

Motivators at Work: An Equity Sensitivity Perspective

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Abstract

This paper examines what motivates people at work in terms of preferences including financial and non-financial. Regression analysis was carried out on factors analytically derived dimensions of equity sensitivity dimensions of equity theory of motivation and job satisfaction among 236 employees of Public Sector Unit (PSU) of India. It was found that employees tend towards the Benevolent preferences on equity sensitivity dimensions; job satisfaction and climate of the organization were significantly correlated with the Benevolent dimensions of equity sensitivity. The results thus derived are discussed toward the effectiveness of organization and human resources keeping the motivation of employee higher by providing the fair amount of reward.

Key Words : Equity Sensitivity, Job Satisfaction, Benevolents, Entitleds

Motivation: An Unending Quest

The basic quest of motivation studies emerges with the idea that why do people behave as they do? There is no clear-cut answer to this question. Motivation has been defined in various ways. There is one stream that views motivation incorrectly in the forms of trait that some people have it and others don't. Following the same ideology these managers give label to others that he or she is lazy or with no or low desire to work etc. but this is not true and not the right way to make judgment as the same individual may give different results if you change the nature and context of job. Hence, motivation is

subjective context oriented and there could be several other factors, which are responsible. In a formal manner motivation can be defined as the process that accounts for an individual's intensity, direction and persistent effort towards attaining a goal.

The construct of motivation has drawn the attention of organizational theorists and practitioner in a major way, resulting in a considerably large body of theoretical treatments and empirical studies. The range and scope of the studies encompass the needs and motives both of biological as well as social origin. The concept of motivation is invariably linked with a notion of

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reinforcement or reward. It has been noted in the literature that the rewards can come from sources external to the organisation as well as from within. The value and impact of variables like autonomy, satisfaction, a feeling of being in control, and making meaningful contributions, can all come from within, and may serve as powerful reinforcement or rewards for the individual making him or her to sustain the motivated level of work performance.

What Motivates People?

Why do people work and how they can give more productive results to organization? The question in itself is quite difficult, management expert have tried to answer this question for several years. It's difficult to find out why workers work a number of studies has been conducted to find out the real truth. Major findings of the studies shows that "interesting work" is one of the most important criteria for hard work, but the question remain here is it possible to make all of the work in organization interesting? Then we can definitely get more productive employees who are very sincere to their job demands and don't quit organization quickly. Unfortunately, not all jobs can be made interesting because what is interesting to one person may not be interesting to someone else (Kovach, 1987).

Kovach conducted a number of studies to find out what motivates people and he found that younger workers with low incomes in non-supervisory positions were most concerned with money while older workers with higher incomes and higher organisational positions were motivated more by the work and its quality (interesting work, job security and being appreciated for their efforts) (Rai 2004.)

A list of the factors that was important is presented below.

Exhibit I : The Most Important Motivational Factors

Year	Most Important Motivational Factor
1946	Appreciation
1980	Interesting work
1986	Interesting work
1992	Good wages
1997	Good wages, full appreciation of work done

Sources: Kovach, K A, 1987, 'What Motivates Employees? Workers and Supervisors Give Different Answers', *Business Horizons*, Sept-Oct, 58-65; Wiley, C, 1997, 'What Motivates Employees According to Over 40 years of Motivation Surveys', *International Journal of Manpower*, Vol 18, No 3, 263-280.

Taking the similar kind of pattern the author has tried to find out what exactly motivates people in Indian scenario. The responses are mentioned according to the pattern are given in Exhibit Two.

Several cross-cultural studies also reported that interesting and challenging work inspire people to perform more than what is required from them to perform. They exert additional effort in order to experience sense of fulfilling their potential and accomplishing worthwhile ends (Herzberg et al, 1959; Hackman & Oldham, 1975). There is a set of qualities which is attached to the intrinsically motivated employees; for example they will be concerned with expressive aspects of work (i.e., interesting work, autonomy, advancement) financial reward may not be very important because these rewards are not related intrinsically with the motivating jobs. Also if employees are concerned with the expressive aspects of work their tendency to remain in the job would be high but for any reason if the needs are not gratified over a period of time then employees may cultivate negative attitudes that lead to inexpedient behaviours.

