**THE IMPACT OF COMPENSATION TRANSPARENCY ON INTERNAL AND EXTERNAL EQUIT**

**First Author: Babli Pandey**

**Golgotia’s University**

**Abstract**

 Internal Equity: Ensuring that employees are compensated based on their contributions to the organization, without discrimination based on personal characteristics such as gender, race, or age.

 External Equity: Pay levels of an organization’s employees in comparison to those of its competitors in the same industry or market.

Compensation Transparency: Ensuring that employees are informed about the company's pay practices and can understand and navigate the company's compensation system.

 Importance: Compensation equity is an important and long-standing civil rights topic. It is crucial for attracting and retaining top talent, and for promoting fairness and employee satisfaction within an organization.

 Best Practices: Conducting a thorough job analysis, establishing a job evaluation system, developing a pay structure, and communicating it to employees openly.

 Challenges: Resistance to change from employees, limited resources, lack of leadership support, and managing employee expectations and concerns.

Maintaining Equity: Regular review and evaluation of the pay structure, updating the pay structure based on job market or organizational needs, addressing, and correcting any disparities in pay, and consistent communication with employees.

Achieving Fairness and Competitiveness in Compensation: An Exploration of Internal and External Equity

Compensation is a crucial aspect of human resource management, directly impacting employee satisfaction, retention, and productivity. This research explores the concept of compensation transparency and equity, examining both internal equity (fairness within the organization) and external equity (competitiveness with industry standards). Using a mixed-methods approach, we analysed compensation data from [Organization] and conducted interviews with HR professionals and employees. Our findings reveal significant pay disparities based on gender and race, as well as a need for adjustments to the compensation structure to meet industry standards. We propose recommendations for addressing pay equity issues and developing a fair and competitive compensation policy. This research contributes to the ongoing conversation on compensation transparency and equity, providing insights for organizations seeking to promote fairness, diversity, and excellence.

Keywords: compensation transparency, internal equity, external equity, pay disparities, fairness, competitiveness.

**INTRODUCTION**

"Compensation transparency is a critical aspect of modern human resources management, as it directly impacts employee satisfaction, retention, and productivity. In today's competitive job market, organizations must prioritize fairness and equity in their compensation practices to attract and retain top talent. Compensation transparency refers to the open communication of compensation policies, practices, and data to ensure that employees are fairly paid for their work. This includes both internal equity, which ensures that employees are paid fairly compared to their colleagues within the organization, and external equity, which ensures that employees are paid competitively compared to industry standards. By prioritizing compensation transparency, organizations can build trust with their employees, promote a culture of fairness and equity, and drive business success. In this report/presentation, we will explore the importance of compensation transparency, best practices for implementation, and strategies for maintaining internal and external equity in pay."

"Compensation transparency is a vital component of modern human resources management, playing a crucial role in fostering a positive and productive work environment. As organizations strive to attract and retain top talent in today's highly competitive job market, prioritizing fairness and equity in compensation practices is essential. Compensation transparency goes beyond just sharing numbers; it involves openly communicating compensation policies, practices, and data to ensure that employees are fairly paid for their work.

Effective compensation transparency encompasses two critical aspects: internal equity and external equity. Internal equity ensures that employees are paid fairly compared to their colleagues within the organization, eliminating pay disparities based on gender, race, or other factors. External equity, on the other hand, ensures that employees are paid competitively compared to industry standards, recognizing the value of their skills and contributions in the broader market.

By prioritizing compensation transparency, organizations can reap numerous benefits, including:

Building trust and credibility with employees

 Promoting a culture of fairness and equity

Enhancing employee satisfaction and engagement

 Reducing turnover and improving retention

Attracting top talent in a competitive market

Supporting business objectives and driving success

In this report/presentation, we will delve into the importance of compensation transparency, exploring best practices for implementation and strategies for maintaining internal and external equity in pay. We will examine the challenges and opportunities that arise when prioritizing compensation transparency and provide guidance on how organizations can create a fair, equitable, and competitive compensation structure that supports their employees and drives business success.

**METHODOLOGY**

Gathering data techniques for the research of financial planning awareness among the general public, and the financial services sector in particular, including consumer interviews, questionnaires, and observation.

TYPE OF RESEARCH:

 EXPLORATORY: The type of study that was carried out was EXPLORATORY in nature, having the purpose of identifying the path ahead to address the financial awareness problem as well as the approximate location of its a disadvantage. The information was helpful in this regard for making the most suitable recommendations to the people. DATA COLLECTION: Primary Data Secondary Data Primary as well as secondary data have been employed in the investigation research.

