

Gender and the Perceived Equity - Perceived Organizational Support Link in Egypt

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Abstract

This study aimed at examining the relationships between perceived internal and external salary equities as independent variables, and perceived organizational support (POS) as a dependent variable among Egyptian employees. Another objective was to investigate the moderation effect of gender on the aforementioned relationships. Data was obtained using a direct survey of 115 Egyptian employees drawn from a variety of industries. Findings suggest that both facets of perceived salary equity (internal and external) have positive relationships with POS. Findings further suggest that the relationship between perceived internal salary equity and POS is stronger among males. Theoretical contributions, study limitations, as well as recommendations for future research are discussed.

Keywords: *perceived equity, perceived organizational support, salary, gender, Egypt*

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1. Introduction

Perceived organizational support (POS) is defined as employees' "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In line with Organizational Support Theory (Eisenberger et al., 1986), a number of metaanalytic reviews (Rhoades & Eisenberger, 2002; Ambrose & Schminke, 2003; Vacciova, 2016; Kurtessis et al., 2017; Virgolino, Coelho & Ribiero, 2017) recognized perceived equity as an imperative antecedent to POS. According to Equity Theory (Adams, 1963; 1965), perceived equity refers to the extent to which employees feel that they are treated fairly as compared to others inside the organization (internal equity), and outside the organization (external equity).

However, research tackling the perceived equity-POS relationship has been thus far limited to Western and Asian work contexts. Little (or perhaps no) research tackled the relationship using samples from Egypt. This shortage in knowledge constitutes a major deficiency. Employee behavior, and the mechanisms underlying it, vary on the basis of cross-cultural differences (Chhokar, Zhuplev, Fok & Hartman, 2001; Hofstede, 2001; Amgheib, 2016). According to Chhokar et al. (2001), research suggests that cross-cultural dissimilarities affect people conformity to similar sets of beliefs and values, which leads to differences with regards to preferences of outcomes. More pertinent to the present study, equity sensitivity (Wheeler, 2002; Allen, Takeda, & White, 2005) and inequity aversion (Hofstede, 2001) vary among cultures. Thus, it can be expected that the strength of the relationship between perceived equity and POS varies from one national culture to another. Cross-cultural differences, therefore, can critically undermine the applicability of existing research findings to the Egyptian work context.

To help fill this knowledge void, the present study intended to examine the relationships between perceived internal and external salary equities, and POS among Egyptians. Additionally, because gender-specific differences have been well established as moderators of relationships among workplace preferences, attitudes and outcomes (Armania-Kepuladze, 2010), another aim of the present study was to examine the moderation effect of gender on the aforementioned relationships.

In the following subsections of the paper, the rationales behind the proposed hypotheses are discussed. The research methodology adopted is then explained, along with the data analysis and hypotheses-testing results. Study limitations and theoretical contributions are deliberated in the last section.

2. Literature and Study Hypotheses Formulation

2.1. Perceived Equity, POS, and the relationship between them

Building on Festinger's (1957) Cognitive Dissonance Theory, the Equity Theory (Adams, 1963; 1965) argued that the employee processes a ratio of the outcomes he/she receives from a job (such as salary, recognition, fringe benefits, etc.) to the

inputs he/she brings to the job (such as job effort, experience and loyalty, etc.), and then compares this ratio to the ratios of others inside and outside the organization. If the employee perceives his/her own ratio to be equal to the ratio of the referent, the employee perceives equity. On the other hand, any discrepancy between the two ratios leads to perceived inequity.

Adams argues that employees who perceive themselves under-rewarded compared to others experience distress in the form of 'anger'. Conversely, those who perceive that they are over-compensated relative to others will experience distress in the form of 'a sense of guilt'. The greater the inequity perceived, the greater is the distress felt. According to Carrell and Dittrich (1978), an employee may try to reduce perceived inequity by 'cognitive distortion' of inputs and/or outcomes, by direct alteration of inputs and/or outcomes, and/or by leaving the firm.