Social Equity Theory of Motivation : Context of Fair Reward

Equity theory (Adam, 1963, 1965) is used to explain human behavior in both the organizational and interpersonal settings. The basic idea of equity theory emerged from social comparison process (e.g., Festinger, 1954). According to the theory, an Individual compares his/her input and outcome ratio with comparable others. On the basis of this comparison, the theory suggests that people have a perception of being under-paid or over-paid. In other words, equity theory offers the prediction about how an individual will react to perceived over-rewarded and under-rewarded situations.

In the context of how workers respond to under-reward situations, there are number of research works that provides insight that the base of equity theory is very strong (Greenberg, 1982, 1987, 1990; Mowday, 1991). People choose different alternatives and react to situations where they feel they are under-rewarded, such as reducing their work inputs or attempting to increase their outcomes. Conversely, people may use cognitive response to reduce feeling of inequity such as selecting other person to use their referent or mentally justifying the state of under-reward and trying to feel satisfied with whatever the outcome (rewards) they receive in an organizational setting (Allen, R.S.; Takeda, M. & White C.S. (2005).

In an article O'Neill and Mone (1998) have elaborated

upon the emergence and importance of equity theory and its theoretical basis. At one time equity theory was hailed as being among the foremost middle-range motivation theories but later some researchers noted the inability of the theory to differentiate who would react in the manner prescribed by its notions (Major & Deaux, 1982; Miner, 1980; Mowday, 1991). After a few years, some researchers again took interest and started working in this area, and equity theory has resurfaced as a theoretical basis underlying the research in organizational justice and rewards (Greenberg, 1990, Folger, 1987) and individual differences in justice behavior (Brockner, 1985, O'Neill and Mone, 1998). One of the important reasons for revitalized interest in the study of equity theory is development of the equity sensitivity construct, which has increased the predictive utility of the theory (King & Miles, 1994; King, Miles & Day, 1993). Huseman, Hatfield and Miles (1987) have contributed to the development of the equity sensitivity construct. The construct holds that "Equity Sensitivity is an individual difference that characterizes how individuals react to situations perceived to be equitable or inequitable" (O'Neill and Mone, 1998).

Concept of Equity Sensitivity

Equity sensitivity the new concept of equity theory proposes that individuals can be categorized into three different groups: equity Sensitives, Benevolents and Entitleds. Concept of equity sensitivity has given a wide dimension to understand the work motivation philosophy and employee attitude towards rewards, the concept of equity sensitivity has been supported by large number of research in subsequent years (Huseman & Hatfield, 1990; Goodwin, 1990; Harder 1991, 1992; Moorman, 1991; George, 1994; Van Wijck, 1994; Glass and Wood, 1996; Chan et al 1997; Mui 1995; O'Neil and Mone, 1998; Ambrose & Kulik, 1999; Bing 2001; Colquitt, 2004; Patti et al., 2004; Shore, 2004; Usman et al., 2004; Kickul et al., 2005; allen et al., 2005). Equity sensitive employees prefer to be in a state where they feel the kind of reward they are getting from the organization and the kind of effort they will be putting for their work is similar to any other employee of the organization, who is really comparable to the concerned employee.

Individual Differences in Equity Sensitivity

Equity sensitivity is an important construct to point out the individual differences (Miles, Hatfield & Huseman, 1989). It is also helpful to predict which type of norm a particular individual will follow in allocating reward.

Individuals differ in their preferences and perception for

getting reward. Equity sensitivity is an important construct that is based on the assumptions that individuals are equally sensitive to equity; that is, the general preference is that outcome/input ratio to be equal to that of the comparison (Huseman, Hatfield & Miles, 1987).