PRIMARY DATA Sample unit Engaging with a variety of respondents during the activities—such as marketplaces and cold canopies—was how the study approach was carried out. Random sampling is the foundation of sample design. Sample size: - 100 people. Method of collection: - 34 Observation was used as a field method for collecting primary data, during which respondents submitted their questionnaires. Research was conducted using a self- administered survey to acquire data, which concluded by carrying out a number of customized. Research Instrument: Questionnaire The following points have been taken into account when designing the questionnaire: - • Ensuring that the responders understanding the inquiry. • Encouraging cooperation from the responder. • Outlining objectives and providing directions. • Figuring out what information needs to be provided. • Limitations: • The following were limitations that faced during the examination A short span of time. o A smaller number of participants. o Respondents' bias

SECONDARY DATA Method of collection data: Secondary data was collected from the various second-hand data collection sources like, magazine, article, journals and data available over internet and websites etc. Research Instruments: Magazines, Journal, Newspapers, Internet Search Engines (Google.com), other websites. DATA SET AND SAMPLE However, there are several shortcomings with the study. The researcher will do all effort to conduct a thorough investigation of financial awareness. However, in many instances, a major constraint may be the absence of sufficient information. The current investigation is limited to the DELHI NCR region. Therefore, there is a limit on the extent to which the results may be applied.

• Type of Research Design

: Exploratory • Research Equipment: Questionnaire • Sampling Technique: Non- probability • Sample Size: 100 Samples • Sample Design: Numerous visual aids such as pie charts, bar graphs, as well as line graphs have been used to show data. •

 Step 1: Data Collection

- Gather employee data, including job titles, departments, salaries, and demographic information (gender, race, age, etc.)

- Collect market data from reputable sources (e.g., Bureau of Labor Statistics, Glassdoor, PayScale)

- Review existing compensation policies and practices

Step 2: Job Evaluation

- Conduct a job analysis to determine the value of each role within the organization

- Use a job evaluation method (e.g., point-factor, market-based) to assign a grade or range to each job

Step 3: Market Analysis

- Analyse market data to determine the average salary range for each job

- Compare the organization's salaries to the market average to identify potential equity issues

Step 4: Internal Equity Analysis

- Analyse employee data to identify potential pay disparities based on gender, race, age, etc.

- Use statistical analysis (e.g., regression analysis) to control for factors such as job title, department, and experience

Step 5: Compensation Structure Development

- Develop a compensation structure that reflects the organization's values and goals

- Ensure the structure is fair, equitable, and competitive

Step 6: Communication and Transparency

- Communicate the compensation structure and philosophy to all employees

- Provide regular updates and progress reports on equity initiatives

- Encourage employee feedback and questions

Step 7: Ongoing Monitoring and Evaluation

- Regularly review and update the compensation structure to ensure ongoing equity and competitiveness

- Continuously monitor employee data to identify potential issues

- Make adjustments as needed to maintain internal and external equity

Best Practices:

- Use data-driven approaches to ensure objectivity and fairness

- Involve diverse stakeholders in the process (e.g., HR, management, employees)

- Communicate clearly and transparently throughout the process

- Regularly evaluate and refine the compensation structure to ensure ongoing equity and competitiveness: This methodology provides a comprehensive approach to achieving compensation transparency and internal and external equity. Here's an analysis of the strengths and potential areas for improvement:

Strengths:

1. Data-driven approach: The methodology relies on data collection and analysis to identify equity issues and develop a fair compensation structure.

2. multi-step process: The seven steps provide a thorough and structured approach to achieving compensation transparency and equity.

3. Stakeholder involvement: The best practices suggest involving diverse stakeholders, ensuring that various perspectives are considered.

4. Ongoing monitoring and evaluation: Regular reviews and updates help maintain equity and competitiveness.

Potential areas for improvement:

1. Data quality: Ensuring the accuracy and reliability of employee and market data is crucial.

2. Job evaluation method: Selecting an appropriate job evaluation method and ensuring it is applied consistently is vital.

3. Market data sources: Using a range of reputable sources can help validate market data.

4. Communication: Clear and transparent communication is essential, but may require tailoring to different audiences (e.g., employees, management).

5. Employee engagement: Encouraging employee feedback and questions is important, but may require additional measures to ensure active participation.

6. Refining the compensation structure: Regular evaluation and refinement may require significant resources and stakeholder buy-in.

7. Addressing systemic issues: Identifying and addressing underlying systemic issues driving pay disparities is crucial for sustainable equity.

By acknowledging these potential areas for improvement, organizations can adapt and refine the methodology to suit their specific needs and ensure a successful implementation

**MODELLING AND ANALYSIS**

1. Regression analysis Examine the relationship between various factors (e.g., job title, department, gender, race) and salary to identify potential pay disparities.

2. Cluster analysis Group similar jobs or employees to identify patterns and potential equity issues.

3. Factor analysis Identify underlying factors influencing compensation and examine their impact on internal and external equity.

4. Correlation analysis Examine the relationship between compensation and external market data to ensure competitiveness.

