mix”) are traditionally divided into four parts, called “The 4 Ps” (McCarthy 1960; Kotler/Wong/Saunders/Armstrong 2005, p. 34; Constantinides 2006): Product, Price, Promotion and Place. Concerning the instrument “price”, one part of the research in the past was concentrated on traditional business theories and methods, e.g. pricing decisions based on costs, demand curves and skimming strategies (Kotler/Wong/Saunders/Armstrong 2005, pp. 664). Another part of the research was concentrated on psychological aspects and especially the price perceptions of the customers on price (see e.g. Kamen/Toman 1970; Monroe 1971; Campbell 1999; O’Neill/Lambert 2001). One special theory in this second research area is the theory of reference prices.

The reference price theory is based on the adaption-level-theory (Helson 1964). The idea of this theory is that people compare stimuli with internal norms (“adaption levels”), which are the result of present and past experiences (Monroe 2003, p. 130).

In marketing, this theory was adapted as “reference price theory” to explain price perceptions: Following this theory, a reference price can be defined as an individual price norm, e.g. including normative and predictive price expectations (Winer 1986; 1988; Mayhew/Winer 1992; Rajendran/Tellis 1994; Greenleaf 1995; Kalyanaram/Winer 1995). This price norm can be based on different aspects

(Lin/Chuang/Kung 2006, p. 237), e.g. previous experiences (Winer 1986; Lattin/Bucklin 1989), advertising (Biswas/Bliar 1991) or contextual effects (Rajendran/Tellis 1994; Hardie/Johnson/Fader 1993). The main part of the reference price theory is that customers compare their reference price to the observed prices, and the result of this comparison can be important for their purchase decision (Winer 1989; Lattin/Bucklin 1989; Mayhew/Winer 1992; Lin/Chuang/Kung 2006). Following the theory that customer satisfaction is a result of a comparison between observed and expected aspects of a product ("Confirmation-Disconfirmation-Paradigma", see e.g. Curchill/Surprenant 1992; Oliver 1996), a comparison between reference prices and real prices can additionally influence customer satisfaction after the purchase decision.

There are different theories about the emergence of reference prices: Today, the most common approach in research is to distinguish between internal and external reference prices (Mazumdar/Raj/Sinha 2005). Internal reference prices can be seen as a common price norm, independent of a specific buying situation. Frequently, internal reference prices can be seen as a result of the price history. That means that the actual reference price of a customer is a result of his experiences with prices for the same product or other products in the same category in the past. Additionally, internal reference prices can also be a result of information or rumours about a price which a customer has recognized or observed among other customers in the past. Thus, internal reference prices are a memory based price norm.

In contrast, external reference prices are the result of context perceptions in the buying situation. This part of reference prices can be seen as contextual based price norms. For example, the external reference price of a customer is built while the customer is in a supermarket, looking at the prices for different brands in one product category (Rajendran/Tellis 1994; Mazumdar/Raj/Sinha 2005, S. 84f.).

Based on different empirical studies in the past, it can be assumed that both internal and external reference prices can be relevant for buying decisions of a customer (Rajendran/Tellis 1994; Mazumdar/Papatla 2000; Mazumdar/Raj/Sinha 2005, S. 91f.). As a review of the existing research, it can be concluded that the relevance of internal reference prices is higher

- if the perceived number of relevant brands of a customer is lower,
- if the customer`s frequency of purchases during promotions is lower,
- if the price level of a product category is higher
- if the frequency of promotions in the product category is lower (Mazumdar/Raj/Sinha 2005, pp. 91f.).

In addition to that, it seems reasonable to assume that external reference prices can influence internal reference prices (Campo/Yagüe 2007, p. 88): For example, if the external reference price of a customer is influenced by the perception of different prices for different brands in the same product category in a super market and this perception is repeated a few times, this can also change the internal reference price of the customer over time.

With respect to the effects of reference prices, a lot of theories were developed or adapted from psychology: For example, the assimilation-contrast-theory

(Sherif/Taub/Hovland 1958) can be used to explain in which cases a price difference between a real price and an actual reference price is perceived as a real difference (contrast) or not (assimilation) (Monroe 2003, pp. 133; Kalyanaram/Winer 1995, p. 162; Winer 1988, p. 41). Another theory often used in the context of reference prices is the prospect theory (Kahneman/Tversky 1979). Following this theory, the effect of perceived losses can be higher than the effect of perceived gains. Adapting this theory for reference prices (Winer 1988, pp. 42, Monroe 2003, pp134), the effect of a reference price which is higher than the real price ("price dissatisfaction") can be stronger than the effect of a reference price which is lower than the real price (price satisfaction").