Now the question arises how individuals perceive and distribute outcomes among receivers. There are different norms. There are certain rules which individual might employ when allocating the outcomes to others. The rule might be (a) the contribution (equity) rule, where others are perceived to be rewarded in proportions to their input (b) the need rule, where others are rewarded based upon their legitimate needs, and (c) the equality rule, where other person receive equal outcome irrespective what he is contributing and irrespective of his contribution (Leventhal, 1976).

Huseman and his colleagues (1985, 1987) argue that there are three types of individuals who have varying degrees of sensitivity to equity: (a) Benevolents, (b) Equity Sensitives, and (c) Entitleds. Miles et al. (1994) have asserted that the concern for the relationship between the employer and employee and the desire for outcomes differentiates one type of individual from another.

At one end of the spectrum are the **benevolents** who place their emphasis on the relationship with their employer. Benevolent individuals find satisfaction when they give their talents and expertise to the organization.

At the opposite end of the spectrum are the **entitleds** who believe that their personal outcomes are of primary importance when dealing with their organizations. Entitleds are constantly looking for ways to improve their situation and maximize the rewards given by the organization.

In the middle of both **benevolents** and **entitleds** are the **equity sensitives** who place the same emphasis on having a good employment relationship and achieving desired outcomes.

Major findings in the Area of Equity Sensitivity Research

Research investigating the equity sensitivity construct has shown that individuals can differ in their responses to inequity situations (King & Miles, 1994; King et al., 1993; Miles et al., 1989, 1994). Researchers have addressed several issues related to equity sensitivity. The main focus has been upon finding out the relationship of equity sensitivity with various constructs. Exploration has been centered on issues concerning how individuals differ in preferring the Input/output ratio

in terms of the three specific different categories (Huseman, Hatfield & Miles, 1987). It has been pointed out that Benevolents work harder for lesser pay, they actually prefer lower outcome/input ratio than their equity sensitive and entitled counterparts (Miles, Hatfield and Huseman, 1989). Individuals seek rewards in consonance with their perceived contribution according to equity norm, but effectiveness of performance-based systems is also a function of equity sensitivity of the individual. Therefore, some individuals may not like the pay for performance system (Parnell & Sullivan, 1992).

In a validation study by King and Miles (1994), the equity sensitivity construct was found positively related to organizational commitment, job satisfaction, and negatively associated with intentions to leave the organization (i.e., higher scores represented more benevolence while lower scores represented more entitlement). In a similar study, King et al. (1993) found that benevolents had higher levels of satisfaction than entitled ones and equity sensitive individuals in situations where they were under rewarded. King et al. argued that benevolent individuals have a greater tolerance for situations in which they are under-rewarded. "This tolerance for under-reward can spring from the same sources suggested to be the root of benevolence: Calvinistic heritage, altruism, empathy, or disguised self-interest" (p. 303). Finally, Miles et al. (1994) found that entitlements prefer extrinsic tangible outcomes (e.g., pay, benefits, and job security). Additionally, they found that benevolents placed higher importance on intrinsic outcomes related to the nature of the job and work (e.g., doing meaningful and challenging work, a sense of accomplishment, a feeling of achievement, and personal worth). However, Miles et al. did not find support that any of the equity sensitivity groups differed regarding the importance placed on intrinsic tangible outcomes (e.g., appreciation of others, a feeling of belonging, and recognition for good work). Apart from the interest in equity sensitivity and outcome performance McLoughlin & Carr (1997) have proposed a concept called 'double demotivation', according to which inequity would create discrepancies of two kinds, it will discourage lower paid person from working hard and encourage higher paid persons to overrate their own capacities, thereby it would be demotivating for both groups. Kickul and Scott (2001) extended the idea of testing relationship of equity sensitivity with outcome variables by using equity sensitivity as a moderator between psychological contract breach and employee attitude behavior.

Taking into consideration most of the researches that have been conducted related to Equity sensitivity

construct, from the organizational domain especially in terms of outcome the number of researches are less in number. It appears that in the beginning, the emphasis was laid on how to define the concept. After that various types of relationship equity and individuals' reaction to a particular situation were explored. Recent empirical work examining the equity sensitivity construct has found that it increases the explanatory power of the equity theory (O'Neill and Mone, 1998).