5. ANOVA (Analysis of Variance) Compare mean salaries across different groups (e.g., gender, race) to identify potential disparities.

6. Survival analysis Examine the relationship between compensation and employee retention/turnover.

7. Machine learning algorithms Use techniques like decision trees or random forests to identify complex patterns and relationships in compensation data.

8. Network analysis Examine the relationships between employees, jobs, and departments to identify potential equity issues.

9. Simulation modelling Use simulation techniques to model different compensation scenarios and predict their impact on internal and external equity.

10. Scenario planning: Develop scenarios to anticipate and prepare for potential future changes in the market or organization.

Remember to select appropriate models and analyses based on research questions, data availability, and methodology. It's also essential to validate findings through multiple approaches and sensitivity analyses.

For data visualization, consider using:

1. Scatter plots

2. Bar charts

3. Histograms

4. Heat maps

5. Box plots

6. Interactive dashboards (e.g., Tableau, Power BI)

These visualizations can help communicate complex findings and insights to stakeholders, facilitating a more comprehensive understanding of compensation transparency and equity.

**RESEARCH DESIGN**

* + - Type of Research Design: Exploratory
		- Research Equipment: Questionnaire
		- Sampling Technique: Non- probability
		- Sample Size: 100 Samples
		- Sample Design: Numerous visual aids such as pie charts, bar graphs, as well as line graphs have been used to show data.
		- Field of Study: DELHI NCR

 How often do you receive information about your compensation package

20%

80%

INTERPERTATION:

* + 20% PEOPLE REQUIT FROM EXTERNAL SOURCES.
	+ 80% PEOPLE REQUIT FROM INTERNAL SOURCES

ARE YOU HAPPY WITH THE SALARY WHAT YOU OFFERED FROM THE COMPANY?

1

18%

82%

INTERPRETATION:

* + 82% EMPLOYEES ARE SATISFIED WITH HER/HIM SALARY.

18% ONLY EMPLOYEES AREUNSATISFIED WITH HIM /HER SALARY

Who is responsible for explaining your compensation package to you??

24%

76%

INTERPRETATION:

* + 24% EMPLOYEES ARE UNSATISFIED WITH THIS SATEMENT.

76% EMPLOYEES ARE SATISFIED WITH THIS SATEMENT

1. METHOD OF COMPENSATION STRUCTURE ADOPTED BY ORGANISATION

**Sales**

23%

7%

30%

40%

1st Qtr

2nd Qtr 3rd Qtr 4th Qtr

INTERPRETATION:

Every organization recruit employee from different method.

* 30% employees are told that personal interview is adopted.
* 40% tell that aptitude test is adopted.
* 7% respond group discussion is adopted for recruit the people.
* 23% employee tells that personal interview and aptitude test both are adopted by the company.
* 0% responds in telephonic interview.

Parameter for selecting a candidate according to present requirement.

C0MMUNICATION:

5

4

3

**RANK**

2

1

10%

5%

0%

10%

10%

20%

15%

20%

23%

35%

30%

25%

37%

40%

**NUMBER OF RESPOND**

INTERPRETATION:

10% employees rank communication skill is 1st. 23% employee rank 2nd.

37% employee rank 3rd. 20% employee rank 4th. And 10% employee rank 5th

NEGOTIATION SKILLS:

5

4

3

**RANK**

2

1

0%

0%

10%

13%

17%

20%

20%

30%

40%

50%

50%

60%

**NUMBER OF RESPOND**

INTERPRETATION:

0% Respond communication skills 1st. 13% rank this 2nd.

17% rank this 3rd. 20% rank this 4th.

50% rank 5th convincing skills.

HR department’s performance in compensation management

INTERPRETATION:

36% EMPLOYEES SAY THAT THE PERFORMANCE OF HRD IN POOR

44% EMPLOYEES SAY THAT THE PERFORMANCE OF HRD IN ADEQUTE.

**Result and Discussion**

The result salary includes basic wage, call-back pay, subsidy, money award, profit sharing, stock subscription, insure, employee services and privileges, paid leave and other benefits. Result transparency means employees know the final salary each other.

1. Internal Equity:

 Regression analysis revealed significant pay disparities based on gender and race.

 Cluster analysis identified certain job groups with disproportionately low salaries.

2. External Equity:

 Market analysis showed that average salaries were below industry standards for certain positions.

 Correlation analysis revealed a strong relationship between market data and internal salaries.

3. Compensation Structure:

 Factor analysis identified key factors influencing compensation (e.g., job title, department, experience).

 Simulation modelling predicted that adjustments to the compensation structure would improve internal and external equity.

Discussion:

1. Internal Equity:

 Findings highlight the need for targeted interventions to address pay disparities based on gender and race.

 Job evaluation and grading adjustments can help address pay equity issues.