There are two main management implications for marketing: First, it can be useful for customer recruitment to consider reference prices for price settings or to change existing reference prices, e.g. through communication. Second, it is important for customer satisfaction and retention to explain prices to improve negative price perceptions caused by low (=lower than the real price) existing reference prices. In the following, we will show some examples of instruments which can be used for these two strategies.

The theory of reference prices, including the assimilation-contrast-theory, is an argument for the existence of price thresholds (Monroe 2003, pp. 107) because there can be some special non-linear reference points in the perception of the customer (e.g. 10 €, 100 € or 1000 €). In order to practically implement this, this fact should be considered by setting prices, so the price should be a little bit lower than these thresholds are (e.g. 9 €, 99 €, 999 €) to avoid negative price perceptions.

Another implication exists for price reductions: It can be very dangerous to reduce prices for a short time, because the customer can adapt his reference price to these reduced prices and so the normal (higher) price will not be accepted in the future. For new products, the same argument is important: It can be dangerous to use a low price to introduce a product in the market and in order to quickly gain market share ("Market Penetration Pricing", Kotler/Wong/Saunders/Armstrong 2005, p. 690), because this can reduce the number of repeat sales (Nagle/Holden 2002, p. 85).

Other implications concern the selected way of distribution: The market channel and the number of other brands of the same category in this channel can influence the external reference price, because the customer will compare the prices of these brands at the point of sale (Nagle/Holden 2002, p. 85).

External reference prices can also be influenced by many instruments at the point of sale: For example, in personal selling the seller can use a special sequence to present products in different price categories, starting with more expensive products to make the reference price – and as result the willingness to pay – higher and to enhance the purchase intentions ("top-down-selling", Nagle/Holden 2002, p. 85). The same effect can be realized by expanding the product line with new higher priced products, so the old products will be perceived as cheaper than before by the customer. Another possibility is to use special kinds of price settings and communications, e.g. using prices just under a round number (e.g. 99, 98) (Monroe 1973, p. 70).

As a last implication, communication seems the most important way to influence external and also internal reference prices: The explanation of prices – e.g. using high quality as an argument for a high price and communicating the advantages in the quality of the product – can change reference prices. This is possible for internal reference prices by using advertising, public relations or other instruments to influence the image of a company or a brand of a company. For external reference prices, communication at the point of sale, e.g. by the seller as shown before, can be used.

At the beginning of the 1960's, a serious lack of manpower led to the idea of using insights of marketing management also for the field of human resource management (Scholz 2000, p. 417). The idea was to use knowledge of marketing management in order to advertise effectively, find new employees and motivate existing collaborators. Human resource marketing means the consequent transfer of marketing approaches in the field of human resource management. The workplace of a company (product) has to be sold to current and future employees (customers) (Scholz 2000, p. 419).

Mill (1996, p. 2) stated: "We need to apply the same tools we use in marketing to the customer when we deal with our employees. There is a similarity. Customers vote with their dollars; employees vote with their feet". The last sentence could be supplemented: Customers vote with their dollars; employees vote with their feet and their commitment.

According to Schlesinger and Fromm (1994): "Fishing for new customers is time-consuming and expensive – after you've finally caught them, it doesn't make a lot of sense to throw them back." This statement can also be used for employees: Fishing for new employees is time-consuming and expensive – after you've finally caught them, it doesn't make a lot of sense to throw them back.

Bell and Winters (1993) compared product marketing to the human resource marketing, in figure 1 shown:

Product marketing:	Human resource marketing:
Customers	Employees
Products	Jobs
Brand image	Employee morale
Brand switching	Turnover
Trial purchase	Recruiting
Repeat purchase	Retention

Figure 1: Comparison of product marketing and human resource marketing (Bell/Winters, 1993)

Like in marketing management, price is one attribute of the product; in HRM, salary is one attribute of the job.

While in marketing management numerous studies of price perceptions have already been conducted in the theory of reference prices, a corresponding study of reward

perceptions and reference salaries of employees for reward management has not been conducted until now.

In Marketing, the price can be defined as follow:

“Within ... economic context, it is usual to think of price as the amount of money we must sacrifice to acquire something we desire. That is, we consider price as a formal ratio indicating the quantities of money (or goods and services) needed to acquire a given quantity on goods or services” (Monroe 2003, p. 5).

