

Effect of Compensation and Organizational Justice on the Academic Staff Performance of F.C.E. Zaria

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Abstract

The success or failure of any college of education is determined by its ability to train and develop its staff into a productive, competent, and skilled worker capable of and willing to work toward these objectives. The study examined the effect of compensation and performance organizational justice on the performance of academic staff of FCE Zaria. A total of 234 academic staff participated in the research. A survey design was used and data were collected by using the instruments adapted from past studies. The study employed Partial Least Square Structural Equation Modeling (PLS-SEM) using SMART PLS 3 software. The results of the structural model showed that compensation and organizational justice have a significant positive effect on academic staff performance in FCE Zaria. The study, therefore, recommended social intervention fairness and justice should be exercise in organizational dealings.

Keywords: Compensation, Organizational justice and performance.

1. Introduction

Colleges of Education, like any other company, encounter challenges in motivating people to work productively and meaningfully toward achieving their goals. The success or failure of any college of education is determined by its ability to train and develop its staff into a productive, competent, and skilled work force capable of and willing to work toward these goals. According to Hameed and Waheed (2011), the most important component of a company is its employees, and the success or failure of the company is determined by employee performance. The academic faculty of any academic institution is implicitly responsible for the institution's success or failure.

Organizational justice (Costa & Costa, 2014; Manouchehri, Branch, & Katoul, 2014) and remuneration (Baba, 2015; Osibanjo, Adeniji, & Olubusayo, 2014) have been shown to influence employee performance in previous studies. However, none of the studies reviewed looked at the combined impact of these factors on academic

staff performance at FCE Zaria in the current context. In a study of the effects of staff views of organizational justice and culture on organizational commitment in Turkey, Yavuz (2010) stated that notions of justice should be researched in different cultural situations and in different countries. According to Gunawan and Amalia (2015) one of the reasons of being an employee or a worker for a firm is to create income in the form of a wage or remuneration. Compensation is one of the most significant parts of human resource management. Furthermore, burnout has been connected to poor employee performance and high absenteeism rates, both of which have a detrimental impact on an organization's overall performance (Maslach et al., 1999). The current investigation was started in the light of this body of literature.

On the other side, creating conducive working environment increases employee's productivity and performance is seen as a way to boost corporate efficiency and production. Employees often have high expectations and will seek a working environment that allows them to perform to their full potential. The type of work environment in which employees operate has an impact on whether or not a business succeeds (Chandrasekhar, 2011). As a result, an enabling workplace environment must be the most important factor in enhancing performance and, as a result, generating long-term results (Abdulla, Baker & Vlastic, 2010).

Though findings of the studies on organisational justice may be important because they apply in some situations, it is unclear whether these findings would hold true in other countries and sectors, as well as for all classes of employees, as to Lok and Crawford (2004) stressed that, culture can influence study findings, resulting in a current knowledge gap. Based on this gap and ideas from research, the current investigation aims to assess the influence of remuneration and organizational justice on the performance of academic staff at FCE Zaria.

The results of this study will help the college administration establish and implement policies to improve academic staff performance and educational quality by changing their attitudes about their work, supporting students, and improving teaching procedures. Academics are likely to benefit from the outcomes of this study in comprehending various patterns in employee performance. That is, it will contribute to the current body of knowledge by identifying the causes of poor employee performance and doing more study into potential solutions. Future research into the impact of organizational justice and remuneration on employee performance will benefit from the findings, recommendations, and relevant literatures or theories from this study. The study is divided into five components,

the second of which looked at relevant empirical studies as well as the underlying theory and theoretical framework. Following that is the research methodology section, which explains the research design, study population, and sample design. The conclusion and recommendations came after the results and debate.

2. Literature Review and Theoretical Framework

This section looked at the conceptualization of variables and related empirical studies. As a result, hypotheses based on previous research are developed and tested.