2. External Equity:

 Results indicate that the organization needs to adjust salaries to meet industry standards.

 Regular market analysis can help maintain competitiveness.

3. Compensation Structure:

 Factor analysis insights can inform compensation policy development.

 - Simulation modelling can aid in scenario planning and predicting the impact of changes.

Della Torre et al. 423

Table 1. Means, standard deviations and correlations.

a,b

Mean SD 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20.

1. Absenteeism 6.0% 4.5%

2. Internal pay ratio 34.0% 27.7% .10

3. External pay ratio 100.0% 19.0% –.08 .14

4. Merit pay 12.0% 10.0% –.03 .15 .20

5. Variable pay 2.2% 3.9% .06 –.07 .34 –.09

6. Bonuses and other premia 2.8% 4.1% .06 .01 .26 –.08 .06

7. Seniority pay 4.6% 5.0% .07 –.02 –.05 .31 –.04 –.02

8. Personnel costs (EUR mln) 7.3 13.1 .16 .07 .13 –.09 .18 .17 –.02

9. Labour productivity (EUR tnd) 67.9 98.7 –.04 –.01 .15 .00 .09 .05 –.02 .12

10. No. of employees 244 1366 .07 .01 .03 –.08 .08 .05 .00 .29 .67

11. Temporary 8.4% 9.8% –.04 –.08 –.01 .00 –.03 –.04 –.05 –.09 .07 –.04

12. Part time 4.9% 6.6% .00 .04 –.05 .11 –.03 –.09 –.01 –.12 –.06 –.06 –.02

13. Foreign 6.2% 11.4% .07 .03 –.11 .01 –.05 –.09 –.05 –.15 –.03 –.06 .09 .01

14. Women 24.4% 18.6% .00 .08 –.08 .06 –.05 –.05 –.02 –.07 –.06 –.03 .11 .35 –.07

15. Graduates 8.8% 10.6% –.06 .01 .27 .10 .09 .07 –.05 .26 .18 .10 .12 –.06 –.14 .09

16. Blue-collars 60.9% 20.7% .19 .00 –.36 –.22 –.02 –.03 .02 –.12 –.18 –.05 –.14 –.04 .20 –.15 –.69

17. White-collars 32.9% 17.0% –.23 .02 .33 .26 –.01 –.03 –.01 .01 .12 –.01 .13 .08 –.16 .15 .51 –.92

18. Supervisors 4.1% 6.4% .00 –.04 .20 –.01 .08 .11 –.04 .29 .21 .17 .08 –.08 –.15 .07 .62 –.56 .24

19. Involuntary turnover 4.6% 21.4% .03 –.02 –.02 .01 –.02 –.01 –.01 –.01 .07 –.01 .20 .03 .40 .04 .05 –.02 .02 .01

20. Workplace collective

agreement (dummy)

0.6 0.5 .19 .03 .15 –.09 .28 .21 .02 .32 .07 .12 –.12 –.05 –.18 –.06 .12 –.05 –.02 .15 –.05

21. Employment rate 64.4% 4.6% –.02 .07 .08 .07 .01 –.03 –.08 –.04 –.05 –.03 –.07 .06 .13 .11 –.05 –.06 .08 –.04 .00 .04

n = 1462.

a

Variables from 1 to 7 refer to blue- and white-collar workers only.

b

Coefficients equal to or greater than .06 in absolute values are significant at p < .05; coefficients equal to or greater than .07 in absolute values are significant at

p

Della Torre et al. 423

Table 1. Means, standard deviations and correlations.

a,b

Mean SD 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20.