Therefore pricing can be seen as, the monetary component which the customer has to pay for something he wants.

In HRM, we have a similar monetary part. An employer pays money to an employee. As the definition of price, salary can be seen as a formal ratio, indicating the quantities of money. Salary is a form of periodic payment from an employer to an employee.

Like the instrument “price” in marketing, a formal ratio indicating the quantities of money for customers, the instrument “salary” is a formal ratio, indicating the quantities of money for employees. However, it would be interesting to find out, if the theory of reference price in marketing can be adapted into a theory of reference salary in human resource management. Furthermore, it would be interesting to find out, if the findings of the effects of reference prices can be used for effects and management implication in a theory of reference salary for reward management.

Similar to marketing management, the knowledge of the reference salary and the influencing factors can be important for the recruitment, motivation and retention of employees.

As a next step, we conducted a qualitative survey to get more information about the existence and nature of the reference salary. The data base and the results are shown in the following sections.

## **REFERENCE PRICE THEORY AND REWARD MANAGEMENT – RESULTS OF AN EMPIRICAL STUDY**

In order to get more information about the existence and nature of a reference salary, we were looking for qualitative, not quantitative data. In general, qualitative research can be described as solution-oriented, not neutral, interventionist and pragmatic (Kent 2007, p. 90). Qualitative research is often exploratory research, used to find – not to test – hypotheses, to uncover consumers` motivations, attitudes and behaviour, based on smaller samples than quantitative research (Cohen 1999, pp. 351; Kotler/Wong/Saunders/Armstrong 2005, p. 347; Silberman 2001, pp. 25).

Our empirical qualitative study was conducted in October and November 2007. Because the aim was to explore how, why and what kind of reference salaries can exist, not to test specific hypotheses or to quantify results for a special industry, it was not necessary to use a big random based sample (Silberman 2001, pp. 4; Kotler/Wong/Saunders/Armstrong 2005, p. 347; Kent 2007, p. 88). For our sample

we used students, who are working fulltime in a company, of the Salzburg University of Applied Sciences. These students attend courses at the weekend. Using students for empirical studies in science can be acceptable for special studies (Calder/Phillips/Tybout 1981, S. 197pp.), especially qualitative and explorative studies. In the last years, this approach has become more and more accepted to get data and is widely used in economics and social sciences (Dubé/Maute 1998, p. 781; Jacobson/Obermiller 1990, p. 425; Lichtenstein/Burton 1989, p. 432; Madan/Suri 2001, p. 175; Munger/Grewal 2001, p. 189; Yoo/Donthu/Lee 2000, p. 202).

We used a questionnaire with four non-scaled questions. We asked the students to fill out the questionnaire in the last 20 minutes of a lesson. The first question of our empirical study was: "Which factors lead you to the assessment if a salary is good or bad?" The aim of this question was to see what a reference salary can be and to explore possible influences on it. Using three additional questions, we wanted to ensure that aspects for different situations are also considered. Following the idea that reward perceptions are especially relevant in different situations of the employee's life event cycle (Dahlen/Bolmsjö 1996; Brandstätter/Gözlner/Siems 2007), the students have been asked three more questions about salary aspects by confronting them with the following three situations (life events): beginning of a new job, changing a job at a same level and getting a new job on a higher level.

We used these stimulations not to obtain specific results but to integrate influences on a reference salary as much possible.

In sum, we got back 88 answered questionnaires.

## RESULTS

The first step of our data analysis was to generate a list of all aspects which the students have answered. In the second step, we have attempted to classify and structure these aspects.

First it can be assumed, corresponding to the reference price theory in marketing (Mazumdar/Raj/Sinha 2005), that a reference salary does exist. Following the theory of reference price (Winer 1986; 1988; Mayhew/Winer 1992; Rajendran/Tellis 1994; Greenleaf 1995; Kalyanaram/Winer 1995), reference salary can be defined as an individual salary norm, e.g. including normative and predictive salary expectations. This salary norm can be based on different aspects, e.g. comparison with other employees, inside or outside the company, job requirements, their former salary or the personal life situation. For example the aspect "comparison with other employees" (inside or outside the company) was mentioned 113 times (multiple nominations were possible). According to the reference price theory (Winer 1989; Lattin/Bucklin 1989; Mayhew/Winer 1992; Lin/Chuang/Kung 2006), employees compare their reference salary to their offered salary, and the result of this comparison can be important for the job decision, motivation and retention.

