



Perception of Pay in The Context of Organizational Psychology

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ABSTRACT

Objectives: One of the factors that determine organizational psychology is the perception of pay. Wage is one of the most important factors in the work of the individual. The study is to theoretically emphasize the positive and negative effects of employees' perception of wages on organizational behavior and the importance of wage perception for employees.

Method: According to the literature, the effect of wage perception on organizational psychology is stated. The needs, goals and efforts of employees in different organizations with similar duties and responsibilities may differ, and organizational behavior affects various tasks, skills, task identity, importance of the task, autonomy and job motivation.

Findings: In this study, wage perception was examined in the context of organizational psychology and it was mentioned that wage is not only a price but also an indicator of how much the employer values its employees. Wage is important in attracting qualified human resources. Participation among employees increases satisfaction and performance. It has a positive impact on the recognition and rewarding of employees' efforts and motivation and performance.

Originality: In the context of organizational psychology, wage perception has been examined theoretically and it has been evaluated that it can contribute to future studies in this regard.

Örgütsel Psikoloji Bağlamında Ücret Algısı

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ÖZ

Amaç: Örgütsel psikolojiyi belirleyen faktörlerden biri de ücret algısıdır. Ücret, bireyin çalışmasında en önemli faktörlerden biridir. Çalışma, çalışanların ücret algısının örgütsel davranış üzerindeki olumlu ve olumsuz etkilerini ve ücret algısının çalışanlar için önemini teorik olarak vurgulamaktır.

Yöntem: Literatüre göre ücret algısının örgütsel psikoloji üzerindeki etkisi belirtilmektedir. Benzer görev ve sorumluluklara sahip farklı kuruluşlarda çalışanların ihtiyaçları, hedefleri ve çabaları farklılık gösterebilir ve örgütsel davranış çeşitli görevleri, becerileri, görev kimliğini, görevin önemini, özerkliği ve iş motivasyonunu etkiler.

Bulgular: Bu çalışmada örgütsel psikoloji bağlamında ücret algısı incelenmiş ve ücretin sadece bir fiyat değil, aynı zamanda işverenin çalışanlarına ne kadar değer verdiği bir göstergesi olduğu belirtilmiştir. Ücret, nitelikli insan kaynağını çekmede önemlidir. Çalışanlar arasında katılım memnuniyet ve performansı arttırmaktadır. Çalışanların çabalarının, motivasyonunun ve performansının tanınması ve ödüllendirilmesi üzerinde olumlu bir etkisi vardır.

Özgünlük: Örgütsel psikoloji bağlamında ücret algısı teorik olarak incelenmiş ve bu konuda gelecekteki çalışmalara katkıda bulunabileceği değerlendirilmiştir.

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1. INTRODUCTION

Having a high level of competitive advantage in the globalized world and having qualified employees is one of the most important ways of achieving competitive advantage, businesses have begun to give importance to wage policies in order to attract and retain qualified and qualified human resources. The reason for this is to realize that manpower needs to be taken into account in accordance with organizational objectives and that the demands, expectations and needs of employees should be taken into consideration in order to obtain the desired efficiency. The motivation of manpower in achieving organizational goals is made possible by feeling healthy and happy within the organization both physically and psychologically (Yıldırım & Demirel, 2015).

Our living conditions and values play an important role in shaping this perception. Perception in psychology can be defined as the analysis and interpretation of sensory information in the brain. Day by day we are more and more faced with the rich stimuli of modern life. With perception, we get an explanation of what our environment and what is happening around us.

Job satisfaction consists of a personal evaluation of the job conditions or the results of the work (wages, work safety, etc.) and the internal reactions that an individual develops against the perceptions of the work and work conditions through the system of norms, values, expectations (Asan & Erenler, 2008). From the beginning of the organizational behavior, wage was seen as an important reward for motivating the employees (Taylor, 1919).

Most adult individuals prefer to spend most of their lives in paid employment. Most of the employees see their work as a reflection of their identity. When people are asked why they work, the fee is one of the most common reasons. The wage in terms of instrumental value is more effective than other incentive or motivation techniques. It is important for many people to choose to work because they provide income, security and privilege. Some people have to work to keep their lives alive. There is a relationship between wage level and job satisfaction. Psychologically, the individual feels more happy and safe when he makes income (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010)

One of the factors that will make employees feel corporate belonging is the wage policy of the enterprise. Businesses consider a number of criteria when determining wages. These criteria include; Business analysis starts with the preparation of job descriptions, job specifications, and ends with the evaluation of work and personnel. The role of the wage and salary department of the human resources department is to attract, retain and encourage employees. In remuneration policies, it is important to reward the performance of the salary payment system and to maintain control over the monetary method of the salary payment system (Eren, Erdil & Poison, 2000). Wage management creates an important and driving force in today's enterprises in achieving a competitive advantage (Benligiray, 2007).