Concept of Organizational Justice

According to Muharram-Zadeh (2012), organizational justice refers to an organization's fair and equitable treatment of its employees. Organizations that aim to achieve their objectives must have a clear mission, effective strategies, organizational structures, and efficient job design, as well as competent and committed individuals (Muharram-Zadeh, 2012). Organizational justice can give major benefits to both employers and employees, such as greater trust and commitment (Cropanzano & Rupp, 2008). Organizational justice is a notion that describes an individual's perspective of fairness in organizations, as well as his behavioral responses to these beliefs, and how these perceptions influence organizational outcomes like organizational commitment and job satisfaction (Noruzi, Shatery, Rezazadeh, & Hatami-Shirkouhi, 2011). Injustice has a negative impact on workplace productivity, as well as the quality of work and employee cooperation (Fatimah, Amiraa & Halim, 2011).

Types of Organizational Justice

Organizational behavior scholars have identified four types of organizational justice: distributive, procedural, interactional, and informational justice (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Colquitt, Greenberg, & Zapata-Phelan, 2005).

The equitable distribution of results such as income, social rights, and employee perks, as well as prizes, is referred to as organizational distributive justice. According to the fundamental principle of distributive fairness, individuals should believe that they are receiving a fair share from various sources. Greenberg and Baron (2008) define distributive justice as "a sort of organizational justice that focuses on people's beliefs that they have been allotted equitable amounts of desired work-related outcomes like income, recognition, and so on."

In 1975, Thibaut and Walker invented the term procedural justice. According to them, it refers to the fairness of rules, procedures, and procedural methods used to establish and measure things like as compensation, working conditions, promotions, financial possibilities, performance evaluation, and other benefits (Jahangir, Akbar & Begum, 2006). According to Bies and Moag (1986), interpersonal or interactional justice is the quality of inter-personal interactions that helps employees feel treated fairly.

According to Greenberg and Baron (2008), informational justice is defined as people's perceptions of the fairness of the information or data collected and used as the basis for making a choice. According to study, employees have a greater perception of justice when people explain findings with a high level of informational justice (depth) and when outcomes are articulated in a way that conveys a message of dignity and respect to them (high interpersonal justice). When informational and interpersonal justice are combined the results are cumulative, and the combined consequences are amplified (Colquitt, 2001). Informational fairness is crucial to an organization's performance because people feel that decisions made by the organization are based on reasonable facts.

Concept of Employee Performance

Performance has many and different definitions as a thoroughly researched topic. It is common knowledge that performance can be either good or bad. This is true for both individuals and businesses. Performance can be defined as a record of a person's accomplishments on a personal level (Armstrong & Baron, 2006). On a corporate level, performance would encompass everything from employee input (behavior) through output (result), as well as the effectiveness of the systems and processes utilized to fulfill the tasks (Armstrong & Baron 1998). Employee performance was once defined solely by what an employee did or did not do. Employee performance includes things like quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness (Gungor, 2011). Academics have made significant progress in explaining and broadening the concept of performance (Campbell, 1990). Employee performance is made up of an employee's actions and the results that occur when job tasks are completed using certain skills and these outcomes are measured using a variety of measures (Imran & Tanveer, 2015).

Concept of Compensation

Compensation, like the other concepts in this study, has a range of definitions; it means different things to different people, organizations, and communities, and it

is important to everyone. Individual compensation, according to Ali (2009), is more than just a return of benefits; it also reflects on an individual's efforts or accomplishments. Remuneration was divided into three categories by Huang (1997): base salary, subsidies, and bonuses. Basic pay includes salary and benefits. Subsidies include rent payments, transportation, relatives' benefits, and reimbursement for special projects, overtime, delayed food supplies, and risk pay allowances. A performance bonus, a job bonus, a year-end bonus, an attendance bonus, and a proposal bonus are all examples of rewards (Ponnu&Chuah, 2010).

Compensation and Performance

In order to explore how a reward system influences the level of involvement and motivation at local nonprofit organizations, Jeha, Knio, and Bellos (2022) conceptualized a framework based on five theories. The interpretive paradigm guided the research therefore a qualitative research approach was utilized. Semi structured interviews with a few managers were conducted to gather data on the impact of remuneration packages on employee engagement and motivation, and the data was manually analyzed. The findings demonstrated that gratuity has a large and beneficial impact on employee engagement and motivation, and it is suggested by all interviewees as a measure for enhancing performance and sustaining competitiveness, particularly in the context of Corona Virus Disease 2019 (COVID-19).

