

# Evaluating the Impact of Salary in Molding the Perception of Employees on Organizational Climate: An Analytical Perspective

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## Abstract

Organizational climate significantly influences employee engagement, performance, and overall institutional success. Among the various determinants of this climate, salary emerges as a key yet multifaceted factor. This research paper explores the relationship between salary and organizational climate from an analytical perspective, examining how compensation affects employee attitudes, motivation, and workplace culture. A mixed-method approach was employed, incorporating quantitative data from structured employee surveys and qualitative insights from interviews and narrative responses. The analysis reveals a strong link between salary satisfaction and positive organizational attributes such as trust, morale, and collaboration. However, the study also underscores that salary, while important, is not the sole driver of a healthy organizational climate. Elements such as leadership effectiveness, recognition, and opportunities for professional development also play crucial roles. The study concludes with strategic recommendations for enhancing HR practices by integrating both monetary and non-monetary factors to foster a supportive and high-performing work environment.

**Keywords:** organisational climate, salary, development

## Introduction

Organizational climate plays a vital role in deciding the effectiveness in the performance of employees. In order to know the feeling of employees, managers may use organizational climate as a management tool. Creation of a positive work atmosphere in an organization is a long term proposition and managers should take a positive approach in this direction. Having a favorable work environment by the management is possible only if it understands the changing scenario of global business world, growing awareness among employees on different issues regarding their employment. There is high intensity of competition among the organizations due to preferences of customers for quality in products and services offered. In addition, the competent employees are getting opportunity to shift towards other organizations that are offering handsome packages. Therefore, there are challenges for the organization not only to satisfy their customer, but also to retain competent employees for a long period. The retaining of employees in organization becomes important as it stables the workforce and reduce labour turnover. In order to attract best talents in an organization, organisational climate and its variables have an important role. Organizational variables affect the performance, satisfaction and attitude of employees in an organization in number of ways. In the present study, data has been collected through questionnaire from the employees of transport organisations in Himachal Pradesh. Factor analysis has been employed to identify the factors shaping organisational climate. Five factors are extracted through factor analysis i.e., incentives, recognition, inter-personal relation, development and reputation. All these factors are extracted out of twenty-nine variables that contribute towards the motivation and performance of the employees in public and private transport undertakings in Himachal Pradesh. All the above organisational factors have a direct influence on the motivation and performance of the employees. These factors are analysed with the salary of employees so that a clear understanding can be made of all the prospective which have a direct influence on the motivation and performance of the employees and have a better understanding of organisational climate in public and private transport undertakings.

Further, the identified factor includes the different variables. The following variables are loaded on **Factor-1** i.e., incentives comprises of 12 statements which are as follows: hard work is rewarded, satisfaction with number of casual/medical leaves, good job done has better chances of promotion, innovation is encouraged by monetary support,

rewards and recognition encourage to do job well, sufficient amount of monetary rewards such as TA/DA etc., satisfaction on health and accident insurance, satisfaction on overtime allowance, educational allowance for children, medical reimbursement facility and leave encashment facility.

The variables which are loaded on **Factor-2** i.e., recognition includes eleven statements which are as follows: employees are respected in the organisation, problems and suggestions are taken seriously, appreciation for good job, recognition is based on efficiency, feeling of happiness on recognition, respect is given to elder employees, priority to employees safety, excessive work is avoided, performance appraisal is adopted, hard work is recognised by management and quick action is taken on complaint. The variables loaded on **Factor-3** i.e., inter personal relations are; superior play role as friend, guide and counsellor and progress of friendliness and warmth among the employees. The variables loaded on **Factor-4** i.e., development includes three statements: equal opportunities are given to employees, new ideas make job interesting and organisation is right place to grow. The variables loaded on **Factor-5** i.e., reputation is: proud to be an employee of organisation. Cronbach alpha has been used to study the overall reliability and validity of the scale. The value shown by the test is above 0.7 which implies that the scale used in the study is valid.