2. ORGANIZATIONAL PSYCHOLOGY

Organizational psychology includes psychological analysis of work activities or, more generally, all kinds of experiences and behaviors of individuals and groups in the organization. Organizational psychology can simply be defined as applying or expanding psychological facts and principles to the problems of people working in businesses. Organizational psychology deals with human behavior in the field of study. Developing leadership, motivation and job satisfaction of organizational psychology.

The subject of organizational psychology is the definition and analysis of human work and its organization. Business and organization are interdisciplinary subject areas. It has an interdisciplinary structure as well as other disciplines such as professional and organizational psychology, business management, engineering, occupational medicine, corporate pedagogy or business and organization sociology. As a psychological discipline, the unique task of organizational psychology is to investigate and examine human behavior, action, thinking or feeling as well as the development of people in organizations by referring to psychological concepts, theories and methods.

Psychology is most used in organizations for organizational management. It doesn't just end up with lines that use psychological information. Direct participation of psychologists. Experts who specialize in psychology, such as industrial organization, clinical, counseling and developmental psychology, solve internal problems or improve the system.

Organizational psychology concerns three areas. First, it is interested in developing various measurement tools for the selection, placement and promotion of employees in the organization. It is the use of a test or measurement (eg work analysis) to identify, assess, or assess the knowledge, skills and abilities critical to performing a task by examining the tasks that an individual will be responsible for, and the use for evaluation. The second area is education and development. It is concerned with increasing the capacity of employees to improve their work performance and develops various educational and training programs for this purpose. It is also important to design ways to assess how successful these programs are. It may also include which program to provide for personal career research and development. Finally the third area is the evaluation of work performance and the criteria for assessing how well an organization carries out its tasks.

Organizational psychologists are interested not only in individual performance but also in measuring performance between departments and organizations. The main areas covered by organizational psychology are developing motivation and developing theories in order to improve employee motivation and to develop the desired leadership styles in order to increase individual and organizational productivity. It can also work to change jobs (business design) and change organizational structure (organizational development or organizational change) or solve problems. In recent years, work stress and work safety have been given great importance as a field to improve the quality of work environment.

Psychology consists of three parts in organization management. The first is the personnel sector. Businesses benefit from psychology when hiring or evaluating employees. The personality tests are representative. Psychologists can develop and operate an audit system. Second, in-company training and human resources development. In the past, the focus was on improving employee professionalism by inviting a field expert to teach in-house training. However, the latest training methods are different. Employees have difficulty in communicating. The psychologist is the first external trainer. In addition to staff training, there are situations in which a one-to-one psychologist is assigned to strengthen their executive abilities. Third, welfare is welfare. Some large corporations place great emphasis on psychology as employees report stress when they are under stress or have problems at home. Working with professional counselors has started to gain importance as the stress increases.

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The psychological capital of the employees affects various business-related outcomes such as job performance, job satisfaction, citizenship, absenteeism and stress. Personality and self-esteem are important parts of psychological capital where managers can significantly strengthen by supporting and creating the right working environment. There are four elements of psychological capital: self-confidence, optimism, will, flexibility (Ben-Hur, Avagyan & McTeague, 2018). The cultural background of employees and sources of expression can shape the development of self-confidence. In this context, it can be emphasized that the main function of organizational culture is to ensure that employees are aware of their participation in common tasks and jobs, follow defined norms and values, and contribute to their welfare and contributions. Organizational culture functions from the perspective of organizational behavior (Aldag & Kuzuhara, 2002):

- Collaboration: By providing common values and starting points, culture can increase the level of goodwill and mutual trust and can promote cooperation on this basis.
- Deciding: Common beliefs and values provide a stable set of basic assumptions and preferences to members. This may lead to a more economic decision-making process as more consensus is needed.
- Control: Culture can serve as a subtle organizational control system, which informally approves or prohibits certain forms of behavior.
- Communication: Culture reduces communication problems in at least two ways. First, there is no need to discuss issues with common positions; such things are done without speaking. Second, general positions give instructions and signals to help interpret the received messages.
- Commitment to the organization: When people identify with it, they feel they belong to an organization as well as an emotional bond. Strong cultures increase identification with the organization and give employees an awareness of the partnership of their beliefs and values.
- The unity of perception: The organizational reality is built because of the same experience of the people of this institution. Common beliefs and values are a common interpretation among the members of the organization by influencing this process.
- The legality of behavior: Culture helps the organization members to gain meaning in their behavior and to ensure its legitimacy.