Secondly, like the theory of reference price, there are different aspects as a reference salary develops. As a response to the question: "Which factors lead you to the assessment if a salary is good or bad?", the following sub-categories were mentioned:

- Job requirements,

- comparison with people personally known,
- comparison with the non-personal environment (e.g. general comparison of the market place, within the line of business),
- personal life situation,
- working atmosphere,
- perspective for the future,
- intra-corporate comparison (e.g. with colleagues),
- personal attributes (e.g. education, knowledge, experience),
- subjective feelings (e.g. own feeling of righteousness),
- economic situation,
- commute to the company,
- reputation of the company,
- salary configuration (e.g. performance relatedness) and
- specific working conditions (e.g. workplace guarantee).

All together we generated 14 different sub-categories (see appendix 1) which influence the assessment of whether a salary is perceived as good or bad. Analogue to the reference price theory in marketing, a reference salary emerges through various factors.

Thirdly, in order to structure the various sub-categories mentioned above, it became apparent that, according to the reference price theory, a differentiation into internal and external reference salary is possible.

According to the reference price theory, internal reference salary is a memory based norm for salaries, which does not refer to the actual labour situation at the company where the employee currently works. In contrast, external reference salary is the result of context perceptions in the current working situation. That means, this part of reference salary can be seen as a contextual based salary norm.

Figure 2 shows the findings of the empirical study, namely that a differentiation between internal and external reference salary, in comparison to the reference price theory, does exist.

<b>Internal reference salary</b>	<b>External reference salary</b>
Comparison with people personally known	Specific salary configuration
Comparison with the non-personal environment	Job requirements
Personal attributes	Working atmosphere
Subjective feelings	Perspective for the future
Personal life situation	Intra-corporate comparison
Journey to the company	Specific working conditions
General economic situation	Reputation of the company

Figure 2: Internal and external reference salary sub-categories



This differentiation in an internal and external reference salary, suggests an answer to the following question: Which of these two categories are more important for the development of a reference salary? An answer to this question would give us important information about reasonable management implications. Because the survey was a qualitative, not a quantitative empirical study, we cannot answer this question in a statistical sense. But the number of responses leads to the assumption that external reference salary sub-categories are more important for the development of a reference salary than internal reference salary sub-categories. There were 223 respondents who mentioned external reference salary sub-categories, as opposed to 163 who mentioned internal reference salary sub-categories.

## EXTERNAL REFERENCE SALARY SUB-CATEGORIES AND ITEMS

A deeper analysis into the number of respondents who mentioned external reference salary sub-categories shows that different aspects have different importance in the development of a reference salary. Figure 3 shows the external reference salary sub-categories. The size of the circle refers to the numbers mentioned. However, because this study was mainly a qualitative study, it is not possible to reach a real conclusion about the precise importance of the different sub-categories. But in this study, there is a distinctive difference in the importance of different sub-categories for the development of reference salary. In the category of external reference salary, the mentioned most often sub-categories are: job requirements (90 responses), followed by salary configurations (66 responses) and intra-corporate comparison (30 responses).

The remaining four sub-categories were mentioned less often: Working atmosphere (13 responses), perspective for the future (12 responses), specific working conditions (8 responses) and reputation of the company (4 responses).

Because of this distinctive result, we can assume that job requirements, salary configurations and intra-corporate comparison are the most important external reference salary sub-categories for the development of a reference salary.

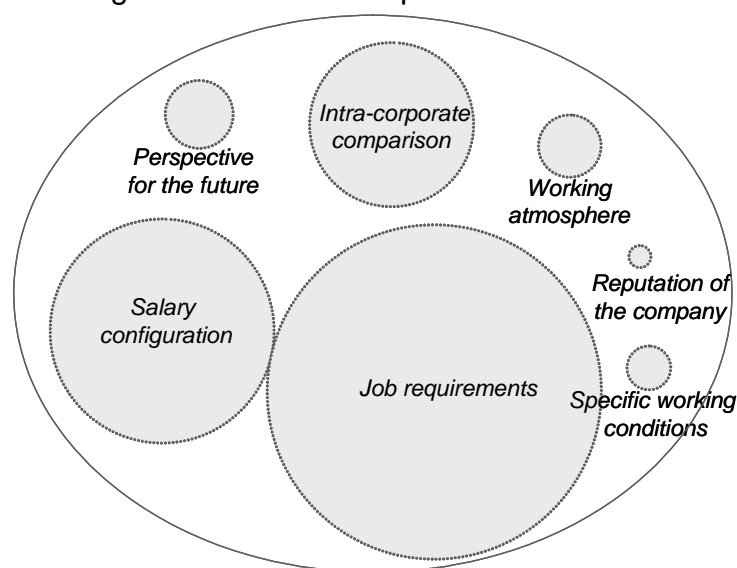


Figure 3: External reference salary sub-categories

Looking more detailed into the different sub-categories, it is clear, that the study shows different importance in the detailed items. Detailed items of external reference salary see figure 4.