Prasetyo, Endarti, Endarto, Aliyyah, Rusdiyanto, Tjaraka, and Rochman (2021) investigated whether the impact of compensation and discipline variables on employees of regional public bodies can be compared to the findings of previous studies conducted by other local public bodies in the health, education, and corporate sectors. Simultaneously, test results revealed that remuneration and teamwork discipline have an impact on the performance of employees in the region's publicly held businesses. The findings of the study imply that problems like pay and punishment should be examined in order to improve employee performance and assist the firm in meeting its objectives. Similarly, the impact of salary, motivation, and work pleasure on employee performance, as well as the impact of job satisfaction variables on the performance of SMK Medika Samarinda employees, was investigated by Rosalia, Mintarti, and Heksarini (2020) explanatory research, a sort of descriptive research, was employed in this study. In their findings, compensation had no significant impact on employee performance via work satisfaction.

In a Nigerian firm, Okeke and Ikechukwu (2019) looked into the relationship between salary management and employee performance. The study's purpose is to evaluate how employee performance is affected by performance-based compensation, competency-based compensation, and equity-based compensation. Data were collected using a standardized questionnaire. The validity of the instrument's facial content was determined by an employee. The tool was trial-tested on a representative sample of 20 employees picked at random in Anambra State. During the data analysis, the Z-test was used to evaluate the null hypotheses at the 0.05 level of significance. Equity-based compensation has no negative influence on employee performance in Nigerian firms. Competency-based compensation has no negative influence on employee performance in Nigerian firms. Performance-based compensation has no negative impact on employee performance in Nigerian firms.

Candradewi and Dewi (2019) researched and discussed the importance of mediation motive in the relationship between compensation and employee performance at Wisma Prashanti Hospital. With a total of 83 participants, the study's population was made up of Wisma Prashanti Hospital employees. The sampling method used is a saturated sample technique, which involves sampling the entire population. The study included a questionnaire as well as a Partial Least Square (PLS) analysis method using Smart PLS 3.2 software. The research found that compensation has a positive and significant impact on employee performance. According to the findings of this study, compensation has been shown to be an important factor in improving employee performance.

In the Nigerian insurance sector, Adeoye (2019) looked on the relationship between compensation management and employee motivation. The data was collected using a non-experimental methodology, with questionnaires serving as the measuring instrument. A total of 250 questionnaires were distributed, 213 were collected, and 212 (84.4%) were declared useable. The Pearson product moment correlation coefficient was utilized to discover that reward administration and employee motivation has a weak association. In the Nigerian insurance industry, it was observed that compensation management had just a minimal impact on employee enthusiasm. Also in Nigeria, Ogbu (2017) investigated the impact of remuneration on employee performance at the Rivers State Board of Internal Revenue. The findings showed direct compensation is positively associated with employee performance. Also, indirect remuneration was discovered to be strongly linked to

employee performance. Second, workers' allowances should be provided immediately to reduce inefficiency in the civil service.

Organizational Justice and Performance

Fiaz, Rasool, Ikram, and Rehman investigated the role of trust in mediating the relationship between organizational justice and employee performance (2021). The data was acquired using easy random sampling from 433 workers in various divisions of Pakistan's top five commercial banks; the mediating effect of trust was determined using Baron and Kenny's test. The study's findings revealed that organizational justice has a major impact on a company's profitability. Employee trust has also been proven to effectively mitigate the harmful effects of organizational justice on employee performance. In order to promote organizational efficiency, managers must pay special attention to justice as a motivating element for employees.

Jameel (2021) developed an organizational justice and job performance conceptual paradigm. Academic personnel from Iraqi public institutions were eligible to take part in the poll, which was drawn from nine Baghdad universities using a stratified sample technique. Based on past study findings, the findings suggest that organizational justice dimensions are one of the most critical determinants that determine organizational performance.