This study has been designed and conducted to understand the equity sensitivity and motivational preferences of people in Indian context. This work is an effort to understand the choice and preference of employees in terms of what motivates them most and also to have an idea of equity sensitivity in Indian employees and the association of Equity sensitivity with the Job satisfaction and climate of their organization. Apart from equity sensitivity other main variables in the study are as follows.

Job Satisfaction

Job satisfaction has been considered as a function of perceived relationship between what one expects and obtains from one's job and how much importance he or she attributes to it (Kemelgor, 1982, Mobley and Locke, 1970). According to Greenberg and Baron (1990), job satisfaction may be defined as individual's cognitive, affective and evaluative reactions towards their jobs. Some other researchers have suggested that the level of satisfaction depends upon the correspondence between an individual's personal expectations, aspirations, and needs and the extent to which the organization fulfills these needs and matches these expectations and aspirations (Klien and Maher, 1968;).

In earlier studies, job satisfaction has been viewed as a uni-dimensional concept. However, it is now widely accepted that job satisfaction is multi-dimensional and its multiple dimensions should be related to specified independent variables. Scarpello and Campbell (1983) investigated the usefulness of single – item global measure of job satisfaction and suggested that global rating of overall job satisfaction may be more inclusive measure of overall job satisfaction than summation of many facet responses as the measure of overall job satisfaction.

What are the determinants of satisfaction and the underlying process, which makes people to fully satisfy with their job? To respond to these questions two influential approaches have been proposed. (a) Herzberg's two-factor theory, and (b) Locke's value theory. Herzberg developed his theory with the notion that there are two dimensions of job satisfaction

"hygiene" (or maintenance) and motivators. Motivators are main source of satisfaction.

Locke's value theory claims that job satisfaction exists to the extent that the job out-comes (such as rewards) an individual receives, matches those outcomes that are desired. The more people receive outcomes they value, the more satisfied they will be; the less they receive the less satisfied they will be. Hence, satisfied workforce may not make a one-to-one contribution to the productivity as such, yet the importance of job satisfaction may not be undermined. A satisfied workforce is desirable in its own right as dissatisfaction and frustrations may get reflected in ways that would affect the organizational effectiveness in various ways. In any case, job satisfaction may be a major contributor to employee *retainability* – a major concern in modern times for the management due to increase in the options for the contemporary work force.

Facilitating Climate

Climate denotes the characteristic behavioral process in a social system at one particular point in time. These processes reflect the members' values, attitudes, and beliefs, which thus have become part of the construct (Payne & Pugh, 1976). Campbell et al., 1970 also offered a definition, and usefully described four major dimensions of organizational climate. They were (a) individual autonomy; (b) degree of structure imposed on the position (c) reward orientation, and (d) consideration, warmth, and support. (Payne & Pugh, 1976). Theorists have defined organizational climate as summary perceptions of organization members (Schneider, 1975; Woodman & King, 1978). In early research, the "organizational" climate was the only concept of climate that was studied. Later on, the other two aspects (a) psychological, and (b) sub-system, have also been included. Glick (1985) argued that multiple units of theory and analysis in climate research are appropriate and at least individual, organizational, and subsystem units of theory and analysis should be recognized. Above mentioned views state that climate is a multi-terminal concept. Concepts such as equity (1965), open mindedness (Payne & Mansfield, 1973) that were originally considered to be independent of the climate consideration, have been recognized as climate dimensions.

The multi-dimensional nature of climate may be treated as a positive rather than negative characteristic of the modern climate concept, because it allows the concept to encompass numerous organizational as well as psychological dimensions.

It appears that the conceptualization of the climate and

its appropriate measurement strategies is still going through the process of refinement. Without going into such intricacies of the appropriateness of definition, approaches, and measurement methods, the present work was more concerned with was the simple fact that some organizational climate lead to favorable outcomes for organizational members, and on the other hand some climates may lead to unfavorable outcomes.

