

INEQUITY IN JOB PERCEPTION : A STUDY OF INDIAN MANAGERS

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CERTIFICATE

This is to certify that the thesis entitled 'Inequity in job perception: A study of Indian managers; being submitted by Mr. Naresh Kumar, for the award of the degree of Doctor of Philosophy to the Indian Institute of Technology, Delhi, is a record of bonafide research work he has carried out under my guidance and supervision. The results contained in this thesis have not been submitted to any other University or Institute for the award of a degree or diploma.

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To my parents

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ABSTRACT

Equity theory as a process model of motivation explains work behavior as a dynamic phenomenon, with a *multivariate interactive unit of analysis*. The theory has been proved a versatile tool in predicting work behavior and general performance. However, the theory needs to be tested in various cultural field settings. Further elaboration of the equity model is also needed to provide a more comprehensive understanding of the work behavior. The current research is an attempt in this direction. The prime concern of this study is to test the theory in Indian organizational settings and to extend the equity model further by examining a number of background, personality and work related variables within equity theory framework. Attempts have also been made to understand the pattern of referent selection in job comparisons and the strategies of inequity resolution preferred by managers.

240 managers working in Government, Public and Private enterprises have been selected for this study. Three sets of variables have been examined in relation to and in prediction of managerial perceived psychological inequity. These variables are background: age, education, job experience, company seniority, level of pay, organizational mobility, perceived health; personality: self concept, locus of control; and work related: job-characteristics, job expectancy, job value, self rating and group atmosphere. Seven hypotheses have been formulated and tested in the current research.

Hypothesis I stated that managers perceived psychological inequity will be related to their background variables. Such as age, education, job experience, company seniority, level of pay, organizational mobility and perceived health. The results partially support the hypothesis as level of pay, organizational mobility and perceived health have been found as significantly related to managers perceived job inequity.

Hypothesis II stated that Managers' perceived inequity will be related to their self concept and locus of control. The findings show a significant relationship between locus of control and perceived psychological inequity.

Hypothesis III stated that managers' perceived inequity will be related to the work-related variables like job character-

istics, job expectancy, job value, self-rating and group atmosphere. The data indicate that except job characteristics, all the variables are significantly related to managers' perceived psychological inequity.

Hypothesis IV is about organizational culture. The hypothesis stated that managers perceived inequity will be significantly related to the type of organization. The findings partially support the hypothesis.

Hypothesis V stated that the pattern of referent selection will be related to managers' background, personality, nature of inequity and type of organization. The findings show the emergence of past job, friend, colleague, neighbor and ideal self as the most frequently used referent categories in job comparisons. The results generally support the hypothesis.

Hypothesis VI stated that managers' perceived inequity will be related to their preferences to inequity resolution strategies. The findings generally support the hypothesis.

Hypothesis VII stated that personality and work related variables will predict managers' perceived job inequity. The findings provide partial support to the hypothesis.

The analysis of the results, thus provides general support to the equity model proposed by the author (Chapter II). The

findings of the study show that the personality plays an important role in equity process. The study may contribute to the understanding of the concept of psychological quality of work life. The practice of job redesign within equity theory framework has also been suggested.

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