

Factors Affecting The Relationship Between Fairness and Employee Success: Case Study

Titus-Agubama Chetachi Hanson Chiemerie,

¹ Al-Madinah International University, Faculty Of Finance And Administrative Science
chetachukwu@hotmail.co.uk

Abdoulrahman Aljounaidi,

² Al-Madinah International University, Faculty Of Finance And Administrative Science
abdoulrahman.ramez@mediu.edu.my

Zakarya Mohsen Muthanna Mohammed,

³ Al-Madinah International University, Faculty Of Finance And Administrative Science
zakarya.mohsen@mediu.edu.my

Al-Harath Abdulaziz Ateik

⁴ Al-Madinah International University, Faculty Of Finance And Administrative Science
alharath.ateik@mediu.edu.my

Abstract

This study aims to investigate factors of equity, on the relationship between perception of equity and work productivity in the University of Nigeria Nsukka. The framework of the study is adopted from the variables of (1) gender-based equity; (2) ethnic-based equity; (3) reward-based equity; (4) promotion-based equity; (5) education-based equity and (6) position-based equity. This framework endeavors to achieve understanding on how these variables have an impact on employees' perception of equity and how it affects work productivity in the workplace. A survey was carried out on a sample of (318) participants by means of online questionnaire and they were selected through a stratified random sampling technique. The approach for the study is the Quantitative Analysis Methodology, and data obtained was analyzed using SPSS and AMOS. The results of the study showed that work productivity is influenced by the perception of equity. Achieving equity and creating a fair workplace environment have clear managerial implications and benefits such as, creating a sense of stability, trust, and belonging. The study highlights the importance of gender-based equity, ethnic-based equity, reward-based equity, promotion-based equity, Education-based equity and Position-based equity in Universities in Nigeria. It endeavors to recognize the impact of equity in the employee productivity, and as well suggest ways to make a more equitable work atmosphere. This research will add to the already existing knowledge about equity while capturing the six variables which have not been discussed in a whole, in previous researches.

Keywords: Perception of Equity, Work Productivity, Gender-Based and Ethnic-Based Equity, Position-Based and Reward-Based Equity, Promotion-Based and Education-Based Equity.

1. Introduction

The success of an organization is directly dependent on the productivity of its employees (Saurabh Kumar, 2021). Employees are seen as key business tools to help an organization's everyday operations; employees have deemed the primary business assets of any company (Inuwa, 2017).

Mandong opined that an organizing success and productivity may be influenced by an empowered workforce. When employees are driven to work at greater productivity levels, the company as a whole works more effectively and efficiently in achieving its objectives. In

comparison to an unmotivated workforce that may divert employees from their work and disrupts an organization adversely (Mandong, 2017).

2. Problem Statement

In Nigeria, higher institutions are continually faced with problems like unstable academic calendar, academic corruption, poor academic services, financial problems and poor participation in universities management. These has played a negative role in equity and productivity in the University (Ogunode Niyi Jacob, Audu Elizabeth, Ahaotu & Godwin Ndubuisi, 2020).

As reported by Okeke, Nwele & Achilike (2017), the condition of Nigerian civil service operation, characterized

by lack of goal setting and measurability, coupled with poor salary, incentives, and lack of promotion when due, has negatively impacted on the performance of Nigeria public sector workers.

Therefore, this study have been conducted to investigate factors of equity on the relationship between perception of equity and work productivity (case study of University of Nigeria Nsukka). The current study is necessary for helping the administrative body of the University of Nigeria Nsukka to maintain a high level of equity in the work place, to ensure high productivity from the academic staff and the “academic administrative staff” of the University.

3. Research Questions

1. Is there a significant relationship between equity, based on gender, and the productivity of workers in University of Nigeria Nsukka?
2. Is there a significant relationship between equity, based on ethnicity, and the productivity of workers at University of Nigeria Nsukka?
3. Is there a significant relationship between equity, based on reward, and the productivity of workers in the University of Nigeria Nsukka?
4. How does promotion-based equity affect the productivity of workers at the University of Nigeria Nsukka?
5. Does equity, based on education background, effect the productivity of workers in regards to University of Nigeria Nsukka?
6. Does equity, based on Position of workers, effect the productivity of workers with regards to University of Nigeria Nsukka?
7. How does perception of equity mediate the relationship between equity and productivity of workers regarding University of Nigeria Nsukka?