Domain of the Present Study

The present study was conducted to understand (a) motivation (to remain in the organization and to contribute to its well-being), (b) the role of organizational rewards and employee preferences of motivating factors (factors that motivate people to work and that make them to stay in an organization), job satisfaction (c) the perception of equity/inequity, and relationship with equity sensitivity and job satisfaction.

Therefore, the purpose of this research study was in three folds.

- What motivates people in a more general term? If they have to select equally important motivating factor what would be the trend?
- Taking equity sensitivity into account what would be the trend in Indian organizations, considering the two important aspects Benevolent and entitled dimensions of equity sensitivity.
- To find out impact of equity sensitivity on job satisfaction, and also to have an idea about the role of climate on job satisfaction.

Research Design

The study was designed and conducted in an exploratory survey research format followed by regression analysis with a view to gain on the following counts:

Quasi-experimental and action research are excluded as they may not be available as viable methods of explorations to the present researcher on account of constraints of time, status, and resources,

Opportunity to explore a relatively unexplored territory in real life setting similar to the one in which the research findings may finally find application,

Methodology

Instruments/ Measures. Most of the measures used in this study were either reliable or valid instruments or they have been used in the modified version of the original source. The broad description of measures follows.

Measure 1 : Equity. *Equity Sensitivity* measure was based on the available instrument for measuring equity sensitivity (Huseman, Hatfield & Miles).

Measure 2 : Job Satisfaction. This measure was based on the work of Cammann, Fichman, Jenkins and Klesh (1979); and Seashore, Lawler, Mirvis, and Cammann (1982). It consists of three items.

Measure 3 : Organizational climate and social facilitation questionnaire.

Measure 4 : Motivating factor. What motivates people? This method follows several items that researcher has taken from the various authors' work. However, predominantly ideas were adapted from the work of Kovach (1987).

Sample

Two hundred and thirty six Senior and Middle level Indian executives from public sector unit (organization) with difference in designation were selected as respondents: The mean age of the participants was 37 years. The location of this study was three locations of India, but participants were from various demography as far as their native place is concerned since they worked for a particular unit.

Procedure

Owing mainly to the constraints of time and other resources purposive sampling was used. Data were collected mainly during office hours from three major cities following two states of India. An attempt was made to have them fill the questionnaire in the physical presence of researcher but on certain occasions the instruments were returned later.

In the present study the selection of variables is based on the best motivating factor.

Initially, the selection of variables were made on the basis of (a) literature review, and (b) a pre-pilot survey in the field setting supported by (c) the first hand information obtained from a overall number of prospective respondents from the local organizations. The final questionnaire was prepared keeping in view the insights and experiences gained during the pilot run. The researcher has made the items scrutinized mainly with a view to keep the questionnaire clear to understand for the respondents, and to maintain a fair degree of content validity. Initially, it was planned to keep an equal number of respondents from each organization in the sample. This however, was not possible due to constraints like overall number of executives available with one organization.

Social desirability may bias the responses if the subject responds to conform to a socially acceptable or a

socially desirable characteristic. The investigator has taken reasonable amount of pains to assure the respondents that their true responses would be of utmost value and that there was no typically right or wrong answers possible to any of the questions.

Presuming that the social atmosphere during data collection would not be vitiated with any pressures toward conformity, the investigator is reasonably convinced that the obtained data would be by and large free from the contamination arising out of (a) researcher's own biases, (b) social desirability factor, and (c) non-cooperation of the respondents.

Results and Conclusion

In the present work researcher has taken mainly open-ended survey followed by the percentile ratio and regression analysis method. All the instruments (that may be amenable) were subjected to Factor Analysis. Factor analysis helps in data reduction and identification of meaningful underlying dimensions of the constructs under investigation. Only those dimensions or subscales were retained that show Cronbach's alpha reliability coefficient (for internal consistency of items) equal to or more than 0.70 (as per Nunnally's (1978) recommendations). Regression analysis helped the researcher in ascertaining the strength of association of the predictor variables with the criterion variables. To get the most preferred motivating factor researcher has taken the help of getting average and highest preferred factor with the help of mode.