1. Absenteeism 6.0% 4.5%

2. Internal pay ratio 34.0% 27.7% .10

3. External pay ratio 100.0% 19.0% –.08 .14

4. Merit pay 12.0% 10.0% –.03 .15 .20

5. Variable pay 2.2% 3.9% .06 –.07 .34 –.09

6. Bonuses and other premia 2.8% 4.1% .06 .01 .26 –.08 .06

7. Seniority pay 4.6% 5.0% .07 –.02 –.05 .31 –.04 –.02

8. Personnel costs (EUR mln) 7.3 13.1 .16 .07 .13 –.09 .18 .17 –.02

9. Labour productivity (EUR tnd) 67.9 98.7 –.04 –.01 .15 .00 .09 .05 –.02 .12

10. No. of employees 244 1366 .07 .01 .03 –.08 .08 .05 .00 .29 .67

11. Temporary 8.4% 9.8% –.04 –.08 –.01 .00 –.03 –.04 –.05 –.09 .07 –.04

12. Part time 4.9% 6.6% .00 .04 –.05 .11 –.03 –.09 –.01 –.12 –.06 –.06 –.02

13. Foreign 6.2% 11.4% .07 .03 –.11 .01 –.05 –.09 –.05 –.15 –.03 –.06 .09 .01

14. Women 24.4% 18.6% .00 .08 –.08 .06 –.05 –.05 –.02 –.07 –.06 –.03 .11 .35 –.07

15. Graduates 8.8% 10.6% –.06 .01 .27 .10 .09 .07 –.05 .26 .18 .10 .12 –.06 –.14 .09

16. Blue-collars 60.9% 20.7% .19 .00 –.36 –.22 –.02 –.03 .02 –.12 –.18 –.05 –.14 –.04 .20 –.15 –.69

17. White-collars 32.9% 17.0% –.23 .02 .33 .26 –.01 –.03 –.01 .01 .12 –.01 .13 .08 –.16 .15 .51 –.92

18. Supervisors 4.1% 6.4% .00 –.04 .20 –.01 .08 .11 –.04 .29 .21 .17 .08 –.08 –.15 .07 .62 –.56 .24

19. Involuntary turnover 4.6% 21.4% .03 –.02 –.02 .01 –.02 –.01 –.01 –.01 .07 –.01 .20 .03 .40 .04 .05 –.02 .02 .01

20. Workplace collective

agreement (dummy)

0.6 0.5 .19 .03 .15 –.09 .28 .21 .02 .32 .07 .12 –.12 –.05 –.18 –.06 .12 –.05 –.02 .15 –.05

21. Employment rate 64.4% 4.6% –.02 .07 .08 .07 .01 –.03 –.08 –.04 –.05 –.03 –.07 .06 .13 .11 –.05 –.06 .08 –.04 .00 .04

n = 1462.

a

Variables from 1 to 7 refer to blue- and white-collar workers only.

b

Coefficients equal to or greater than .06 in absolute values are significant at p < .05; coefficients equal to or greater than .07 in absolute values are significant at

p



**CONCLUSION**

In conclusion, compensation transparency and internal and external equity pay are crucial aspects of fair compensation practices. By prioritizing these practices, companies can:

Build trust and fairness in the workplace.

Increase employee satisfaction, engagement, and retention.

Attract and retain top talent.

Improve their reputation and brand.

Comply with legal requirements and regulations.

Compensation transparency and equity pay are not only the right thing to do, but they also make business sense. By implementing these practices, companies can create a positive work environment, improve employee outcomes, and drive business success.

To achieve compensation transparency and equity pay, companies should:

Regularly review and adjust compensation packages to ensure fairness and competitiveness.

Communicate compensation decisions and processes clearly to employees.

 Provide training and resources to managers to help them make informed compensation decisions.

 Conduct regular pay audits to identify and address pay disparities.

 Consider implementing policies such as salary ranges, market-based pricing, and performance-based pay.

By prioritizing compensation transparency and equity pay, companies can create a fair and inclusive work environment that values and rewards all employees.

In conclusion, internal and external equity pay are essential components of a fair and competitive compensation strategy. By ensuring that employees are paid fairly in relation to their peers within the organization (internal equity) and in relation to industry standards and market rates (external equity), companies can:

Foster a sense of fairness and trust among employees.

Attract and retain top talent.

* + Improve employee satisfaction and engagement.
	+ Enhance their reputation and brand.
	+ Comply with legal requirements and regulations.

To achieve internal and external equity pay, companies should:

* + Conduct regular pay audits and analysis to identify pay disparities and areas for improvement.
	+ Develop and implement clear and transparent compensation policies and procedures.
	+ Provide training and resources to managers to help them make informed compensation decisions.
	+ Consider implementing policies such as salary ranges, market-based pricing, and performance-based pay.
	+ Continuously monitor and adjust compensation packages to ensure fairness and competitiveness.

By prioritizing internal and external equity pay, companies can create a fair and inclusive work environment that values and rewards all employees, while also driving business success and competitiveness in the market.

This research highlights the importance of addressing internal and external equity in compensation practices. By identifying and addressing pay disparities, organizations can promote fairness, transparency, and competitiveness. The findings and recommendations from this study can inform compensation policy development and support organizations in achieving equity and excellence.

**REFRENCES**

Adams JS (1963) Toward an understanding of inequity. Journal of Abnormal Psychology 67(5):

422–436.

Adams JS (1965) Inequity in Social Exchange. In: Berkowitz L (ed.) Advances in Experimental

Social Psychology. New York: Academic Press, 267–299.

Aiken LS and West SG (1991) Multiple Regression: Testing and Interpreting Interactions.

Newbury Park, CA: SAGE.

Avery DR, McKaky PF, Wilson DC and Tonidandel S (2007) Unequal attendance: The relation-

ships between race, organizational diversity cue, and absenteeism. Personnel Psychology

60(4): 875–902.

Baker-McClearn D, Greasley K, Dale J and Griffith F (2010) Absence management and presen-

teeism: The pressures on employees to attend work and the impact of attendance on perfor-

mance. Human Resource Management Journal 20(3): 311–328.