### Review of Literature:

**Gong (2009)** examines the relationship between transform leadership and employees' creativity. Transform leadership is positively related with employees creativity which is likely to benefit the whole organisation. Leaders must develop creativity among the individuals by giving them autonomy and freedom at their work place. **Chinomona and Dhurup (2015)** found that fair and competitive salaries contribute positively to employee satisfaction, which enhances collaboration, openness, and trust within organizations. Their findings underscore that financial incentives affect employees' psychological attachment to the organization, thus shaping climate. **Kim and Beehr (2017)** showed that perceived underpayment leads to emotional exhaustion and a toxic organizational climate. Conversely, when salary is perceived as fair and aligned with market standards, it promotes a sense of organizational justice and psychological safety. **Yamoah (2018)** highlights that salary satisfaction is strongly correlated with organizational trust and loyalty, which are vital to cultivating a healthy climate. The study posits that when employees feel valued through compensation, it fosters a cooperative and performance-oriented atmosphere. **Liu et al. (2020)** argue that salary is a primary extrinsic motivator that affects not just retention but also employees' perceptions of procedural justice and management transparency. This, in turn, directly impacts the organizational climate by fostering or eroding trust in leadership and decision-making processes. **Narayanan and Anitha (2021)** found that remote workers perceive salary and incentives as proxies for organizational care and acknowledgment, especially in hybrid work models. Failure to adjust salaries to reflect remote work contributions can negatively affect climate and engagement. **Mokhtar & Hassan (2023)**, in collectivist cultures, salary perception interacts with teamwork and group harmony, influencing how the overall climate is interpreted. **Prasad & Varma (2024)** noted that lower-level employees were more influenced by monetary compensation in their perception of the organizational climate compared to senior employees, who valued autonomy and recognition more.

### Need of the Study:

In today's competitive and dynamic work environment, the organizational climate plays a crucial role in influencing employee behavior, productivity, and overall organizational performance. Among the various factors that shape this climate, salary stands out as one of the most significant. It not only serves as a means of financial compensation but also reflects the organization's value and recognition of its employees. Despite the importance of this factor, there remains a gap in understanding the precise impact of salary on organizational climate, particularly from an analytical and evidence-based perspective. While organizations continue to invest in various strategies to enhance workplace culture, the role of salary as a determinant of employee morale, job satisfaction, and organizational commitment is often underexplored. This study is therefore essential to bridge that gap by critically examining how salary influences the organizational climate across different sectors and job levels. The findings can offer valuable insights for HR professionals, organizational leaders, and policymakers to design more effective compensation structures that not only attract and retain talent but also foster a positive, engaged, and high-performing workplace environment.

### Scope of the Study:

To accomplish the objective of the study, field survey has been done in December 2024 and the study is mainly confined to identify the factors shaping organizational climate and to see the role of salary in shaping the same in the transport sector within the territory of Himachal Pradesh.

### Objective of the Study:

- To analyse the impact of salary in molding the perception of employees on organizational climate.

### Hypothesis:

Ho: Impact of salary in molding the perception of employees on organisational climate is insignificant.

### Source of Data:

Both primary and secondary data has been used for the study. Secondary data has been collected from the annual reports and by-laws of the organisations under study. Further, various sources like journals, magazines and books have also been conducted. Primary data has been collected through structured schedule/questionnaire at 5-point likert scale. Thus, sample size is 250 respondents from public and private transport organisations of Himachal Pradesh. Data has been analysed by using factor analysis to identify the factors shaping organisational climate. Further, the identified factors have been analysed with the various sub-groups on the basis of salary. Mean, standard deviation, F-test and Post-hoc test have been employed to see the impact of salary in molding the perception of employees on organisational climate.