The result mentioned in Exhibit **Two** describes that out of 236 executives 22% feel recognition is the factor that motivates them most. Though they do not get recognition most of the time, but given a chance to perceive and think the best motivating factor from the job would be Recognition, that is also correlated with contribution, feeling of giving boost the morale. (The question was directly asked "according to you what motivates people at work, give ranking highest to lowest". This was the open-ended question.)

Exhibit Two also shows the factors that are very less motivating for individual, for example, security and friendship at work place has taken the least preference in the list of motivating factor, which itself describes the objective of professional thinking at work place. It also shows the sincerity and believing in the fair and just processes at work place. These results do not confirm the notion that public sector unit in Indian scenario still inculcate and nurture personal relationship at work. Rather it shows that climate of public sector unit is also changing keeping in line with the multinational organization that are flourishing in India.

To find out the equity sensitivity among employee ESI instrument were implemented.

Exhibit three describes that the maximum number of people turned out to be in the benevolent category, entitleds were supported by the equity sensitive. To proceed further an analysis has been done to calculate the regression to have an idea that how benevolent and entitled feel for their job *per se*. what kind of satisfaction they have from their work and how the climate of their organization is making them to feel satisfied.

Results mentioned in **Table one** describe that in the final categorization of **benevolent, and entitled, benevolent** feel a greater level of job satisfaction in the dimension of contribution to organization and overall job satisfaction the β score 0.26 and adjusted R^2 was 0.23 that was also significant and it proved the point. Whereas entitled do not feel satisfaction from the job and overall satisfaction is also negative, the score of entitled on the dimension of taking benefit from the organization was high and it was a matter of job satisfaction for the entitled. The β score was -0.47 and adjusted R^2 was 0.22, hence entitled behavior got an association but in negative manner. Further, the analysis points out that social facilitation and climate also play an important role to the job satisfaction. Each level the strength of association is positive. The climate dimension, of opportunity to grow was significantly associated with overall job satisfaction, the significant β and adjusted R^2 0.42 and 0.20. While in the sense of contribution dimension with self-satisfaction it was 0.21 and adjusted R^2 was 0.42.

The pattern of results of **Table one** denotes that entitled benevolent reacts differently towards their job; it may be related to the different level of preferences towards motivation. The findings of this study confirm the notion of the previous researches in the area of equity sensitivity that proposes that Benevolents will have the highest level of job and pay satisfaction, significantly they will contribute towards higher level for the growth of the organization, whereas entitled would always look towards organization for gaining and taking maximum benefit to feel more satisfied. In terms of perceived motivating factor respondents selected recognition would be the best motivator that can be directly correlated with sense of contribution. Findings of this study also highlight the issue that benevolent are more tolerant of under-reward than others, and are more satisfied than entitled and equity sensitives regardless of reward level; entitled would be highly dissatisfied with their job when they are under-rewarded. Moreover, there is remarkable learning in terms of finding that there were no significant aspects for the original theory of equity, which say that people are more satisfied when their outcome/input ratio is equal. In this study the researcher found that people

were satisfied and happy when they were being over-rewarded or under rewarded and feeling of equity sensitivity emerged when they were in benevolent and entitled.

This study also adds a significant insight that employees in public sector unit see contribution as most significant motivator and contribution prevail at the higher level. This could be significant associated with the loyalty towards organization, there could be one argument and important logic that may propose that they do not have much opportunity to change the organization very frequently for their own reason, another could be the reward pattern in Public sector unit is very fixed and slow in nature than the private sector enterprises and MNCs, hence the attitude is more towards on the Benevolent side and over a period of time the expectation in terms of reward and outcome have become low.