4. Research Objectives

- 1.To ascertain whether there is a relationship between gender-based equity and productivity of workers in University of Nigeria Nsukka.
- 2.To investigate if there is a relationship between ethnic-based equity and the productivity of workers in University of Nigeria Nsukka.
- 3.To find out whether there is a relationship between reward-based equity and the productivity of workers in University of Nigeria Nsukka.

4.To determine whether promotion-based equity affects the productivity of workers in University of Nigeria Nsukka.

5.To probe whether equity, based on education background affects work productivity in University of Nigeria Nsukka.

6.To inquire whether equity, based on position of workers affects work productivity in University of Nigeria Nsukka.

7.To examine mediating effect of perception of equity in relationship between equity and productivity of workers’ in University of Nigeria Nsukka.

5.Literature Review and Conceptual Framework

Generally speaking, productivity is explained as relation of output to input. Therefore, productivity on one hand is closely associated to the use and availability of resources. This means productivity is reduced if an organisation’s resources are not properly used or if there is a lack of them. On the other hand, productivity is strongly linked to the creation of value (Richard Gbande, 2016).

According to Sinha (2017), employee productivity is dependent on the workers’ commitment and openness to doing their work. He also noted that by making employees who are eager and open to do their employees, it will improve employee productivity, which contributes to productivity.

The idea of equity is crucial, according to Usmani and Jamal (2016), for employee success, because it has an effect on the actions of individuals to the degree that the outcomes are established in higher employee achievement or decreased performance on the other hand.

Employers must prioritize employment equity such that employees receive equal and equitable care at their workplace. At all corporate layers of equity and fairness, implicit employee efficiency is enhanced (Bingham, 2016). If equity is involved, an employee has to be happy and healthy at workplace. In the other hand, inequity in an employee will impede the success of employees and dramatically disrupt workers who consider inequity (Benowitz, 2017).

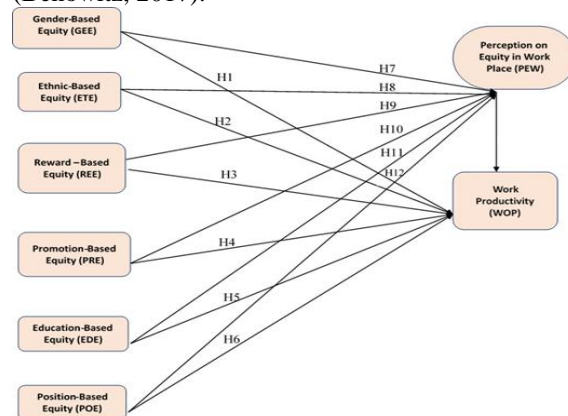


Fig. 1 (Rahman MK, Gazi MAI, Bhuiyan MA, Rahaman MA (2021))

6. Methodology

The researcher collected data from members of a population (University of Nigeria Nsukka Academic Staff and Academic-Administrative Staff), in order to determine the current status of the population in respect to the variables studied, so that the final database reflects quantitative information.

The researcher used a stratified sampling method to gather a representation of a sample from the population since the population was not collected from a homogenous group; to randomly select 318 “academic staff” and “academic administrative staff” of the University of Nigeria Nsukka, from a total population of 1519 (Human Resource UNN, 2019). My units of analysis are the Deans, Heads of Departments and other senior academic staff of the faculties.

7. Findings

Based on the research, the outcomes of the study after analyzing the results showed the following:

- H1: Gender-based equity (GEE) significantly affects Employees work productivity (WOP)

The critical ratio (c.r.) and p-value of gender-based equity (GEE) were respectively 3,038 and 0.003, in anticipating employee work productivity (WOP), thus H1 was supported. The standardized Beta estimate, which showed a favorable relationship, was 0.193. If gender-based equity (GEE) increases by 1 standard deviation, the productivity of employee work (WOP) increases by a standard difference of 0.193.