Developing an 'equity sensitivity construct', Huseman, Hatfield and Miles (1987) proposed that people reactions to equity and inequity depend on individual preferences for different outcomes/inputs ratios. As such, Huseman et al. (1987) argued that there are three different types of people; 'benevolents', 'equity sensitives' and 'entitleds'. According to Huseman et al. (1987), 'benevolents' are those who prefer their own outcome/input ratio to be less than the ratios of others. 'Equity sensitives' are those who prefer their own outcome/input ratio to be equal to others ratios (complying with the Equity Theory of Adams). Last, 'entitleds' are those who prefer their own ratios to be bigger than the ratios of others.

In the present study, perceived internal salary equity refers to the extent to which an employee perceives that he/she receives an equitable salary as compared to others inside his/her employing organization. On the other hand, perceived external salary equity refers to the extent to which an employee perceives that he/she receives an equitable salary as compared to others working for other organizations.

According to Eisenberger, Huntington, Hutchison and Sowa (1986), POS refers to employees "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being". Eisenberger and Rhoades (2002) assert that, according to the organizational support theory, POS is encouraged by the employees' tendency to assign organizations 'humanlike characteristics'. This cognitive personification of the organization causes the employee to view favorable or unfavorable treatment by organizational agents (such as managers) as a sign that the organization favors or disfavors him/her.

The construct of POS has various consequences that are critical to organizational success. Two meta-analyses of the antecedents and consequences of POS reported that it positively contributed to organizational commitment, job-related affect, job involvement, performance and desire to remain with the organization. On the

other hand, POS negatively related with undesirable outcomes such as turnover, turnover intentions, and other withdrawal behaviors (Rhoades & Eisenberger, 2002; Kurtessis *et al.*, 2017).

Perceived equity has consistently been reported as a positive contributor to POS (Rhoades & Eisenberger, 2002; Ambrose & Schminke, 2003; Vacciova, 2016; Kurtessis *et al.*, 2017; Virgolino, Coelho & Ribiero, 2017). Rhoades and Eisenberger, in a meta-analytic study of the consequences and antecedents of POS, reported that procedural justice (a form of equity) constituted an important antecedent of POS in prior research. Further, in a study of 514 practicing solicitors in Hong Kong, Loi, Hang-Yue and Foley (2010) reported that both procedural and distributive justice contributed to the development of POS, which mediated their effects on organizational commitment and intention to leave. Furthermore, using a sample of marketing employees, Deconinck (2010) research findings revealed that distributive justice was an antecedent to both POS and perceived supervisor support.

A rationale behind this positive relationship between perceived equity and POS is provided by Shore and Shore (1995). Repeated instances of fairness decisions concerning resource distribution should strongly contribute to POS by indicating a concern for the welfare of employees. However, the relationship between perceived equity and POS has not been studied in the Egyptian work context. Thus, the present study aimed at testing the two following hypotheses to investigate the validity of the theorized positive relationship between perceived fairness and POS among Egyptians:

Hypothesis 1: There is a statistically significant positive relationship between perceived internal salary equity as an independent variable and POS as a dependent variable among Egyptian employees.

Hypothesis 2: There is a statistically significant positive relationship between perceived external salary equity as an independent variable and POS as a dependent variable among Egyptian employees.

2.2. Gender and the Perceived Salary Equity-POS Relationship

The present study proposes two rationales for assuming a moderation effect of gender on the relationship between perceived salary equity and POS. First, as will be discussed later, there is evidence from the literature that gender affects the importance of the financial aspects of a job to an employee (Hofstede, 2001; Vaskova, 2006). Second, men and women exhibit different sensitivities to equity (Brockner & Adsit, 1986).