### Incentives

An incentive is something that motivates an employee to perform an action. Incentives attract an employee's attention and encourage them to do a work. An incentive aims at improving the overall performance of the employees' in an organization. Incentives are classified as direct and indirect compensation. There are different types of incentives such as financial incentives, non-financial incentives and monetary or non-monetary incentives. Incentive plans motivates the employees for higher efficiency and the productivity. It makes employees hardworking, innovative and dedicated. The dedicated employees reduce supervision cost. Incentive plans motivates the employees for higher efficiency and the productivity. It makes employees hardworking, innovative and dedicated. The dedicated employees' reduce supervision cost, incentives aims to provide value for money and contributes to the organizational success. Employees' incentives are designed to reward high performance at work place. Employees' incentives are designed to highlight efficient workers and motivate them for a better work. Therefore, incentives play a key role in enhancing the performance of the employees.

Twelve variables have been loaded on this factor at 5 point likert scale. Thus, the minimum score 12, moderate 36 and maximum 60 can be in this regard. Table-1(a) clearly shows that employees are the highest salary bracket are most satisfied with factor incentives followed by employees in the salary group 20,000-40,000. Employees getting salary below Rs.20,000 have been found least satisfied over this factor. It is also worth to mention that employees in the second highest group of salary have shown dissatisfaction over the incentives in their respective organisations. The employees in the lowest salary group may be contractual or adhoc employees and are not getting all the benefits similar to regular employees.

**Table: 1(a) -Descriptive Statistical Analysis of Incentives on the Basis of Salary**

Salary	Mean	Std. Deviation	F	Sig.
Below 20,000	27.26	9.686		
20,000-40,000	33.72	9.619	11.863	0.00
40,000-60,000	29.24	8.801		
Above 60,000	35.96	9.351		
Total	32.47	10.795		

Source: Data collected through questionnaire

To see the difference in the perception of sample employees, F-test has been used. Its p-value has been found 0.00 which rejects the null hypothesis. Thus, it can be said that salary has significant impact in molding the perception of employees towards the factor incentive in their respective organisations.

**Table: 1 (b) Post hoc Results for Incentives on the Basis of Salary**

Salary		Mean difference	Std.Error	Sig.
Below 20,000	20,000-40,000	0.682	0.886	0.86
	40,000-60,000	5.389*	1.246	0.00
	Above 60,000	5.192	1.270	0.00
20,000-40,000	Below 20,000	-0.682	0.986	0.86
	40000-60,000	-0.182	1.622	0.96
	Above 60,000	4.402*	1.290	0.03
40,000-60,000	Below 20,000	-5.389*	1.246	0.00
	20,000- 40,000	0.182	1.622	0.96
	Above 40,000	-4.698*	1.167	0.02
Above 60,000	Below 20,000	-5.196	1.270	0.00
	20,000-40,000	-4.402*	1.290	0.03
	40,000-60,000	4.698*	1.022	0.02

\*The mean difference is significant at 0.05 level.

Table-1(b) shows the post hoc results for incentives score on the basis of salary. The results indicate that incentives significantly vary across income groups, particularly between middle and higher salary brackets. Notably, the Rs.25,000–Rs.40,000 group reports lower incentive scores, while the above Rs.40,000 group perceives or the highest level of incentives. This implies that higher income does not always correspond linearly to higher incentives and the mid-income group may be relatively disadvantaged in terms of incentive distribution. These findings highlight potential inconsistencies or inequities in incentive structures that organizations may need to address to enhance motivation and fairness among employees.

## RECOGNITION

Recognition is a public acknowledgement of employee's status or a merit. It is an appreciation for an achievement, service or ability. Recognition is an admiration and respect given to an employee for his valuable service towards the organization. It is a public appreciation for an employee or group's achievements. Recognition is an important factor in transport undertakings in Himachal Pradesh because it is a hill state and conditions of roads in the state in not so good. Trans- Himalayan roads are one of the toughest roads in the world. Therefore, the duty of the transport employees required to be recognized by their organizations as well as by general public. Recognition also motivates the employees to perform their best. It is a non –monetary reward that encourages their employees to perform their best. Eleven variables have been loaded on this factor. Thus, the minimum score in this regard can be eleven and moderate and maximum can be 33 and 66 respectively.

The descriptive statistics in the table-2(a) reveals that recognition levels slightly vary across different salary groups. Employees earning Rs. 40,000–60,000 reported the highest mean recognition score (27.76), followed by those earning above Rs. 60,000 (27.12), while the lowest recognition was among those in the Rs. 20,000–40,000 range (26.24).