“Job responsibility” (39 responses) has the by far the most importance in the sub-category of job requirements, followed by time/expenditure for work (21 responses). This of course is, like the sub-categories, not representative but gives information about possible importance.

Other findings concerning the importance of items, regarding external reference salary are: Salary configuration: Performance relatedness (22 responses), amount (15 responses), social benefit (15 responses). Intra-corporate comparison: comparison with colleagues (25 responses).

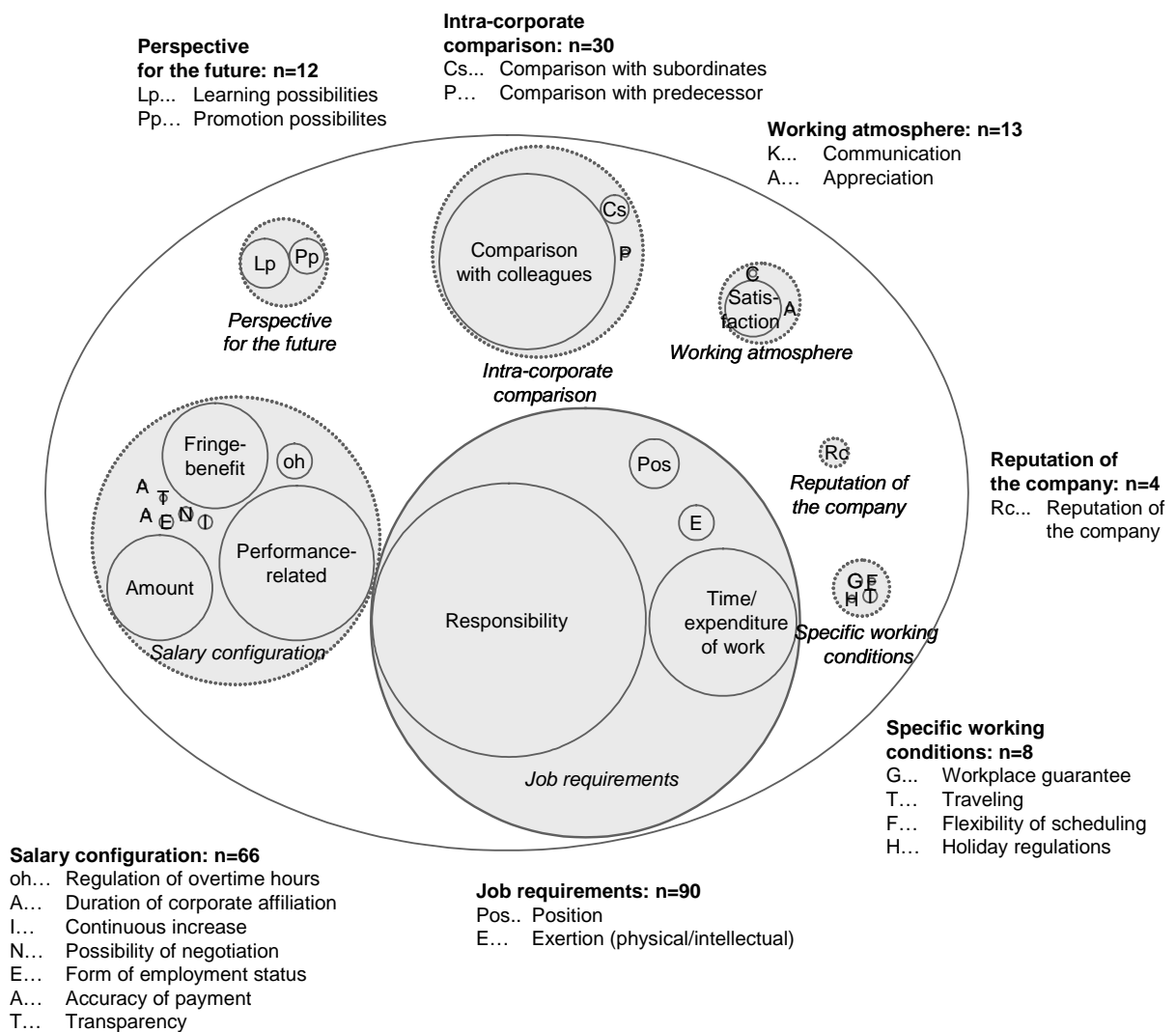


Figure: 4: External reference salary – sub-categories and items

## INTERNAL REFERENCE SALARY SUB-CATEGORIES AND ITEMS

Similar to the analysis of external reference salary sub-categories, the analysis of the internal reference salary sub-categories also shows the different importance of different sub-categories, for the development of a reference salary. Figure 5 shows the main internal reference salary sub-categories. Like Figure 3, the size of the circles refers to the numbers mentioned, and the study shows different importance.

The most important responses in this study regarding internal reference salary sub-categories are the comparison with the non-personal environment (69 responses), followed by comparison with people personally known (27 responses), the personal life situation (26 responses) and