Pertaining to the first proposed rationale, due to psychogender-related and cultural factors that shape and cause different gender-specific preferences, men and women demonstrate dissimilar work-related predestinations, needs and interests (Hofstede, 2001; Arnanian-Kepuladze, 2010). Hofstede proposed that on the one hand, primary concerns of men are earnings, promotion, responsibility and

autonomy. On the other hand, women have a tendency to place more emphasis on issues like social networking, task significance and job security. In support of Hofstede's (2001) assertion, Vaskova (2006) reported that males exhibited more response than females to 'instrumental motivators' that covered basic salary and bonuses. Females, on the other hand, cared more than males for 'softer issues' such as inter-personal relations and work-family reconciling HR practices. Additionally, research had consistently reported that male employees are more prospective to negotiate for higher salaries, while females exhibited more willingness to work for lower wages (Leibbrandt & List, 2014). In a strong male-breadwinner society like Egypt, the tolerability of this notion would be stronger. This is because men in strong male breadwinner societies are self-perceived as primary earners, and women tend to perceive themselves as secondary-earners who show less care for paid employment due to work-life balance issues (Barrett & McIntosh, 2015).

Secondly, according to Kahn et al. (1980), while women are more concerned about interpersonal success, men are more concerned about competitive success. According to Kahn et al. (1980), this difference is encouraged by different interaction objectives, As per Witt and Nye (1992), this difference makes women relatively care more for 'equality', and men to care more for 'equity'. 'Equality' here refers to "distributing resources equally disregarding individual inputs", while 'equity' refers to "distributing outcomes to individuals in direct proportion to their inputs" (Brockner & Adsit, 1986). In line with Brockner and Adsit, this leads to men being more sensitive than women to equity.

Given the above discussions, two propositions were made by the present study: (1) men care more than women for salary, and (2) men are more sensitive than women are to 'equity'. Accordingly, the two following hypotheses were also tested:

Hypothesis 3: The relationship between perceived internal salary equity and POS will be stronger among Egyptian male employees than among female employees.

Hypothesis 4: The relationship between perceived external salary equity and POS will be stronger among Egyptian male employees than among female employees.

Figure 1 depicts the conceptual framework of the present study, and illustrates the interrelationships among the study constructs.

3. Methods

3.1. Sampling

The data needed for the present study was obtained using a direct self-report, pencil-and-paper survey of 149 Egyptian employees. Table 1 reports the demographic characteristics of the respondents. Participants who were white-collar employees drawn from a variety of industries (education, manufacturing, and others) were directly approached, and asked to participate in the survey.

Anonymity was guaranteed to reduce the method bias that may result from socially-desirable responses. A total number of 115 usable questionnaires were returned and used for analysis. Because the questionnaire was administered in English language in an Arab country, participants were asked not to take part unless they held at least a Bachelor’s degree of which the main language of teaching and assessment was English. This constitutes a limitation, as discussed later in the conclusion section.

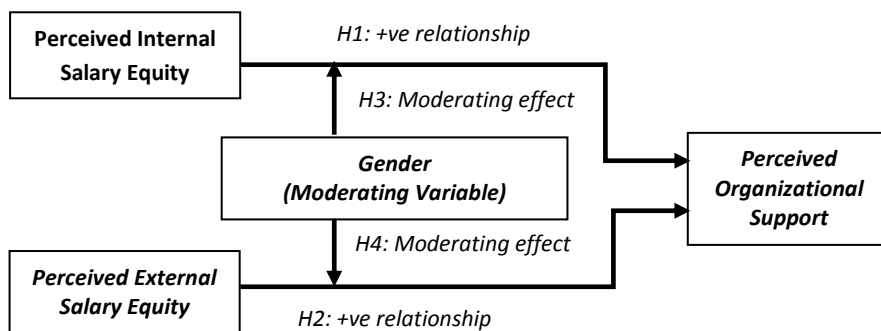


Figure1. Conceptual Framework of the Study

Table 1. Demographic Characteristics of the Respondents

Gender	N	%
Males	63	54.80
Females	52	45.20
Age Group (years)	N	%
21 – 30	24	20.87
31 – 40	51	44.35
41 – 50	20	17.39
51 – 60	18	15.65
More than 60	2	01.74
Tenure with the current organization (years)	N	%
0 – 5	68	59.13
6 – 10	24	20.87
11 – 20	23	20.00