**Table: 2 (a) Descriptive Statistical Analysis of Recognition the Basis of Salary**

Salary (Rs)	Mean	Std.Deviation	F	Sig
Below 20,000	26.89	7.518		
20,000-40,000	26.24	7.225	2.237	0.08
40,000-60,000	27.76	7.000		

Above 60,000	27.12	8.243		
Total	26.14	7.789		

Source: Data collected through questionnaire

The ANOVA test result shows an F-value of 2.237 with a significance level (p-value) of 0.08. Since this p-value is greater than 0.05, the difference in recognition based on salary is not statistically significant at the 5% level. However, the p-value is close to 0.05 and may be considered marginally significant at the 10% level, indicating a possible weak influence of salary on employee recognition. Thus, while salary appears to have some impact on perceived recognition, the variation is not strong enough to confirm a statistically significant relationship.

**Table-2(b) Post Hoc Results for Recognition on the Basis of Salary**

Salary (Rs)	Mean Difference	Std.Error	Sig.
Below 20,000    20,000-40,000	0.128	0.750	0.99
40,000-60,000	2.110	0.822	0.08
Above 60,000	0.241	0.983	0.87
20,000-40,000    Below 20,000	-0.128	0.750	0.99
40,000-60,000	1.098	0.810	0.31
Above 60,000	0.204	1.100	0.99
40,000-60,000    Below 20,000	-2.110	0.822	0.08
20,000-40,000	-1.098	0.810	0.31
Above 60,000	-1.801	1.063	0.40
Above 60,000    Below 20,000	-0.241	0.983	0.87
20,000-40,000	-0.204	1.100	0.99
40,000-60,000	1.801	1.063	0.40

The Post Hoc analysis compares recognition scores across different salary groups (table-2(b)). The only comparison that approaches statistical significance is between Below 20,000 and 40,000–60,000, with a mean difference of 2.110 and a p-value of 0.08, suggesting a marginally significant difference at the 10% level. All other comparisons have p-values well above 0.05, indicating no statistically significant differences in recognition between those salary groups. This suggests that while employees earning Rs. 40,000–60,000 may perceive higher recognition, the differences are not strong or consistent enough to be considered statistically significant across all salary brackets.

## Inter-Personal Relations

Inter-personal relations are a strong, deep or close association between two or more people. This association may be based on work inference, love, solidarity or daily interactions on working hours. Interpersonal relationships are formed in the context of social, cultural and other influences. Inter- personal relationship at work constitutes day to day interaction between the employees and the managers. These relations are a natural part of the work environment and usually peasant and creative but sometime it may leads to tension and frustration among employees. Cordinal interpersonal relations among the employees of transport undertakings are of immense importance as relaxed employees would provide a safe and smooth journey to passengers. The results reports that the potential inverse relationship between income level and the variable measured, wherein middle-income respondents demonstrate higher positive responses than higher-income counterparts. Two variables have been loaded on this factor implying that the score in this regard ranges between 2 and 10.

The analysis shows significant differences in interpersonal relations among employees based on their salary levels (table-3(a)). Employees earning between Rs. 20,000 and 40,000 report the highest quality of interpersonal relations with a mean score of 5.48, suggesting more positive workplace interactions in this group. Those in the above Rs. 60,000 salary bracket have the lowest mean score (4.61), indicating comparatively weaker interpersonal relations.



**Table: 3(a)-Descriptive Statistics for Inter-Personal Relation on the Basis of Salary**

Salary (Rs)	Mean	Std. Deviation	F	Sig.
Below 20,000	4.64	1.444		
20,000-40,000	5.40	1.688	8.598	0.00
40,000-60,000	4.66	1.345		
Above 60,000	4.87	1.567		
Total	5.56	1.580		

Source: Data collected through questionnaire

The ANOVA result ( $F = 8.598$ ,  $p = 0.00$ ) confirms that these differences are statistically significant; meaning salary level significantly affects employees' perceptions of interpersonal relations. This implies that salary influences how employees interact and relate with each other at work.