personal attributes (23 responses). Again this result is not representative, but it could be an indication that comparison with “non-personal environment” is the most important internal reference salary sub-category for the development of a reference salary. Furthermore, it could be supposed that “comparison with people personally known”, the “personal life situation” and “personal attributes” are of medium importance.

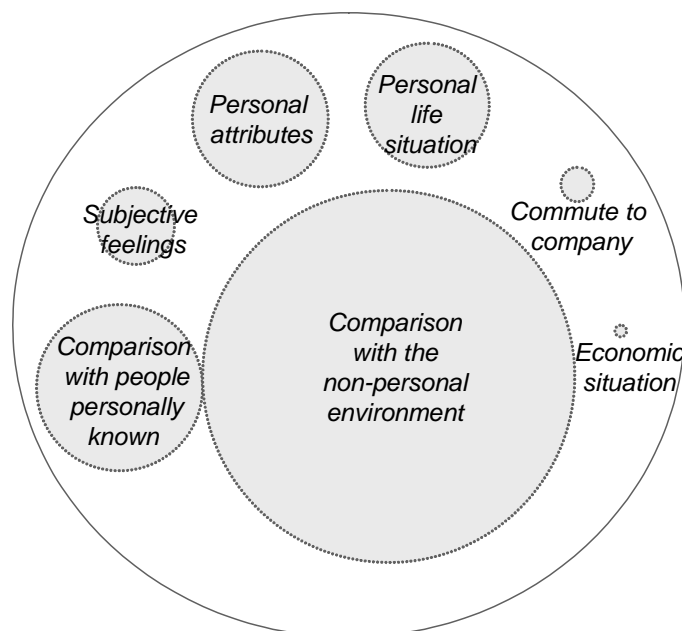


Figure 5: Internal reference salary sub-categories

A detailed analysis of the sub-categories for internal reference salary shows again different importance in the items. For sub-categories of internal reference salary see figure 6.

The item “General comparison of the market place” (40 responses) has the most importance within the sub-category “comparison with the non-personal environment”, followed by “comparison within line of business”. Again, this is not representative, but gives information about possible importance.

Other findings concerning the importance of items, regarding internal reference salary sub-categories are:

- Comparison with people personally known: Comparison with friends (14 responses) and comparison with one’s former salary (13 responses).
- Personal life situation: coverage of living costs (12 responses), living standard (7 responses).
- Personal attributes: Education, knowledge & experience (18 responses).