3.2. Measurement

3.2.1. Independent Measures

3.2.1.1. Perceived Internal Salary Equity. Three items were used to measure perceived internal salary equity. The items were adapted from Roberts, Cooper and Lawrence’s (1999) perception of salary equity scale. Each item prompted the participant to rate his/her agreement with a statement denoting that he/she receives a fair salary compared to other employees inside the employing

organization. The three items used in the present study were as follows: (1) *"My salary is fair given what my co-workers make"*, (2) *"My salary is fair compared to the salaries of others in my employing organization"*, and (3) *"All in all, my annual salary is not fair considering what my co-workers get"* (reverse-scored). Responses were obtained using a five-point Likert scale, where 5 = 'I totally believe so', 4 = 'I believe so', 3 = 'I don't know', 2 = 'I don't believe so' and 1 = 'I totally don't believe so'. Scores of the three items were to be averaged to calculate a perceived internal salary equity index. A higher index indicates higher perceived internal salary equity.

3.2.2.2. Perceived External Salary Equity. Three items were used to measure perceived external salary equity. The items were adapted from Roberts, Cooper and Lawrence's (1999) perception of salary equity scale. Each item prompted the participant to rate his/her agreement with a statement denoting that he/she receives a fair salary compared to employees working for other organizations. The three items used in the present study were as follows: (1) *"My salary is fair given what similar employees at other companies make"*, (2) *"My salary is fair compared to the salaries of employees of other organizations"*, and (3) *"All in all, my annual salary is not fair considering what other organizations give to their employees"* (reverse-scored). Responses were obtained using a five-point Likert scale, where 5 = 'I totally believe so', 4 = 'I believe so', 3 = 'I don't know', 2 = 'I don't believe so' and 1 = 'I totally don't believe so'. Scores of the three items were to be averaged to calculate a perceived internal salary equity index. A higher index indicates higher perceived internal salary equity.

3.2.2. Dependent Measure (POS)

POS was measured using six items, all of which were adapted from Eisenberger, Hullington, Hutchison and Sowa's (1986) 36-item POS scale. According to Rhoades and Eisenberger (2002, p. 699), "because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. Prudence nevertheless dictates that both facets of the definition of POS (valuation of employees' contribution and care about employees' well-being) be represented in short versions of the questionnaire", which was considered during the selection of the items used in the present study. The items used in the present study were as follows: (1) *"My employing organization values my contribution to its well-being"*, (2) *"My employing organization fails to appreciate any extra effort from me"* (reverse-scored), (3) *"My employing organization would ignore any complaint from me"* (reverse-scored), (4) *"My employing organization really cares about my well-being"*, (5) *"Even if I did the best job possible, my employing organization would fail to notice"* (reverse-scored), and (6) *"My employing organization cares about my general satisfaction at work"*. Responses were obtained using a five-point simple Likert scale, where 5 = 'Strongly agree', 4 = 'Agree', 3 = 'Undecided', 2 = 'Disagree', and 1 = 'Strongly disagree'. The scores of the six items were to be averaged to calculate an overall POS index. A higher index indicates higher POS.

4. Analysis and Findings

4.1. Validity and reliability assessments

The construct validity of the present study scales was assessed using exploratory factor analysis, with principal component analysis (PCA) as the factor extraction method, and the Varimax method for rotation. The items of all the three scales were analyzed together. Factor loadings and reliabilities of the scales (Cronbach's alphas) are reported in Table 2.

Table 2. Factor loadings and reliabilities

Components	Items	Factor loadings	Cronbach's alphas
Perceived Internal Salary Equity	Item 1	0.79	0.78
	Item 2	0.69	
	Item 3	0.73	
Perceived External Salary Equity	Item 1	0.68	0.70
	Item 2	0.74	
	Item 3	0.61	
POS	Item 1	0.66	0.72
	Item 2	0.69	
	Item 3	0.88	
	Item 4	0.81	
	Item 5	0.65	

Factor extraction method: Principal component analysis. Rotation method: Varimax

Table 3 shows the sample means, standard deviations, skewness, excess kurtosis, Cronbach's alphas as well as the correlations among variables. Methodology and hypotheses-testing results are detailed in the following subsections.