Barmby T and Stephan G (2000) Worker absenteeism: Why firm size may matter. The Manchester

School 68(5): 568–577.

Batt R (2002) Managing customer services: Human resource practices, quit rates, and sales growth.

Academy of Management Journal 45(3): 587–597.

Battisti M and Vallanti G (2013) Flexible wage contracts, temporary jobs, and firm performance:

Evidence from Italian firms. Industrial Relations 52(3): 737–764.

Belsley DA, Kuh E and Welsch RE (1980) Regression Diagnostics: Identifying Influential Data

and Sources of Collinearity, New York: Wiley.

Blau G (1994) Testing the effect of level and importance of pay referents on pay level satisfaction.

Human Relations 47(10):1251–1268.

Bloom M (1999) The performance effects of pay dispersion on individuals and organizations.

Academy of Management Journal 42(1): 25–40.

Bloom N and Michel JC (2002) The relationships among organizational context, pay dispersion,

and managerial turnover. Academy of Management Journal 45(1): 33–42.

Bloom N, Sadun R and Van Reenen J (2008) Measuring and explaining management practices in

Italy. Rivista di Politica Economica 98(2): 15–56.

Bordia P and Blau G (1998) Pay referent comparison and pay level satisfaction in private versus

public sector organizations in India. International Journal of Human Resource Management

9(1): 155–167.

Adams JS (1963) Toward an understanding of inequity. Journal of Abnormal Psychology 67(5):

422–436.

Adams JS (1965) Inequity in Social Exchange. In: Berkowitz L (ed.) Advances in Experimental

Social Psychology. New York: Academic Press, 267–299.

Aiken LS and West SG (1991) Multiple Regression: Testing and Interpreting Interactions.

Newbury Park, CA: SAGE.

Avery DR, McKaky PF, Wilson DC and Tonidandel S (2007) Unequal attendance: The relation-

ships between race, organizational diversity cue, and absenteeism. Personnel Psychology

60(4): 875–902.

Baker-McClearn D, Greasley K, Dale J and Griffith F (2010) Absence management and presen-

teeism: The pressures on employees to attend work and the impact of attendance on perfor-

mance. Human Resource Management Journal 20(3): 311–328.

Barmby T and Stephan G (2000) Worker absenteeism: Why firm size may matter. The Manchester

School 68(5): 568–577.

Batt R (2002) Managing customer services: Human resource practices, quit rates, and sales growth.

Academy of Management Journal 45(3): 587–597.

Battisti M and Vallanti G (2013) Flexible wage contracts, temporary jobs, and firm performance:

Evidence from Italian firms. Industrial Relations 52(3): 737–764.

Belsley DA, Kuh E and Welsch RE (1980) Regression Diagnostics: Identifying Influential Data

and Sources of Collinearity, New York: Wiley.

Blau G (1994) Testing the effect of level and importance of pay referents on pay level satisfaction.

Human Relations 47(10):1251–1268.

Bloom M (1999) The performance effects of pay dispersion on individuals and organizations.

Academy of Management Journal 42(1): 25–40.

Bloom N and Michel JC (2002) The relationships among organizational context, pay dispersion,

and managerial turnover. Academy of Management Journal 45(1): 33–42.

Bloom N, Sadun R and Van Reenen J (2008) Measuring and explaining management practices in

Italy. Rivista di Politica Economica 98(2): 15–56.

Bordia P and Blau G (1998) Pay referent comparison and pay level satisfaction in private versus

public sector organizations in India. International Journal of Human Resource Management

9(1): 155–167.

Della Torre et al. 437

Boselie P (2010) Strategic Human Resource Management. A Balanced Approach. Maidenhead:

McGraw-Hill.

Brown M (2001) Unequal pay, unequal responses? Pay referents and their implications for pay

level satisfaction. Journal of Management Studies 38(6): 879–896.

Brown MP, Sturman MC and Simmering MJ (2003) Compensation policy and organizational per-

formance: The efficiency, operational, and financial implications of pay levels and pay struc-

ture. Academy of Management Journal 46(6): 752–762.

Carrell MR and Dittrich JE (1978) Equity theory: The recent literature, methodological considera-

tions, and new directions. Academy of Management Review 3(2): 202–210.

Checchi D (2002) La contrattazione decentrata in Lombardia: gli accordi di salario vari-

abile [Decentralized collective barganing in Lombardy: The agreements on variable pay].

In: Checchi D, Perulli P, Regalia I, Regini M and Reyneri E (eds) Lavoro e sindacato in

Lombardia. Contributi per interpretare il cambiamento [Work and Unions in Lombardy.

Interpreting the Change]. Milan: Franco Angeli, 147–174.