Limitations of the Study and Suggestion for Future Research

There are not many research findings available on equity sensitivity concept consequently, on the criterion of "Who cares" (Whetten, 1989). Since there is no significant research in this area and particularly in Indian context, the chances of falsifiability may not be very high. Another important problem is related to the sample size, particularly for testing behavior in the equity sensitivity continuum may create some complications, and also it would be difficult to precisely describe the nature of task in the organizations of choice. Besides, the three aspects of continuum of equity sensitivity dimension may not be very clear in terms whether it is state or trait. In this kind of study structured interview schedules originating in some other culture are commonly used for research. Barrett (1972) states, "although there may be a number of substantive reasons why different researchers arrive at varying conclusions, perhaps the greatest difficulty in conducting survey research is assuring the accuracy of measurement of the constructs under examination". As mentioned above this study examines the equity sensitivity aspects among public sector unit employee, it is very much desired to study the employee motivators and there equity sensitivity dimension in the context of MNCs operating in India.

Till date, including the study like present one people use equity sensitivity as independent variable, there is a need to find study equity sensitivity as dependent variable and researchers should try to find out the variables at consequence level; the factors that are responsible independently. Though this study focuses on the motivating factor among employee but there is also an important need to find out that what kind of

motivating factors and preferences are associated with entitled, benevolent and equity sensitive individuals, it is desirable to study the relationship between the two. Given the lack of empirical work in such areas, it may be treated as a worthwhile endeavor anyway in spite of its limitations, as there could be no denying the fact that equity is one of the most potent predictors of employee motivation to contribute to the organizational endeavors.

Exhibit II: The Most Important Motivational Factors (Indian Context)

Year (2006)	Most Important Motivational Factor
1 st	Recognition (22%)
2 nd	Good wages (21%)
3 rd	Interesting work (18%)
4 th	Promotion and advancement (15%)
5 th	Flexibility from employer (10%)
6 th	Doing meaningful work (8%)
7 th	Job security (4%)
8 th	Friendship on my job (1%)
9 th	Poximity with my home town (1%)

(What motivates at work: sample size 236 based on the survey conducted at the year 2006 for present study)

Exhibit III: Maximum Turned out in the Benevolent Category - Entitleds Supported by the Equity Sensitive.

Equity Sensitive Sensitive Fair	Benevolent Equity Sensitive	Equity Entitled
54.25%	9.75%	36%
128 persons	23 persons	85 persons

Categorizations of equity sensitivity construct: sample size 236.

Table I :Summary of Regression Analysis Results with Equity Sensitivity Predicting Job Satisfaction