4.1. Testing Hypothesis 1

Hypothesis 1 was tested using linear regression analysis with perceived internal salary equity as the independent variable and POS as the dependent variable. As shown in Table 4, the positive coefficient of perceived internal salary equity (+0.498, statistically significant at the $p < 0.001$ level) suggests a significant positive relationship between perceived internal salary equity and POS. Thus Hypothesis 1 was supported. 27.3% of the variance in POS could be explained by perceived internal salary equity.

4.1. Testing Hypothesis 2

Hypothesis 2 was also tested using regression analysis with perceived external salary equity as the independent variable and POS as the dependent variable. As shown in Table 5, the positive coefficient of perceived external salary equity (+0.50, statistically significant at the $p < 0.001$ level) also suggests a significant positive relationship between perceived external salary equity and POS. Thus Hypothesis 2 was also supported. 26.2% of the variance in POS could be explained by perceived external salary equity.

Table 3. Study Variables Statistics and Correlations

Variables	Statistics					Correlations			
	Mean	SD	Skewness	Excess kurtosis	Cronbach's Alpha	Perceived Internal Salary Equity	Perceived External Salary Equity	Perceived Organizational Support	Age
All respondents									
Perceived Internal Salary Equity	2.64	0.62	0.13	-0.34	0.78*	1			
Perceived External Salary Equity	2.66	0.61	0.51	1.30	0.70*	0.477**	1		
Perceived Organizational Support	2.90	0.59	0.25	0.28	0.72*	0.528*	0.518*	1	
Age	32.90	8.58	0.82	0.14	-	-	-	-	-
Males									
Perceived Internal Salary Equity	2.68	0.61	0.22	-0.11	-	1			
Perceived External Salary Equity	2.60	0.59	1.24	3.16	-	0.54*	1		
Perceived Organizational Support	2.84	0.61	-0.20	0.77	-	0.72*	0.59*	1	
Age	31.32	8.37	1.03	0.90	-	-	-	-	-
Females									
Perceived Internal Salary Equity	2.59	0.64	0.06	-0.57	-	1			
Perceived External Salary Equity	2.74	0.62	-0.26	0.38	-	0.44**	1		
Perceived Organizational Support	2.98	0.55	-0.18	-0.76	-	0.32**	0.41**	1	
Age	34.7	8.55	0.70	-0.30	-	-	-	-	-

* Significant at the P<0.01 level; ** Significant at the P<0.05 level

Table 4. Linear Regression Analysis Results

Independent Variable: Perceived internal salary equity
 Dependent Variable: POS

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.588	0.204	7.778	4E-12	1.183	1.992
Perceived internal salary equity	0.498	0.075	6.617	1E-09	0.349	0.647

Adjusted R-Squared = 0.273, F (1, 115) = 43.79, p<0.001

Table 5. Linear Regression Analysis Results

Independent Variable: Perceived external salary equity
 Dependent Variable: POS

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.566	0.213	7.355	3E-11	1.144	1.988
Perceived external salary equity	0.502	0.078	6.438	3E-09	0.347	0.656

Adjusted R-Squared = 0.262, F (1, 115) = 41.45, p<0.001

4.3. Testing Hypothesis 3

To test Hypothesis 3, POS was regressed on perceived internal salary equity in the males group (Table 6) and in the females group (Table 7). As shown in Tables 5 and 6, the statistically significant positive coefficients of perceived internal salary equity among males (+0.716) and females (+0.277) suggest that perceived internal salary equity and POS are positively related in both groups. However, the bigger regression coefficient of perceived internal salary equity for the males group (+0.716 versus +0.277 for females) suggests that the relationship between perceived internal salary equity and POS is stronger among males.