The post hoc analysis in table-3(b) of recognition based on salary reveals that employees earning between Rs. 20,000 and Rs. 40,000 experience significantly higher levels of recognition compared to all other salary groups. This group showed statistically significant differences in recognition when compared with employees earning below Rs. 20,000, between Rs. 40,000–60,000, and above Rs. 60,000. In contrast, no significant differences were found in recognition levels among the other salary groups, indicating that employees outside the Rs. 20,000–40,000 range—whether earning more or less—tend to feel similarly less recognized.

**Table-3(b) Post Hoc Results for Recognition on the Basis of Salary**

Salary (Rs)		Mean Difference	Std.Error	Sig.
Below 20,000	20,000-40,000	-0.54043*	0.151	0.00
	40,000-60,000	0.11910	0.176	0.90
	Above 60,000	0.32920	0.196	0.34
20,000-40,000	Below 20,000	0.54043*	0.151	0.00
	40,000-60,000	0.65965*	0.180	0.00
	Above 60,000	0.86975*	0.208	0.00
40,000-60,000	Below 20,000	-0.11910	0.176	0.90
	20,000-40,000	-0.65965	0.180	0.00
	Above 60,000	0.21010	0.219	0.77
Above 40,000	Below 20,000	-0.32920	0.196	0.34
	20,000-40,000	-0.86975*	0.200	0.00
	40,000-60,000	-0.21010	0.219	0.77

\*The mean difference is significant at the 0.05 level.

This finding suggests that employees in the Rs. 20,000–40,000 salary bracket may occupy roles where their contributions are more directly acknowledged or visible, whereas those in higher or lower salary brackets may feel less valued or that recognition is less emphasized in their roles.

### Development:

Development is a process through which employees of an organization participate in various training programs to enhance their skills and acquire new knowledge. Among the key methods of employee development are leadership development programs, which significantly contribute to improving employee engagement and productivity. In the context of transport undertakings, such development programs play a crucial role, as they are directly linked to passenger safety and the smooth functioning of services. These initiatives not only help employees stay updated but also enable them to continuously expand their knowledge and improve their professional competence.

This factor comprises of the following three variables: (1) employees are provided with equal opportunities, (2) new ideas contribute to making the job interesting, and (3) the organization is considered a suitable place for growth. Accordingly, the score for this factor ranges from 3 to 15.

Table 4(a) presents the descriptive statistical analysis examining the perception of development across various salary groups. The analysis reveals notable differences in the mean scores, which indicate the average perception of development among respondents categorized by their income levels. The standard deviations across the salary groups remained moderately consistent, ranging between 0.766 and 0.856, indicating a relatively uniform spread of responses within each group.

**Table: 4 (a)-Descriptive Statistical Analysis for Development on the Basis of Salary**

Salary (Rs)	Mean	Std. Deviation	F	Sig.
Below 20,000	8.02	2.617		
20,000-40,000	8.71	2.724	9.408	0.00
40,000-60,000	7.53	2.286		
Above 60,000	7.63	2.227		
Total	8.56	2.394		

Source: Data collected through Questionnaire.

An Analysis of Variance (ANOVA) was conducted to assess the statistical significance of differences among the salary groups. The F-value of 3.273 and the significance level (p-value) of 0.02 suggest that the differences in the perception of development across income groups are statistically significant at the 5% level. This implies that income level plays a meaningful role in shaping an individual's perception of development.

**Table-4(b) Post Hoc Results for Development on the Basis of Salary**

Salary (Rs)		Mean Difference	Std.Error	Sig.
Below 20,000	20,000-40,000	-1.331*	0.320	0.00
	40,000-60,000	-0.691	0.324	0.05
	Above 60,000	0.001	0.306	1.00
20,000-40000	Below 20,000	-0.537	0.210	0.11
	40,000-60,000	0.792*	0.312	0.06
	Above 60,000	0.691	0.324	0.05
40000-60,000	Below 20,000	-1.228*	0.249	0.00
	20,000-40,000	-0.792*	0.312	0.06
	Above 60,000	-0.001	0.306	1.00
Above 60,000	Below 20,000	0.537	0.210	0.11
	20,000-40,000	1.228*	0.294	0.00
	40,000-60,000	1.331*	0.320	0.00

\*The mean difference is significant at the 0.05 level.