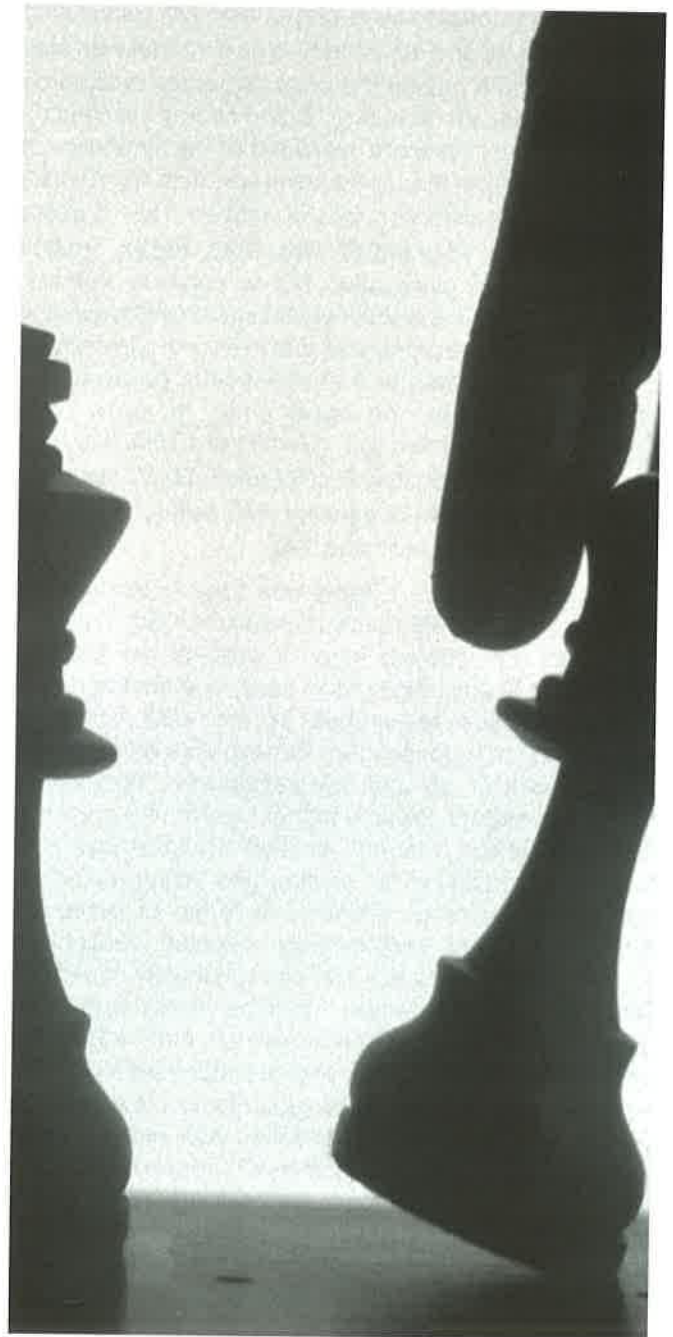
Equity Sensitivity Dimensions	β Weights and R^2	Job Satisfaction
Benevolent: Contribution to Organization	$\beta = 0.26^{**}$ Adj.R ² = .22	Overall Job satisfaction
Benevolent: Feeling of Giving to Organization	$\beta = 0.45^*$ Adj.R ² = .28	Overall self satisfaction: context of Job
Entitled : Benefit from the organization	$\beta = -.47^{**}$ Adj.R ² = .22	Overall Job Satisfaction
Entitled: sense of receiving from the organization	$\beta = -.23^{**}$ Adj.R ² = .14	Overall self satisfaction: context of Job

Note: * $p < 0.05$; ** $p < 0.01$

Table II: Summary of Regression Analysis Results with Facilitating Climate and Social Facilitation

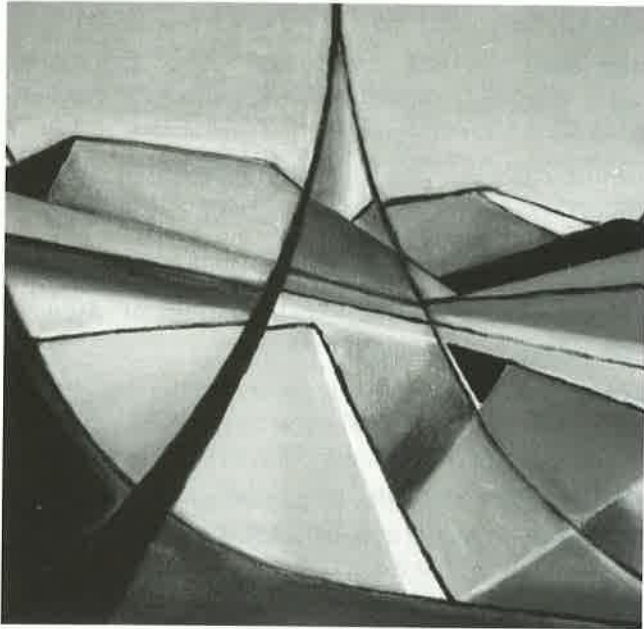
Climate dimension		Job satisfaction
Opportunity to grow	$\beta = .42^{**}$ Adj.R ² = .20	Overall Job satisfaction
Sense of contribution	$\beta = .21$ Adj.R ² = .42	Overall self satisfaction context of job
Acceptance of ideas at greater level	$\beta = .38^*$ Adj.R ² = .18	Overall Job satisfaction

Note: * $p < 0.05$; ** $p < 0.01$



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