Table 6. Linear Regression Analysis Results

Independent Variable: Perceived internal salary equity (males)
 Dependent Variable: POS (males)

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.919	0.244	3.771	4E-04	0.432	1.406
Perceived internal salary equity	0.716	0.089	8.075	3E-11	0.538	0.893

Adjusted R-Squared = 0.509, F (1, 63) = 65.21, p<0.001

The statistical significance of the difference between the two regression coefficients of perceived internal salary equity in both groups was tested using a multiple regression analysis that was conducted on all respondents (males and females). The dependent variable in this analysis was POS. The independent variables were: perceived internal salary equity, Gender (a dummy variable coded 1 for male respondents and 0 for female respondents), and an interaction term;

Perceived internal salary equity*Gender (the product of perceived internal salary equity and Gender). The null hypothesis was that the regression coefficients of perceived internal salary equity for males and females are not significantly different. This null hypothesis was tested by the interaction term perceived internal salary equity*Gender. As shown in Table 8, the t-stat for the regression coefficient of perceived internal salary equity*Gender is statistically significant at the $p < 0.005$ level. The null hypothesis was rejected, and it was concluded that the regression coefficient of perceived internal salary equity for males is significantly higher. Thus, Hypothesis 3 was also supported. Details on the procedure of using interaction terms to test for moderation effects can be found in the works of Cohen et al. (2013), and Frazier, Barron and Tix (2004).

Table 7. Linear Regression Analysis Results

Independent Variable: Perceived internal salary equity (females)
 Dependent Variable: POS (females)

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.263	0.310	7.293	2E-09	1.640	2.887
Perceived internal salary equity	0.277	0.116	2.378	0.0212	0.043	0.511

Adjusted R-Squared = 0.084, F (1, 52) = 5.66, p<0.05

Table 8. Multiple Regression Analysis Results

Independent Variables: Perceived internal salary equity, Gender, Perceived internal salary equity*Gender. Dependent Variable: POS

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.263	0.279	8.107	8E-13	1.710	2.817
Perceived internal salary equity	0.277	0.105	2.644	0.0094	0.069	0.485
Gender	-1.340	0.389	-3.45	0.0008	-2.116	-0.57
Perceived internal salary equity*Gender	0.439	0.144	3.048	0.0029	0.153	0.724

Adjusted R-Squared = 0.342, F (1, 115) = 20.72, p<0.001

4.4. Testing Hypothesis 4

To test Hypothesis 4, POS was regressed on perceived external salary equity in the males group (Table 9) and in the females group (Table 10). As shown in Tables 8 and 9, the statistically significant positive coefficients of perceived external salary equity among males (+0.613) and females (+0.366) suggest that perceived external salary equity and POS are positively related in both groups. The bigger regression coefficient of perceived external salary equity for the males group suggests that the relationship between perceived external salary equity and POS is stronger among males.

Table 9. Linear Regression Analysis Results

Independent Variable: Perceived external salary equity (males)
 Dependent Variable: POS (males)

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.244	0.284	4.373	5E-05	0.675	1.812
Perceived external salary equity	0.613	0.107	5.748	3E-07	0.399	0.826

Adjusted R-Squared = 0.341, F (1, 63) = 33.04, p<0.001

Table 10. Linear Regression Analysis Results

Independent Variable: Perceived external salary equity (females)
 Dependent Variable: POS (females)

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.979	0.322	6.153	1E-07	1.333	2.626
Perceived external salary equity	0.366	0.115	3.19	0.002	0.135	0.596

Adjusted R-Squared = 0.152, F (1, 52) = 10.18, p<0.005

The same procedure used for testing hypothesis 3 was used. The statistical significance of the difference between the two regression coefficients of perceived external salary equity in both groups was tested using a multiple regression analysis that was conducted on all respondents. The dependent variable in this analysis was POS. The independent variables were: perceived external salary equity, Gender (a dummy variable coded 1 for male respondents and 0 for female respondents), and an interaction term; perceived external salary equity*Gender (the product of perceived external salary equity and Gender). The null hypothesis was that the regression coefficients of perceived external salary equity for males and females are not significantly different. This null hypothesis was tested by the interaction term perceived external salary equity*Gender. As shown in Table 11, the t-value for the regression coefficient of perceived external salary equity*Gender is statistically insignificant. The null hypothesis was not rejected, and it was concluded that the regression coefficient of perceived external salary equity for males is not significantly higher. Thus, Hypothesis 4 was not supported.