Ahmad and Jameel (2021) investigated the impact of organizational justice elements on academic staff performance in disadvantaged countries. The information was gathered via surveys at three Iraqi public universities in Baghdad, and the study analyzed it quantitatively. A stratified sampling approach was utilized to ensure that the samples were dispersed evenly among the academic staff at the three universities. For Smart PLS analysis, only 197 responses were judged to be genuine. The findings showed that distributive and interactional justice had a positive impact on academic accomplishment and the ability to enhance performance, while procedural justice had no effect. Distributive justice, on the other hand, had a bigger impact on academic staff job performance as compared to interactional justice. The findings of this study show that, in order to increase job performance, university decision-makers should pay more attention to equitable resource distribution, compensation, promotion, and training.

Apriono, Titisari, Handriyono, Suroso, and Maridelana (2021) used work engagement and organizational commitment as mediating variables to examine the

impact of organizational justice and empowerment on performance. The research was carried out by the Indonesian non-profit organization Board for Community Self-Sufficiency (BKM). The data was collected from July to November 2020, and the latent variables were created using confirmatory factor analysis (CFA). In the path analysis, work engagement ($=.52$, $p.001$) and organizational commitment ($=.40$, $p.001$) were found to have a positive and significant impact on performance. Yu, Lee, Han, and Kim (2020) investigated the impact of organizational justice on hotel performance. Among the organizational justice sub-factors, distributive justice has the biggest impact on work engagement, and job engagement has a significant impact on turnover intention, according to the data. Only a few studies have found that considering organizational fairness and job embeddedness simultaneously improves hotel performance. The research was the first of its kind to fully explain why there is such a strong link between organizational justice and hotel business success.

The following is our second hypothesis, based on this:

H₂: Organizational justice has a significant positive effect on academic staff performance in F.C.E Zaria

Theoretical framework: Equity theory (Adam's theory of justice)

The primary concept of this idea is that people will feel satisfied or dissatisfied based on whether they perceive equity in a situation. This theory contains four main components, according to Adam's notion of justice (equity theory): input, outcome, comparison person, and equity-inequity. According to this theory, employees' satisfaction or dissatisfaction is determined by comparing their input-output with the input-output of other employees. The employee will be satisfied if he or she believes the comparison is fair. Inequity, on the other hand, can result in two types of injustices: those that benefit him and those that benefit other similarly situated employees. This theory is thought to be helpful for bolstering this idea.

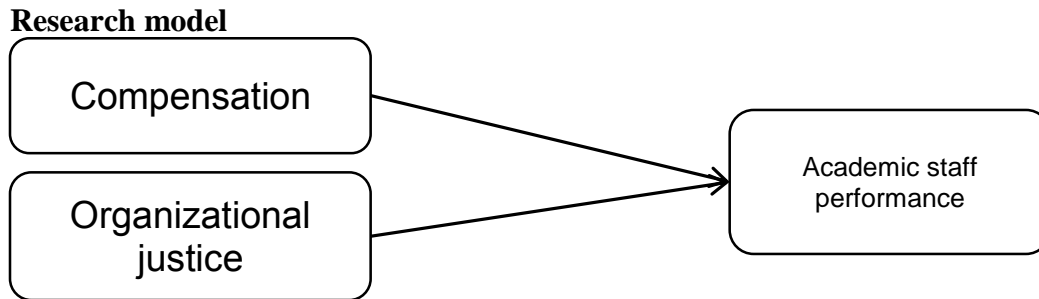


Figure 2.1: Research model

3. Research methodology

The current study is a survey research study with a quantitative design. A systematic questionnaire was used to obtain data from participants. A total of 213 samples were drawn from the population of 457 using Yamane's formula. The study employed simple random sampling method was used. The reason for this option is that the findings may be generalized, it saves time, and it is reasonably inexpensive. Using the aforesaid technique, 213 academic staff was picked from the individual schools. However, the study increased the sample size by 30%, as advised by Israel (2013), bringing the total sample size to 277. Instruments from previous studies were modified to measure the study's constructs. The measure utilized in this study for academic staff performance was adapted from Koopman's (2014) individual performance scale. It consists of five items, each of which is rated on a five-point Likert scale. Wardani (2009) provided six items for remuneration, and Niehoof and Moorman (1993) provided a five-item scale evaluating distributive justice for the instrument measuring organizational justice.