In enterprises with institutionalized fair policies, only organizational culture is adopted. Organizational culture provides commitment to the organization. Employees become more committed and perform better.

3. PERCEPTION OF PAY

Wage, employees working life, their positive or negative attitude towards their work. It is one of the important factors. Because of the wages earned by the effort, the individual directs the motives. In this sense, the endeavors of the efforts of the standards of living can be said to lead and cause dissatisfaction or dissatisfaction (Ataay, 1985).

The wage, which is considered as the price of labor, which is one of the factors of production, has a different effect on both the economic life and social life. For, wage labor is an element that determines the income and life level of the working people (Sabuncuoglu, 2000). A compensation policy has two elements: wages and equality.

A good remuneration policy should have the following basic principles:

- Be as objective as possible: the aim is to provide justice, truth and perceptibility (ie the salaries of the same people with the same position).
- Cash is a short / short term return and equity is a long-term return.
- Salary should be adapted to market practices.

Dissatisfaction with the wage which is the most important of the externally paid external prizes; it may lead to strikes, slowing down of work, absenteeism and leaving work. In fact, wages play a role in ensuring that not only the people who work for their labor are the only sources of income, but also improve their living levels. As a key to satisfying personnel relations, wages are important for the loyalty and psychology of the employees.

Employees have a strong desire to achieve equality in their business inputs and outputs, as well as in their work (performance) and work outcomes (salary). For this reason, employees always want to receive performance and salary information from their colleagues. For this reason, it should not be forgotten that, although not unintentionally, employees will try to obtain information from their colleagues and that they can learn the amount of salaries from other employees. Employees who realize that there is no justice in the salary fall in the productivity of the employee. The sharing of salary information increases the ties between the employees because they know that the employees work in a fair environment and cause an increase in productivity.

The employee in business life has many expectations about his work. A fair and equal wage and reward system for employees wish. Employees wages and work requirements to the extent that he believes his experience and social wage standards are in line with predictability can be predicted. Wage alone motivates every employee it is not the main factor. Employees workplaces physically in favorable conditions the positive relationships they have with their colleagues or their working hours. They may choose to pay the fee. Here, the satisfaction of the fee is not the amount of the fee, but the employee whether he / she believes that he / she is treated fairly in terms of wages. Providing benefits such as increasing the status of responsibility. Therefore, the employee, the award, the belief that the distribution is fair can increase job satisfaction (Solmus, 2004).

Injustice arises when the person does not get what he / she expects (under the wages) or more than he expects (above wages) (Gilliland, 1994). Most people do not find the fee enough. Staff rarely they have high saturation due to the fee they receive. Wages are undoubtedly the most important factor in job satisfaction. The researches show the wages as one of the main factors of job satisfaction and job dissatisfaction. Wage is important in terms of meeting the economic requirements of the employee and determining its place in the level of dignity.

Lack of fairness leads to low productivity:

- It is the perceived difference resulting from the behavioral characteristics of human instinct. The theory of justice shows that a person's satisfaction with personal income is usually produced after a relative comparison: this comparison can be compared with the income of a comparable person compared to the same position in the same sector and the revenue in the same position as the same company. The comparison of people's incomes can be a vertical comparison with their past income. When choosing the comparison with others, they tend to choose people who have relatively higher incomes, and are often exposed to psychological influences such as despair and unhappiness when compared to themselves. Income expectations result in perceived differences in income levels.
- It is the perceived difference caused by uncertain wage orientation. Salary orientation is the basic principle in clarifying why companies pay salaries to employees. The company values employee skills and determines skill fees according to skill classification. However, many companies did not create a clear salary orientation when designing the compensation system, and they should clearly state what parts of their compensation have been created. Incorrect and incomplete calculations lead to differences in perception.
- Another problem is the unreasonable salary structure which is the perceived difference arising from the unreasonable salary structure of the enterprise. The total amount of wages paid by the entity is not low and the actual wage level of employees is not low, but employees generally do not include subsidies and benefits when calculating wage income that raises the difference in wages. The unreasonable salary structure is reflected in the complexity of payment.

- Employee perception differences arise from salary distribution environments. To alleviate the pressure of cash flow or to encourage employees to be regularly motivated, some companies usually divide their salaries (mostly bonuses) and then distribute them in bulk. This difference is the difference that results in different behavior results.