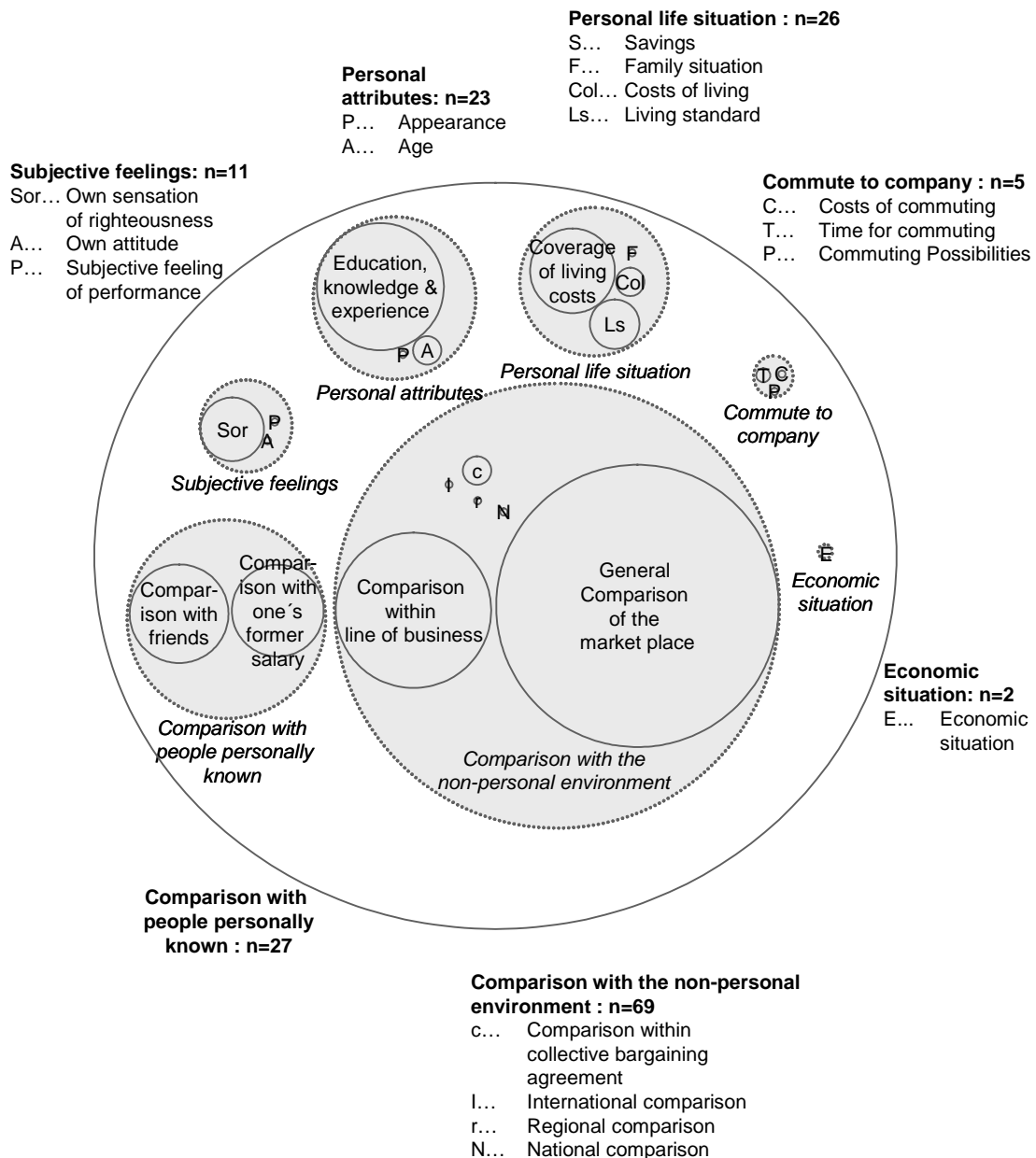


Figure 6: Internal reference salary – sub-categories and items

As shown before, we used four questions to see what a reference salary can be and to explore possible influences on it. While the first question was used to get answers about general impacts on a reference salary, we asked three further questions by confronting the students with three specific situations (life events): Beginning a new job, changing the job at a same level and getting a new job at a higher level.

Our first aim was not to obtain specific results but to integrate many influences on a reference salary as possible. The results were shown before.

Nevertheless, the different answers to these three specific situations allow some additional assumption on the relevance of different components of the reference salary for the specific situations we have stimulated:

For a new job, internal aspects seem to be more relevant than external aspects:

- Analogical to similar studies in marketing (Mazumdar/Raj/Sinha 2005), we see that especially experiences in the past – in marketing price experience, in HRM salary experiences – are a widely used reference. 30 of the 88 persons we asked responded that they have compared the salary of a possible new job with former salary.
- But other aspects of the personal environment are also mentioned, especially the salary of friends (34 responses) and of the own family (10 responses).
- In addition to that, we can identify an influence of public information in this specific situation: The answers show that information in newspapers and on the internet – e.g. information on salaries of managers or salaries in special industries – are sometimes used as a base for a salary norm.
- Other special influences on the reference salary in the situation of a new job are personal attributes (e.g. the level of education, 8 mentions) and the personal life situation, especially the coverage of the living costs (12 mentions), the price level of living costs (4 responses) and the money need for holding or improving the living standard (7 responses).