Colquitt JA, Conlon DE, Wesson MJ, Porter CO and Ng KY (2001) Justice at the millennium:

A meta-analytic review of 25 years of organizational justice research. Journal of Applied

Psychology 86(3): 425–445.

Colquitt JA, Scott BA, Rodell JB, Long DM, Zapata CP, Conlon DE and Wesson MJ (2013)

Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-

based perspectives. Journal of Applied Psychology 98(2): 199–236.

Confindustria (2010) Indagine Confindustria sul mercato del lavoro nel 2009, Nota dal Centro

Studi Confindustria [Confindustria Labor Market Survey 2009, Research note], 3 August,

Number 10–2.

Cosier RA and Dalton DR (1983) Equity theory and time: A reformulation. Academy of

Management Review 8(2): 311–319.

Cowherd DM and Levine DI (1992) Product quality and pay equity between lower-level employ-

ees and top management: An investigation of distributive justice theory. Administrative

Science Quarterly 37(2): 302–320.

Dalton DR and Perry JR (1981) Absenteeism and the collective bargaining agreement: An empiri-

cal test. Academy of Management Journal 24(2): 425–431.

De Boer EM, Bakker AB, Syroit JE and Schaufeli WB (2002) Unfairness at work as a predictor of

absenteeism. Journal of Organizational Behavior 23(2): 181–197.

Dineen BR, Noe RA, Shaw JD, Duffy MK and Wiethoff C (2007) Level and dispersion of satisfac-

tion in teams: Using foci and social context to explain the satisfaction-absenteeism relation-

ship Academy of Management Journal 50(3): 623–643.

Dornstein M (1988) Wage reference groups and their determinants: A study of blue-collar and

white-collar employees in Israel. Journal of Occupational Psychology 61(3): 221–235.

Dulebohn JH and Werling SE (2007) Compensation research past, present, and future. Human

Resource Management Review 17(2): 191–207.

Evan WE and Simmons RG (1969) Organizational effects of inequitable rewards: Two experi-

ments in status inconsistency. Administrative Science Quarterly 14(2): 224–237.

Festinger L (1954) A theory of social comparison processes. Human Relations 7(2): 117–140.

Frick B and Malo MA (2008) Labor market institutions and individual absenteeism in the European

Union: The relative importance of sickness benefit systems and employment protection leg-

islation. Industrial Relations 47(4): 505–529.

Gellatly IR and Luchak AA (1998) Personal and organizational determinants of perceived absence

norms. Human Relations 51(8): 1085–1102.

Gerhart B and Rynes SL (2003) Compensation. Theory, Evidence, and Strategic Implications.

Thousand Oaks, CA: SAG

Della Torre et al. 437

Boselie P (2010) Strategic Human Resource Management. A Balanced Approach. Maidenhead:

McGraw-Hill.

Brown M (2001) Unequal pay, unequal responses? Pay referents and their implications for pay

level satisfaction. Journal of Management Studies 38(6): 879–896.

Brown MP, Sturman MC and Simmering MJ (2003) Compensation policy and organizational per-

formance: The efficiency, operational, and financial implications of pay levels and pay struc-

ture. Academy of Management Journal 46(6): 752–762.

Carrell MR and Dittrich JE (1978) Equity theory: The recent literature, methodological considera-

tions, and new directions. Academy of Management Review 3(2): 202–210.

Checchi D (2002) La contrattazione decentrata in Lombardia: gli accordi di salario vari-

abile [Decentralized collective barganing in Lombardy: The agreements on variable pay].

In: Checchi D, Perulli P, Regalia I, Regini M and Reyneri E (eds) Lavoro e sindacato in

Lombardia. Contributi per interpretare il cambiamento [Work and Unions in Lombardy.

Interpreting the Change]. Milan: Franco Angeli, 147–174.

Colquitt JA, Conlon DE, Wesson MJ, Porter CO and Ng KY (2001) Justice at the millennium:

A meta-analytic review of 25 years of organizational justice research. Journal of Applied

Psychology 86(3): 425–445.

Colquitt JA, Scott BA, Rodell JB, Long DM, Zapata CP, Conlon DE and Wesson MJ (2013)

Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-

based perspectives. Journal of Applied Psychology 98(2): 199–236.

Confindustria (2010) Indagine Confindustria sul mercato del lavoro nel 2009, Nota dal Centro

Studi Confindustria [Confindustria Labor Market Survey 2009, Research note], 3 August,

Number 10–2.

Cosier RA and Dalton DR (1983) Equity theory and time: A reformulation. Academy of

Management Review 8(2): 311–319.

Cowherd DM and Levine DI (1992) Product quality and pay equity between lower-level employ-

ees and top management: An investigation of distributive justice theory. Administrative

Science Quarterly 37(2): 302–320.