To assess the data acquired in the field, the researcher used partial least square structural equation modeling with SMART PLS 3. Two basic models are required when using PLS SEM. They include the measurement model, which is used to determine the instrument's reliability and validity, and the structural model, which is used to assess the model's hypotheses and predictability. Some of the reasons for the use of PLS were its superiority over other tools in terms of flexible restriction in respect of distribution and population of the study as noted by Haenlein and Kaplan (2004), has the possibility of providing a more reliable and accurate computations because on account of it capability to reduce the possible relationship as well as improving the validation of the theory (Henselar & Fassott, 2010).

4. Results and Discussion

The questionnaires were delivered to 277 employees who were randomly selected from the staff list; 243 were returned, and only 234 were usable for the study after preliminary screening. PLS – SEM via SmartPLS 3 was employed as the analysis technique in this investigation.

Measurement Model

The researchers looked at the item loadings, composite reliability (CR), and average variance (AVE). The study did not include a collinearity test since the number of predictor variables was less than three (Hair, Black, Babin, Anderson & Tatham, 2013). All elements loaded above 0.5, which is the minimum benchmark recommended by Tabachnick and Fidell (2013), were kept, as shown in table 4.1. Composite reliability was used to assess internal consistency; all constructs had a CR value greater than 0.7. Average Variance Extracted (AVE) was also analyzed, and all of the results met Fornell and Larcker's criteria (1981). In other words, the AVE values were larger than 0.5, with a range of 0.590 to 0.698. These are presented in table 4.1.

Table 4.1

Items loadings, internal consistency and average variance extracted

Construct	Indicators	Loadings	CR	AVE
Academic staff performance	ASP1	0.659	0.821	0.607
	ASP2	0.918		
	ASP3	0.739		
Compensation	COM1	0.869	0.800	0.519
	COM2	0.555		
	COM3	0.902		
	COM4	0.765		
	COM5	0.701		
	COM6	0.868		
Organization Justice	ODJ1	0.859	0.731	0.688
	ODJ2	0.938		
	ODJ3	0.522		

The study used the Fornell and Larcker (1981) criterion to determine the constructs' discriminant validity. Each construct's square root of AVE must be bigger than the

correlations between constructs. The inter-correlation among the constructs in the model is more than the square root of AVE. In Table 4.2, the square roots of AVEs are represented by the bolded number on the diagonal.

Table 4.2
Discriminant Validity

Construct	ASP	COM	ODJ
Academic staff performance	0.779		
Compensation	0.255	0.72	
Organizational distributive justice	0.269	0.321	0.829

Structural model

The structural model was evaluated to see if the study's hypotheses were correct. The hypothesis for the correlations was tested using 5000 bootstrapping using 234 sub samples. The effect magnitude was also evaluated, as well as blind folding to determine predictive relevance.

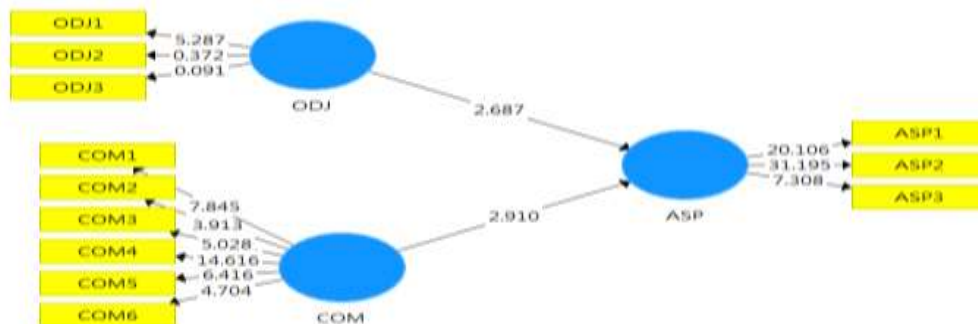


Figure 1: Structural model

Test of Hypotheses

Table 4.3 shows that COM has a positive association with Academic staff performance, with a beta value of 0.259, and ODJ also has a positive link with Academic staff performance, with a beta value of 0.270. Table 4.3 shows that COM has a significant impact on academic staff performance (t-value = 3.14, p = 0.002). PJA has an effect on Academic staff performance (t-value = 3.069 & p-value = 0.002), according to the table.