Table 11. Multiple Regression Analysis Results

Independent Variables: Perceived external salary equity, Gender, Perceived external salary equity*Gender. Dependent Variable: POS

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.979	0.317	6.244	8E-09	1.351	2.608
Perceived external salary equity	0.366	0.113	3.237	0.0016	0.142	0.590
Gender	-0.736	0.4283	-1.720	0.0886	-1.584	0.113
Perceived external salary equity*Gender	0.247	0.1563	1.580	0.117	-0.063	0.557

Adjusted R-Squared = 0.269, F (1, 115) = 15, p<0.001

6. Discussion and Conclusion

Drawing on data gathered from 115 Egyptian white-collar employees, the present study findings suggest that both perceived internal and external salary equities are significantly positively related to POS (in support of Hypotheses 1 and 2). Further, the results, in support of Hypotheses 3, suggest that the relationship between the internal facet of perceived salary equity and POS is stronger among males.

With regards to the theoretical contributions of the study, the findings of Hypotheses 1 and 2 provide evidence from Egypt that supports prior research advocating a positive relationship between perceived equity and POS (Rhoades & Eisenberger, 2002; Ambrose & Schminke, 2003; Vacziava, 2016; Eisenberger, Ford, Buffardi, Stewart & Adis, 2017; Virgolino et al., 2017). As aforementioned, this contribution is significant, because workplace preferences and attitudes (such as inequity aversion and equity sensitivity) cross-culturally vary (Hofstede, 2001; Wheeler, 2002; Allen, Takeda, & White, 2005). Thus, it can be expected that the strength and/or nature of the relationship between perceived equity and POS varies from one national culture to another.

Since there is a positive relationship between perception of salary equity and POS, then managers of Egyptian organizations should ensure that their employees will always perceive equitable treatment when they compare their salaries to those of others inside and outside the organization. To increase perceived internal salary equity, employees must be educated about the 'inputs' their coworkers contribute (such as job effort, working hours, and performance), as well as those coworkers' pay level (the outcome). This would avert the processing of false equity assessments. Linking performance appraisal results to monetary compensation, and communicating this link can be an effective policy. To upsurge perceived external salary equity, managers must regularly monitor, and consider competitors' compensation strategies when formulating internal monetary compensation policies.

The findings of testing Hypotheses 3 support Hofstede's (2001) and Vaskova's (2006) arguments that men care more than females for the financial aspects of a job. The findings also support Brockner & Adsit's (1986) assertions that men are more sensitive than women to equity. An important managerial implication of these findings pertains to selection policies. Since women exhibited a weaker relationship between perceived salary equity and POS, it could be expected that female job applicants are more suitable for vacancies where the employee is likely to perceive inequitable salary.

The cross-cultural research design employed in the present study constitutes a major limitation. According to Cooper and Schindler (1999), determining the time-order of two variables (which variable takes place before the other one) is essential to establishing a causal relationship between those two variables. Thus, because time-order of variables cannot be determined in cross-sectional research designs,

the findings of the present study should be applied with great caution. It should be noted, however, that the provided rationale behind hypothesizing a causal relationship between perceived equity as a predictor and POS as a criterion variable (Shore & Shore, 1995) helps reduce that suspicion.

Another limitation of the study is that the independent and dependent constructs (perceived internal and external salary equities and POS) were all measured using the same questionnaire. This constitutes a limitation because according to Podsakoff, MacKenzie and Lee (2003), measuring independent and dependent variables in the same measurement context (in terms of time and position in the questionnaire) can contribute to common method bias. This can undermine the validity of the inferred conclusions about the relationship studied. Further, the fact that other factors that may affect POS (such as demographic characteristics) were not controlled for in the regression analyses conducted constitutes another limitation. Furthermore, the fact that the sample used involved only Egyptian holders of higher degrees taught and assessed in English constitutes a limitation. This is because holders of such degrees in Egypt tend to concentrate in certain social categories. Thus, the findings should be applied with caution to others not possessing the same kind of education.

A recommendation for future research is to study the relationship between perceived salary equity and POS using a longitudinal research design to overcome the aforementioned shortcomings of the present study's cross-sectional design. An additional recommendation is to study the relationship between other facets of perceived equity (such as perceived recognition equity and status equity) and POS.

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Gender and the Perceived Equity - Perceived Organizational Support Link in Egypt

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