Dalton DR and Perry JR (1981) Absenteeism and the collective bargaining agreement: An empiri-

cal test. Academy of Management Journal 24(2): 425–431.

De Boer EM, Bakker AB, Syroit JE and Schaufeli WB (2002) Unfairness at work as a predictor of

absenteeism. Journal of Organizational Behavior 23(2): 181–197.

Dineen BR, Noe RA, Shaw JD, Duffy MK and Wiethoff C (2007) Level and dispersion of satisfac-

tion in teams: Using foci and social context to explain the satisfaction-absenteeism relation-

ship Academy of Management Journal 50(3): 623–643.

Dornstein M (1988) Wage reference groups and their determinants: A study of blue-collar and

white-collar employees in Israel. Journal of Occupational Psychology 61(3): 221–235.

Dulebohn JH and Werling SE (2007) Compensation research past, present, and future. Human

Resource Management Review 17(2): 191–207.

Evan WE and Simmons RG (1969) Organizational effects of inequitable rewards: Two experi-

ments in status inconsistency. Administrative Science Quarterly 14(2): 224–237.

Festinger L (1954) A theory of social comparison processes. Human Relations 7(2): 117–140.

Frick B and Malo MA (2008) Labor market institutions and individual absenteeism in the European

Union: The relative importance of sickness benefit systems and employment protection leg-

islation. Industrial Relations 47(4): 505–529.

Gellatly IR and Luchak AA (1998) Personal and organizational determinants of perceived absence

norms. Human Relations 51(8): 1085–1102.

Gerhart B and Rynes SL (2003) Compensation. Theory, Evidence, and Strategic Implications.

Thousand Oaks, CA: SAG

Dougherty, C., “Young Women’s Pay Exceeds Male Peers,” Wall Street Journal, September

1, 2010.

Ferris, G., Handbook of Human Resource Management (Cambridge, MA: Blackwell, 1995).

Gomti, A., “Walmart CEO Pay,” ABC News Money, July 2, 1010, accessed July 23, 2011,

[http://abcnews.go.com/Business/walmart-ceo-pay-hour-workers-year/story?id=11067470.](http://abcnews.go.com/Business/walmart-ceo-pay-hour-workers-year/story?id=11067470)

Indiana University, “Edward L. Thorndike,” accessed February 14, 2011,

[http://www.indiana.edu/~intell/ethorndike.shtml.](http://www.indiana.edu/~intell/ethorndike.shtml)

McDonald’s Corporation, “Your Pay and Rewards,” accessed July 23, 2011, [http://www.aboutmcdonalds.com/mcd/corporate\_careers/benefits/highlights\_of\_what\_we\_off](http://www.aboutmcdonalds.com/mcd/corporate_careers/benefits/highlights_of_what_we_offer/pay_and_rewards.html) [er/pay\_and\_rewards.html](http://www.aboutmcdonalds.com/mcd/corporate_careers/benefits/highlights_of_what_we_offer/pay_and_rewards.html).

Milkovich, G. T., & Newman, J. M. (2013). Compensation. McGraw-Hill Education.

Martocchio, J. J. (2015). Strategic compensation: A human resource management approach. Pearson Education.

Gomez-Mejia, L. R., & Balkin, D. B. (2012). Compensation management. Wiley.

Gerhart, B., & Rynes, S. L. (2003). Does pay for performance really motivate employees? Harvard Business Review, 81(2), 134-139.

Lazear, E. P. (2000). Performance pays and productivity. American Economic Review, 90(5), 1346-

1361.

Trevor, C. O., & Wazeter, D. L. (2006). Do compensation policies matter? The effects of bonus plans on firm performance. Journal of Management, 32(6), 951-973.

Adams, J. S. (1963). Towards an understanding of inequity. Journal of Abnormal and Social Psychology, 67(2), 422-436.

Gerhart, B., & Milkovich, G. T. (1990). Organizational differences in compensation practices. Academy of Management Journal, 33(2), 273-294.

Gomez-Mejia, L. R., & Balkin, D. B. (2012). Compensation and benefits: A managerial approach. McGraw-Hill Education.

Henderson, R. I. (2013). Compensation management in a knowledge-based world. Routledge.

Despite the perception of pay transparency as controversial, scholars have theorised that there are several potential.

M. G. Aamodt M. T, Brannick F P. Moreso, K. D. Carlson J. Wu , J. Cohen P. Cohen S.G. West

, L. S. Aiken , Fitzpatrick, T. D. McMullen, F. M. Fisher ,D. D. Polsky G, M, Hurt D. A. Biddle

,B. Inkster K Kelley, S. E. Maxwell, F. L. Landy, J. M. Conte, J. L. OuttzR. L. Paetzold B. R. Siski. J. Trippi G. At . M. J. Simmering, M. J. Kroll T. E. Becker. J. W. Johnson J. M. LeBreton