There is a significant relationship between salary paid by the company and productivity. Wage orientation should ensure that employees clearly understand what the company's value orientation, reward orientation and distribution goals are. Employees should know what to do, how to make a reasonable return, who to compare with, and with whom. Salary structure includes two aspects: one is the part of the employee's salary and the other is the standard of each building. In this respect, there are three points to consider: First, it is necessary to make the classification and hierarchical management of the position, in order to integrate closely with the characteristics of the employee's job and to guide the selection of the reference object, regardless of whether it is a structure or a structural standard. The reward is to pay attention to details such as cash payment or regular withdrawal regardless of whether the bonus is given at the beginning of the month or at the end of the month, regardless of whether the bonus is given once or in layers. For example, if the salary is the beginning of the month or the end of the month, it is an absolute cycle of a month, and in essence there is no difference, but psychological perception because of the debt is better than the end of the month because it will be perceived at the beginning of the month. Transparent payment rules are an important element. The Company should clarify the conditions, methods and methods for employees to be paid and clearly understand the principles, standards and procedures of distribution for each employee. Employees can clearly comprehend the composition of their income, the composition of other people's income, and even know where the difference is, even if the ultimate absolute value of the two is the same, increases the sense of justice in employee's self-comparison and thus increases employee satisfaction. It also increases the effectiveness of salary increase. The decline in the external environment, the cost of internal control of enterprises and the productivity of production per unit cost are the main concerns of enterprises. As an intellectual enterprise, labor cost is a very important variable in the cost structure of the company.

Employees perception of distribution equality comes in two ways: whether compensation is balanced by its own performance and contribution, and whether compensation is balanced with others or corporate standards. Therefore, fairness of distribution requires that the salary level standard be based on business analysis and performance assessment and reduce human error in the evaluation results. In order to facilitate the fair treatment of employees, employees should participate in a specific voice and wage management.

The efficiency of the individuals working in the enterprises, depends on their satisfaction. This is also an obligation for the business to realize its objectives. In other words, the maximum benefit from the employees (profit, mission) is obtained only it depends on their economic orientation. According to this the driving force of the business for the purposes of the family, the employees' family and social environment the wages that enable him to carry out his life as he desires (Ross & Murbick, 1987).

Employee engagement is now an important factor in workplace efficiency. Employees who feel empowered and busy are likely to stay in the organization because they feel a sense of purpose and belonging. When effective communication around institutions is dependent on wages, ambition and vision become a vital step. At this point, autonomy, expertise and purpose are factors affecting motivation. People are more motivated when they can see how they affect the organization. Efficiency is used to define an ever-increasing performance range. Many organizations relate this to labor costs and wages. Most of the employees often do not understand how the fee is determined. It is important for enterprises to explain what they pay to employees, to be open and transparent, to have a positive perception of employee wage. Wage is a very important component of participation because it is not just a number. The wage is the value that reflects how valuable the employer feels to the employee. Wage plays a major role in how people feel about their work and how busy they are with their work.

Payment level refers to the salary of the individual. Indirect payments (insurance, pensions and similar services) are reflected in the forms of payment. Performance (merit rating) or experience (seniority) can be determined by job evaluation and reflected on the wage structure. Considering the importance of payment to employees, businesses can experience satisfaction or dissatisfaction with the payment management process itself (Heneman & Schwab, 1985).

Reason for payment satisfaction (Shaw, Duffy, Jenkins & Gupta, 1999);

- Payment is an important organizational expense,
- The fee is considered as a valuable personal result.

In general, the dimensions of the wages in organizations: level, benefits, rise in, it is determined according to the organizational structure (Heneman & Schwab, 1985). The units responsible for wages must develop and implement a model in accordance with the conditions in which the enterprise is in charge. Wages are an important source of motivation for employees to feel secure and to maintain their lives and become an edematous element to keep employees in business (Goksu & Oz, 2008).

In social and industrial / organizational psychology literature, it is suggested that salary satisfaction can be affected by at least four main factors. These are economic benefits, fair or fair recognition of earnings compared to other people's salaries (Berkowitz, Fraser, Treasure & Cochran, 1987).

The value that the employer gives to the employee extends to things like wages, benefits, travel, culture, work flexibility. There are emotional motivations for individual employee value drivers and they differ between each individual. In order to receive compensation for each employee, we need to understand that they are considered to be the most valuable contributions of each individual, and we need to know which of these employee values is really important to employees.

Vroom's (1964) expectation theory helps clarify how the wage affects future behavior. According to the theory of expectation, three components determine the motivation; the decision about the likelihood that a decision will lead to a certain level of performance, the decision on the possibility that this level of performance has reached a certain conclusion is useful, the importance of the result to the individual becomes worthiness.