Table 4.3
Path analysis and Hypothesis

Hypotheses	Relationship	Beta value	std error	t-value	p-value	Decision
H ₁	COM -> ASP	0.255	0.088	2.91	0.004	Accepted
H ₂	ODJ -> ASP	0.269	0.1	2.678	0.007	Accepted

R² 0.342

As a result, the first hypothesis (H1) is accepted, which states that salary has a considerable impact on academic staff performance. Also accepted is hypothesis two (H2), which states that organizational distributive justice has a considerable impact on academic staff performance. The R squared was 0.342, which was acceptable, because it was higher than Falk and Miller's (1995) recommended 10%, this means that COM and ODJ explained 34.2 percent of the variance in Academic staff performance, with the remaining 65.8% explained by characteristics not included in the model.

The size of the exogenous variable's effect on the endogenous variable was determined using the F2 test. According to Cohen (1988), f2 values of 0.02, 0.15, and 0.35 indicate mild, medium, and substantial impacts, respectively. Q2 was used to determine the predictive relevance of the exogenous variable. A Q2 value of 0 or negative, as shown in table 4.5 below, shows that the model is unsuccessful at predicting the endogenous variable, according to Garson (2016).

Table 4.5
Effect size (f²) and predictive relevance (Q²)

Construct	f square	Effect size
COM	0.175	Medium
ODJ	0.182	Medium

Q² = 0.125

The f2 value of COM is 0.175, implying a medium impact size, whereas the f2 value of ODJ is 0.182, implying a medium effect size as well. In addition, the

model's Q2 was 0.125, which is larger than zero, implying that the model is 9.5 percent predictive.

5. Discussion, Conclusion and Recommendations

In FCE Zaria, the study looked at the impact of salary and organizational justice on academic staff performance. Our first hypothesis about the association between COM and Academic staff performance was accepted, as was our second hypothesis about the relationship between ODJ and Academic staff performance. The t-values and p-values obtained from the analysis were used to establish the level of significance. The association between COM and ASP was accepted as hypothesis one (t-value=2.910, p=0.004). Hypothesis two, ODJ and ASP, were likewise accepted (t=2.687, p=0.007). This suggests that the more satisfied employees are with their pay, the more efficiently they accomplish their given tasks.

As a result, employee job performance improves as compensation satisfaction rises. This confirmed the findings of prior research (Baba, 2015; Osibanjo, Adeniji, & Olubusayo, 2014; Ramzan, Zubair, Ali, & Arslan, 2014). Compensation encourages employees to put out more effort in their work. The more satisfied they are with their pay, the more dedicated they become to their profession. This helped to explain the study's findings. Another outcome of this study was that organizational justice has a considerable detrimental impact on academic staff performance. This was not what the researchers had predicted. This result could be influenced by a number of factors. This indicates that the more employees believe the organization is fair in its dealings and allocation of rewards and punishments, the less efficiently they accomplish their given tasks. This finding contradicts prior research findings (Costa & Costa, 2014; Manouchehri et al., 2014).

The study concluded that FCE management should improve lecturer salary and other compensation rewards based on the findings. According to the findings, remuneration has a considerable favorable impact on academic staff performance. Compensation has been shown in studies to be an incentive for employees. As a result, better compensation can ensure employee happiness and, as a result, boost performance. In terms of the processes, procedures, and procedural methods used to determine and measure factors such as payments, working conditions, promotions, financial opportunities, and performance evaluation, as well as the distribution of other benefits such as salaries, social rights, and aids to the staff and prizes, the college should be fair and just in their dealings. Where this is done, there will be an improvement in performance.

This study was conducted in Nigeria and employed partial least square structural equation modeling (PLS-SEM). Past studies that have used this technique were not in Nigeria and this form the major contribution. Future studies may consider incorporating moderators or mediators in the model.

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