- H2: Ethnic-based equity (ETE) significantly affects Employees work productivity (WOP)

The critical ratio and p-value Ethnic-based equity (ETE) in predicting Employees work productivity (WOP) were 2.905 and 0.005 respectively. In other words, the regression weight for Ethnic-based equity (ETE) in the prediction of Employees work productivity (WOP) is significantly different from zero at the 0.01 level (two-tailed). Thus, H2 was supported. Furthermore, the standardized estimate of Beta was 0.198, indicating a positive relationship. It means, when Ethnic-based equity (ETE) goes up by 1 standard deviation, Employees work productivity (WOP) goes up by 0.198 standard deviations.

- H3: Reward-based equity (REE) significantly affects Employees work productivity (WOP)

The critical ration (c.r.) and p-value of Reward-based equity (REE) in predicting Employees work productivity (WOP) were 2.238 and 0.03 respectively. This is to say, the regression weight for Reward based Equity (REE) in the prediction of Employee work productivity (WOP) is significantly disparate from zero at the 0.03 level (two-

tailed). Thus, H3 was supported. Also, the standardized estimate of Beta was 0.169, showing a positive relationship. Which means, when Reward-based equity (REE) goes up by 1 standard deviation, Employees work productivity (WOP) goes up by 0.169 standard deviations.

- H4: Promotion-based equity (PRE) significantly affects Employees work productivity (WOP)

The results showed no significant relationship between the Promotion based Equity (PRE) and Employee work productivity (WOP); $\beta = 0.116$, C.R. = 1.621 $p = 0.091$. Thus, H4 was rejected.

Saul M. M. & Frank Pio K. (2022) stated that horizontal promotion as an avenue of staff promotions had an insignificant positive direct influence on organizational commitment ($\beta = 0.002$, $p = 0.972 > 0.05$). While informal learning as a professional development practice had an insignificant direct effect on organizational commitment ($\beta = 0.033$, $p = 0.537 > 0.05$).

- H5: Education-based equity (EDE) significantly affects Employees work productivity (WOP)

The critical ratio and p-value of Education-based equity (EDE) in predicting Employees work productivity (WOP) were 3.077 and 0.003 respectively. This means that, the regression weight for Education-based equity (EDE) in the prediction of Employees work productivity (WOP) is significantly dissimilar from zero at the 0.01 level (two-tailed). Thus, H5 was supported. Furthermore, the standardized estimate of Beta was 0.196, indicating a positive relationship. It means, when Education-based equity (EDE) goes up by 1 standard deviation, Employees work productivity (WOP) goes up by 0.196 standard deviations.

- H6: Position-based equity (POE) significantly affects Employees work productivity (WOP)

The critical ratio (c.r.) and p-value of Position-based equity (POE) in predicting Employees work productivity (WOP) were 3.091 and 0.003 respectively. Therefore, the regression weight for Position-based equity (POE) in the prediction of Employees work productivity (WOP) is significantly contrasting from zero at the 0.01 level (two-tailed). Thus, H6 was supported. Stating further, the standardized estimate of Beta was 0.203, showing a positive relationship. It means, when Position-based equity (POE) goes up by 1 standard deviation, Employees work productivity (WOP) goes up by 0.203 standard deviations.

- H7: Perception of equity in the work place (PEW) mediates the relationship between Gender-based equity (GEE) and Employees Work Productivity (WOP)

In estimating how workplace equity (PEW) affects gender-based equity (GEE) and work productivity (WOP), the vital ratio (c.r.) and p-value of gender-based equity (GEE) were respectively 2,021 and 0.003. Therefore, perception of equity in the workplace (PEW) forecast, the regression

weight for gender-based equity is considerably differing from zero at 0.01. (two-tailed). H7 was therefore sponsored. The standardized Beta estimate, which showed a favorable relationship, was 0.201.

• H8: Perception of equity in the work place (PEW) mediates the relationship between Ethnic-based equity (ETE) and Employees Work Productivity (WOP)

In estimating how workplace equity (PEW) affects ethnic-based equity (ETE) and work productivity (WOP), the vital ratio (c.r.) and p-value of ethnic-based equity (ETE) were respectively 2,215 and 0.004. Hence, in the equity in the workplace (PEW) forecast, the regression weight for ethnic-based equity is considerably differing from zero at 0.01. (two-tailed). H8 was therefore sponsored. The standardized Beta estimate, which showed a favorable relationship, was 0.198.