Today, the manager is motivated, aware that productive employees are very important to corporate success, regardless of company size, industry or corporate strategy. The share of wages is great in ensuring employee motivation. In order to increase the motivation of the enterprises, the companies offer performance-based incentive payments. Based on the evaluation of their performance, they are offered to individuals as bonuses or premiums or similar profit-related payments or incentives. Although researches show that performance-related wage is positively related to job satisfaction, organizational commitment and trust in management, performance-related remuneration, profit-related remuneration and share ownership are the methods used in incentive payment. These performance payment methods can backfire between employees, resulting in controversial behavior, complaints of unfair pay distribution, or overwork and stress (Ogbonnaya, Daniels, & Nielsen, 2017).

There are some factors that affect the importance of wages for employees. Individual differences conditions and situational conditions play an important role in employee wage perception. When the wage given to the employees varies widely, the employee starts to feel dissatisfied with the company he / she works, which in turn affects the business performance in a negative way. The way to negatively affect the psychology of employees and to have qualified human resources passes through the policy of fair wage. The fact that there is a reduced marginal utility in salary increases and being below the market causes a deterrent motivation. People often reject low-paid job offers on a salary basis. Firms wishing to attract qualified personnel apply wage salary policies because they know that wage is an important element. Changes in payment systems are of interest to employees. Employees are particularly sensitive to wage cuts. Unless an important reason such as crisis is explained and the company is not told that these disruptions in the salary will be compensated, gossip may increase among employees. Employees who cannot get salaries may start seeing their rivals as a rival with the fear of being dismissed, looking for a new job, and absences may increase. The responses of the employees to the changes in the wages are mainly due to the wage policies and the reasons for the change. In enterprises that are transparent and fair to their employees, it is seen that the employees do not leave their institutions even in times of crisis. The wage is important in choosing a job because the wage is one of the few things that people can know about the business before they get a job. On the other hand, other factors (eg audit quality) come into play when the person has been at work for some time. Payment systems are important in motivating performance. The fair wages of the employees without making any distinction between employees are positive in terms of employee satisfaction and performance. Rewards are very important in motivating performance. Taking higher wages based on performance is more important for individuals with a more extroverted and social success story. High-performance employees are more sensitive than other employees when they are not rewarded for their high performances and pay-offs (Rynes, Gerhart & Minette, 2004).

4. CONCLUSION

Institutionalized enterprises need qualified personnel to survive in an environment of increasing competition with globalization. As institutionalized enterprises know that wages are an important factor in the productivity of their employees, they cannot take the risk and apply fair wage policies. Non-institutional enterprises do not care about the psychological problems of their employees and apply continuous dismissal and recruitment policies in order to employ cheap personnel. In time, these enterprises lose their corporate reputation, and in the course of time, the first job, temporary work is perceived as a compulsory business, and in time they lose their qualified employees.

A large proportion of workers in Turkey make their living by himself and his family on the minimum wage. The minimum wage is not enough to meet the compulsory needs of the employee even in the present economic conjuncture (Erdogdu, 2014). Employee satisfaction is mostly due to the feeling that the wage is fair, not how much is paid.

The secret to maintaining a strong workforce is to understand the psychology of how employees perceive their bonuses and other incentives they can access. The driving motivation for an individual to choose a particular employer; The desire to work in a company that offers a rewarding experience, the desire to use natural skills and abilities to create a successful career, the

company is capable of providing interesting business tasks and recognition, and the company is generous on wages. These are the main factors behind the decision, although this is not the only reason a person chooses to work with a particular company. Psychology that directs people to work for any employer is usually based on the benefits and benefits offered. People are focused on managing their personal lives, and thus ensuring health and material well-being are key goals. What motivates people is the basic principles behind Maslow's Hierarchy of Needs, which is the classical psychological theory. In order to be productive members of the society and to think at a higher level, the basic physiological needs of people must be met. These needs are vital for survival, but they include basic needs such as air, water, food and sleep. Security needs include the needs of employment, health care and shelter. Companies that offer above-average benefits, incentives, salaries and comfortable working environments can attract more qualified human resources. Employees are working harder to stay in their jobs when they believe that their employers have provided them with the benefits of employment, including health benefits, financial assistance and other positive incentives. It is possible to provide only minimum values in terms of benefits, benefits and incentives provided to employees. However, this is risky because when employees learn that another employer can offer them more, they can leave. It is important to implement fair wage policies in order to keep the employees happy, hardworking and loyal to their work (Taylor, 2019).

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