The Post Hoc analysis further affirms that salary level is a significant determinant of development perception. Specifically, individuals in the higher income brackets (₹40,000 and above) consistently reported a more favourable perception of development compared to those in lower income brackets. These differences are particularly pronounced between the lowest and middle-upper income groups.

This indicates the presence of economic stratification in the perception of development, which could be attributed to differences in access to opportunities, resources, and quality of life improvements.

## Reputation:

Reputation is a collective assessment of an organisation's past actions and the ability of the organisation to deliver an improved business result to all its shareholders over a period of time. Reputation is actually goodwill of a firm. It includes financial soundness, quality of management and services of the organisation. The transport undertakings work hard on building a reputation of their organisation. A transport undertaking having good image in the eyes of its employees retains employees for a longer period. Reputation also attracts more passengers towards the transport undertaking and also perceived as a reliable source of transport medium by the general public. Only one variable has been loaded on this factor.

Table 5(a) presents a descriptive statistical analysis aimed at examining the relationship between respondents' salary levels and their perception of development. It indicate a relatively more favourable perception of development among higher income groups. In contrast, the lowest perception was observed among those earning Rs.20,000–₹40,000, with a mean score of 1.95. Interestingly, even the below Rs.20,000 group reported a slightly higher mean of 2.11 compared to the ₹20,000–₹40,000 group. The overall average across all salary groups was 2.10, with standard deviations indicating moderate consistency in responses across groups.

**Table: 5(a) Descriptive Statistical Analysis for Development on the Basis of Salary**

Salary (Rs)	Mean	Std. Deviation	F	Sig
Below 20,000	2.11	0.825		
20,000-40,000	1.95	0.833		
40,000-60,000	2.21	0.766	3.273	0.02
Above 60,000	2.26	0.856		
Total	2.10	0.789		

**Source:** Data collected through Questionnaire

The results of the Post Hoc analysis indicate that perception of reputation significantly varies between some income groups, particularly between the middle-income (₹20,000–₹40,000) and upper-income (₹40,000 and above) categories.

**Table: 5(b) Table: Post Hoc Results for Reputation on the Basis of Salary**

Salary(Rs)	Mean Difference	Std.Error	Sig.
Below 20,000      20,000-40,000	0.264	0.079	0.20
40,000-60,000	-0.073	0.089	0.75
Above 60,000	-0.137	0.215	0.57
20,000-40,000      Below 20,000	-0.264	0.079	0.20
40,000-60,000	-0.275	0.111	0.02
Above 60,000	-0.322*	0.127	0.06
40,000-60,000      Below 20,000	0.073	0.103	0.75
20,000-40,000	0.275	0.105	0.02
Above 60,000	-0.044	0.128	0.67
Above 60,000      Below 20,000	0.137	0.115	0.57
20,000-40,000	0.312*	0.127	0.06
40,000-60,000	0.044	0.128	0.67

\*The mean difference is significant at the 0.05 level.

Respondents in higher salary brackets tend to view organizational or personal reputation more positively, likely due to enhanced experiences, job roles, or exposure to organizational recognition.



**Conclusion:**

It can be concluded that sufficient amount of difference in opinion is presented in employees regarding organisational factors. These organisational factors represent twenty nine statements that influence the motivation and performance of employees of transport undertakings in Himachal Pradesh. The senior employees, who have been regularised were found to be satisfied with the amount of incentives provided by their transport undertakings, whereas, employees who are new and inexperienced have serious issues with the organisation regarding incentives such as overtime allowance, medical allowance etc., which adversely affects the organisational climate. Senior employees are very much satisfied with recognition provided by their respective undertakings.

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