• H9: Perception of equity in the work place (PEW) mediates the relationship between Reward-based equity (REE) and Employees Work Productivity (WOP)

In estimating how workplace equity (PEW) affects reward-based equity (REE) and work productivity (WOP), the vital ratio (c.r.) and p-value of reward-based equity (REE) were respectively 2,008 and 0.003. Thus, in the equity in the workplace (PEW) forecast, the regression weight for reward-based equity is considerably differing from zero at 0.01. (two-tailed). H9 was therefore sponsored. The standardized Beta estimate, which showed a favorable relationship, was 0.178.

• H10: Perception of equity in the work place (PEW) mediates the relationship between Promotion-based equity (PRE) and Employees Work Productivity (WOP)

In estimating how workplace equity (PEW) affects promotion-based equity (PRE) and work productivity (WOP), the vital ratio (c.r.) and p-value of promotion-based equity (PRE) were respectively 2,221 and 0.005. In other words, in the equity in the workplace (PEW) forecast, the regression weight for promotion-based equity is considerably differing from zero at 0.01. (two-tailed). H10 was therefore sponsored. The standardized Beta estimate, which showed a favorable relationship, was 0.156.

• H11: Perception of equity in the work place (PEW) mediates the relationship between Education-based equity (EDE) and Employees Work Productivity (WOP)

In estimating how workplace equity (PEW) affects education-based equity (EDE) and work productivity (WOP), the vital ratio (c.r.) and p-value of education-based equity (EDE) were respectively 3,072 and 0.003. Hence, in the equity in the workplace (PEW) forecast, the regression weight for education-based equity is considerably differing from zero at 0.01. (two-tailed). H11 was therefore sponsored. The standardized Beta estimate, which showed a favorable relationship, was 0.166.

• H12: Perception of equity in the work place (PEW) mediates the relationship between Position-based equity (POE) and Employees Work Productivity (WOP)

In estimating how workplace equity (PEW) affects position-based equity (POE) and work productivity (WOP), the vital ratio (c.r.) and p-value of position-based equity (POE) were respectively 3,021 and 0.003. Therefore, in the equity in the workplace (PEW) forecast, the regression weight for position-based equity is considerably differing from zero at 0.01. (two-tailed). H12 was therefore sponsored. The standardized Beta estimate, which showed a favorable relationship, was 0.183.

8. Discussions of Results

On the basis of the suggested design for research used during the review, 318 academic personnel (including academic administrative staff) at the University of Nigeria Nsukka were randomly selected using stratified random sampling method, for the purpose of data collection and analysis. Statistics show that there are 17 faculties at the Nsukka University in Nsukka, Nsukka, according to Nsukka University website (www.unn.edu.ng). The return percentage was 100%, the participants' answers were taken using a questionnaire for all demographics, and there were 4 items including, gender, ages, the years of experience and education. This questionnaire was submitted in the Demographic.

The independent variables questionnaires involved 6 items designed to measure the Gender-based equity (GEE), 9 items to measure the Ethnic-based equity (ETE), 7 items to measure the Reward based Equity (REE), 6 items to measure Promotion-based equity (PRE), 5 items to measure Education-based Equity (EDE) and 6 items to measure Position-based Equity (POE) using a 5-point Likert scale. The data were first downloaded into an Excel file and then imported for review in AMOS after the survey responses for the sample were completed and processed.

9. Implications of Research Findings

The implications of the results of this research are theoretical and management implications. The theoretical and managerial ramifications can be summarized below

9.1 Theoretical Implications

The researchers examined, first, the factors that the researcher used as a basis for assessing the performance of Nigeria's University academic staff by using a new model for the competencies of its academic staff to assess the most important theoretical implications of the knowledges. The research findings will help create a new evaluation paradigm for academics from Nsukka University. Research

findings will contribute to the development of a new equity model among universities in Nigeria. It seeks to identify the effect of equity on the administrative process and various equity categories needed to ensure productivity of work and the success of employees. This underlines the need to ensure equity between employees in areas such as gender, race, award, education and employment. The thesis discussed the factors researchers studied, as well as their effect on labor productivity. These research essentially aimed to explore the best ways to guarantee equity to improve job productivity at Nsukka University.