The answers to the third question – the reference salary for getting the job of their direct superior – show other responses of the influencing factors: In this situation, external factors like the job requirements, especially the “responsibility” seems to be especially relevant (57 responses). The answers also show that a higher time of work is assumed (32 responses) and based on this a higher salary is expected. In sum, nearly all respondents confirmed that they expect a higher salary when getting the job of their direct superior, so climbing the career ladder seems to increase the reference salary.

The answers to the last question we asked (“changing jobs at the same level”) show that a lot of the respondents also expect a higher salary in this situation, so the reference salary seems to increase with every change of job within the company, independent of the hierarchical level of the new job. These respondents argued for example that it needs an incentive to change the job at the same level in the same company. Some respondents differ between an optional (the reference salary does not change) and a forced job rotation (the reference salary gets higher).

## **MANAGEMENT IMPLICATIONS**

For companies it is helpful to know what sub-categories contribute to the reference salary and how important these sub-categories are for the development of a reference salary, in order to select adequate measures to influence the reward perceptions and the reference salary.

Analogue to the theory of reference price, it is also reasonable to differentiate between internal and external reference salary. For companies, it is mostly possible to influence external reference salary sub-categories, but in general they have not as many possibilities to influence internal reference salary sub-categories. Thus, the main focus on external reference salary sub-categories could be reasonable, like working on the “reputation of the company” or specific “salary configuration” or “working atmosphere” or “specific working condition” (e.g. flexibility of scheduling, workplace guarantee).

Similar to low prices in marketing, high starting salaries could lead to a high reference salary of an employee. This could be problematic for the future salary expectancy and for the working motivation of the employee.

Communication is important in order to influence the reference salary: Transparent communication of for example “salary configuration” like “fringe benefits” or “performance-relatedness” could lead the employee to higher existing reward perception and to reduce a possible gap to his reference salary.

Specific communication of an employee’s salary in reference to e.g. job requirements or comparison with colleagues could also lead to specific reward perception and influence the reference salary, especially if there is a gap. The consideration of an employee could, for example, be: If my colleague earns this amount of money, it is also o.k. for me. Or: The company evaluates leadership responsibilities high, I (possibly do not like but) understand that I earn less money, because I have no leadership responsibility

Different situations in the employee’s life cycle within the company leads to different importance of categories (internal – external), sub-categories and items for the development of a reference salary. Therefore, companies are advised to adopt different measures in different situations in order to influence reward perceptions and the reference salary.

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## Appendix 1: Sub-categories and items

<b>A. External reference salary</b>
1 Salary configuration
1.1 Amount
1.2 Performance-related
1.3 Fringe benefit (company car, mobile phone,...)
1.4 Transparency
1.5 Possibility of negotiation
1.6 Duration of corporate affiliation
1.7 Continuous increase
1.8 Regulation of overtime hour
1.9 Form of employment status
2 Job requirements
2.1. Responsibility
2.2 Time/expenditure of work
2.3 Exertion (physical/intellectual)
2.4 Position
3 Working atmosphere
3.1 Satisfaction
3.2 Communication
3.3. Appreciation
4 Perspective for the future
4.1 Learning possibilities
4.2 Promotion possibilities
5. Intra-corporate comparison
5.1 Comparison with colleagues
5.2 Comparison with subordinates
5.3 Comparison with predecessor

6. Specific working conditions
6.1 Workplace guarantee
6.2 Flexibility of scheduling
6.3 Holiday regulations
6.4 Travelling
7 Reputation of the company
<b>B. Internal reference salary</b>
1 Comparison with people personally known
1.1 Comparison with friends
1.2 Comparison with one's former salary
2. Comparison with the non-personal environment
2.1 Comparison within line of business
2.2 International comparison
2.3 Regional comparison
2.4 National comparison
2.5 Comparison within collective bargaining agreement
2.6 General comparison of the market place
3. Personal attributes
3.1 Education, knowledge and experience
3.2 Appearance
3.3 Age
4 Subjective feelings
4.1 Own attitude
4.2 Own feeling of righteousness
4.3 Subjective feeling of performance

5 Personal life situation
5.1 Coverage of living costs
5.2 Savings
5.3 Family situation
5.4 Cost of living
5.5 Living standard
6. Commute to the company
6.1 Costs of commuting
6.2 Time for commuting
6.3 Commuting Possibilities
7. Economic situation