9.2 Managerial Implications

The researcher came up with some managerial implications in agreement with some previous researches on workplace equity. The set of independent variables studied relates to both collective and individual aspects. The study showed that work productivity is influenced by the perception of equity as well as individual and general approaches. Creating a fair workplace environment to achieve equity have clear managerial implications and benefits. It creates a sense of stability, trust, and belonging. Employee equity enhances employee performance and it's considered to be one of the predominant parts of an organization productiveness. There is need for employees to be treated with equity to enable them perform better and have greater sense of belonging at the job place. In an equitable job place, individuals are more happy, creative, and supportive of business goals. The researcher proposed that perceptions of equity is rooted in concept of social comparison. Employees modify their perceptions based on comparisons to others they perceive as similar. Fairness in a job place would be judged by employees based on those who give similar "inputs" (dedication, performance, creativity) are getting similar "outcomes" (rewards, praise, treatment). Perceptions is of importance because it affects job productivity, behaviors that either support or undermine an organization's strategic goals.

Previous studies leaned more on other facet of motivation that enables employee to conduct their duties, while minimally dwelling on the direction of job equity and fairness and its effect on performance of employees. Therefore, this research adopts job equity as an independent variable, with goal of analyzing the effects of perceived job equity on enhancement of employee performance at the University of Nigeria Nsukka. The research suggests that it is necessary to have equity at play in all level of organizational decision making, and to make sure organizational justice triumphs in all units and departments of the said institution, to cause employees to perceive fairness, which will lead to improved performance. The research will serve also as a policy guide for the University management in areas of employees

performance improvement and improvement of equity among employees.

10. Limitations

The respondents needed for the study were difficult to access because of the reoccurring strike action going on in the country, Nigeria. This did not only delay the work, it also made it uneasy for the researcher to access data when needed.

More so, This research work is limited to just one tertiary institution. Also, the research currently conducted at the University of Nigeria Nsukka was restricted to academics and "academic administrative" staff only.

Furthermore, the survey could be a matter to the unfairness and biases of the responses. Therefore 100% of precision couldn't be guaranteed, some of the data and information by reason of the privacy of some respondents may not be totally correct.

11. Future Research

This research work is limited to just one tertiary institution, there is need to conduct similar researches in other institutions around the country. That way, we can be sure to provide an equitable workplace environment across the country which will promote work productivity.

In addition, prospective work could concentrate on cross-border research at the national level. This research is confined to the University of Nigeria Nsukka, and the findings may not be appropriate for analysis in other countries. Indeed, each country has its own unique working scenario, so the scientific findings will therefore be diverse if future study gathers data from several nations.

12. Conclusion

To conclude this study, based on research results and the goals of the study, it can be inferred that the key sources of motivation for them to increase work productivity include advances, satisfaction of work performed, and salaries, promotions and other factors. This is because the service has a higher proportion of well-educated young people and fewer people approaching the retirement age who are looking for opportunities to change their lot.

It can also be inferred that employee's productivity, the kind of salaries they earn, relationships with their supervisors and working environments and others represent a significant relationship as well as the ability to progress, respect for work performed, promotions and friendly interactions with colleagues etc. Again, the conclusion is that, in combination with favorable motivating factors for the success, performance

determinants such as qualification, experience, work environment, pay plan, etc. influence performance and vice versa. Therefore, motivation and success have a relationship, and motivation has an influence on employee performance.

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Titus-Agubama Chetachi Hanson Chiemerie: Diploma in Business Administration (2013), Faculty Of Business & Management, International Islamic College, Kuala Lumpur 68100, Malaysia.
Bachelor of Business Administration (Hons) in Management (2018), Faculty of Finance and Administrative Science,

Al-Madinah International University, Kuala Lumpur 57100, Malaysia.

Assoc. Prof. Dr. Abdourahman Aljounaidi: Faculty of Finance and Administrative Science, Al-Madinah International University, Kuala Lumpur 57100, Malaysia.

Assoc. Prof. Zakarya Mohsen Muthanna Mohammed: Faculty of Finance and Administrative Science, Al-Madinah International University, Kuala Lumpur 57100, Malaysia.

Asst. Prof. Al-Harath Abdulaziz Mohammed Ateik: Faculty of Finance and Administrative Science, Al-Madinah International University, Kuala Lumpur 57100, Malaysia