Comparative Study of Diversity Management and Employee Fairness in the North Central Universities of Nigeria

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Abstract: **Nigeria just like most countries of the world is diverse in its population content (e.g. people) and the people are ethnically or culturally diverse. It is also characterized by other aspects of diversity (e.g. age, gender, educational background etc.) which are even evident in organizations. Generally, the study objective is to investigate if there is any significant difference of diversity management on Employee Fairness in Nigerian Universities. Specifically, the study is ought to establish the difference in the Nature of Relationship between job Satisfaction and Employee Fairness among Universities in North Central Nigeria. A survey design was employed and the population comprises of Nine (9) selected universities that cut across the three (3) states under study. However, a sample size of 399 was determined using Taro Yamane sample size technique. Equality allocation format is shared among the three states under study hence 133 copies of questionnaires are distributed among each state. In return, 378 copies of questionnaire representing 95% of it is filled, returned and therefore used for the entire analysis. Descriptive statistics was use to test the mean differences while Kruskal Wallis test was used to test the hypotheses. Findings reviewed that the significance levels are within 1%, indicating that there is no significant difference in the nature of relationship between job satisfaction and employee fairness. Employee fairness in promotion exercise, equity prevalence in the settling of disputes and approval of leave bonuses if done on fairness will lead to job satisfaction.**

Key Words: **Diversity Management, Employees fairness, Equity and Job Satisfaction.**

I. INTRODUCTION

Learning to recognize similarities and appreciate differences together can overcome prejudice and intolerance and work towards a more peaceful and productive world (Hurtwitt, 2012). To ensure unity in the midst of these apparent diversities, an anti-discrimination clause in the 1999 constitution requires that no citizen of a particular community, ethnic group, place of origin, sex, religion or political opinion is subject to disabilities, restrictions, privileges or advantages to which other citizens are not subject (ODI, 2006). Consultants, business leaders and academics have championed the 'valuing diversity' approach to diversity management and drawn attention to the fact that a diverse workforce that is managed well, is a potential source of competitive advantage for organizations (Aydin & Rahman, 2017).

Wrench (2002), lists several of the advantages found – a higher quality/caliber of candidates applying for a position in the firm, enhanced attractiveness of products and services to multi-ethnic customers and clients, increased innovation, creativity and problem-solving abilities of the diverse teams composed; better access to international markets through the connections provided by employees, avoiding the costs of racial discrimination, e.g., damage to the company image or financial penalties, and a higher success rate of winning contracts or attracting custom from corporate clients who value diversity etc. Jim (2012), in Cox & Blake (1991), propose six dimensions where firms can achieve competitive advantage resulting from effective diversity management. Those are: (1) cost (2) resource acquisition (3) marketing (4) creativity (5) problem-solving and (6) organizational flexibility. Firstly, it is argued that unsuccessful integration of workers creates costs in form of turnover rates, productivity losses caused by low job satisfaction, and absenteeism. Therefore, institutions that manage the integration process effectively obtain cost advantages over those which do not. Secondly, the resource acquisition argument focuses on the human capital firms which have access to – a positive image in term of diversity initiatives will ensure that the best personnel is attracted, especially taking into account the changing composition of labour pool. Thirdly, multi-national companies will benefit from more targeted and thus effective marketing activities if they are to successfully exploit the insights of multi-cultural personnel. The 4th and 5th arguments about creativity and problem-solving capabilities are similar to the group level benefits discussed in the previous section. Finally, the system flexibility argument addresses the advantage of being able to adjust and react to a changing environment faster and more effectively due to two factors brought about by successful diversity management – Increased cognitive flexibility achieved through a diverse workforce, and higher organizational flexibility in terms of processes, openness to new ideas and ability to handle change. Worldwide access to higher education fostered by globalization presents universities with a bigger market and wider customer base, a development which brings its opportunities along with challenges, one of them being diversity - a phenomenon which if properly managed can become a competitive advantage (George & Akaighe, 2017). For higher educational institutions where internationalization

is a part of their distinctive offering in the market, diversity management is clearly of even higher significance. It can be argued that internationalization is a mainly positive or neutral element which however brings with it the issue of diversity, which in turn is a phenomenon with both its advantages and faults (Akinnusi, Sonubi, & Oyewunmi, 2017).

Statement of the Problem

In any organization, there are bound to be conflict of interest amongst the employees as well as management. Such conflicts are on a larger scale when the organization is made up of people from diverse background due to globalization (Okpako & Onuoha, 2019). Conflicts such as cultural differences, organizational politics, nepotism, refusal to place talented employees in appropriate position as a result for bureaucratic challenges etc becomes inevitable. Nigerian university sector have large employees from different cultural, political, religious background and as such faced with the challenges that goes with workplace diversity. This forced integration has created divergence and uncertainty in the workforce, as management is not skilled enough to control the concept of diversity management and its ethics so institutions of learning are also finding it difficult to effectively practice diversity management, which in turn has become an albatross on their neck. Institutions find it difficult in knowing the factors that contribute to effective diversity management or the exact leadership tasks that can be achieved to effectively and efficiently deal with issues related to diversity management. Nigeria just like most countries of the world is diverse in its population content (e.g. people) and the people are ethnically or culturally diverse. It is also characterized by other aspects of diversity (e.g. age, gender, educational background etc.) which are even evident in organizations.

Objectives of the Study

The study general objective is to investigate if there is any significant difference of diversity management on Employee Fairness in Nigerian Universities. Specifically, the study is ought to establish the difference in the Nature of Relationship between job Satisfaction and Employee Fairness among Universities in North Central Nigeria.

Research Hypotheses

H_0: There is no significant difference in the Nature of Relationship between job Satisfaction and Employees Fairness among Universities in North Central Nigeria.

II. REVIEW OF RELATED LITERATURE

Conceptual Review

Diversity

In the educational context, diversity exits among the staff, faculty and the students. Hence, it could be argued to have a higher impact and consequently greater importance in a particular setting which leads to the proposition that research of diversity management in education is highly relevant and needed (Akobo, 2016).

In an organization, the differences among people relating to factors like age, culture, employee status, gender education, family status, race, national origin, physical appearance, sexual orientation, regional origin, perception, cognitive style, religion are all concept of diversity (Gupta, 2013). Though these differences are undeniable, corporate culture and society as a whole often deny them by recognizing and valuing only a narrow range of differences (Oguegbulam, Onuoha & Nwede, 2017). The diversity differences have often been ignored or devalued in the past, not until recently that awareness of the role diversity played in an organizational effectiveness has been spot light. Diversity is dissimilarities or differences among people due to age, gender, race, ethnicity, religion, sexual orientation, socio economic background and capabilities/disabilities. It is the assortment and range and not mere differences. Basically, human beings tend to naturally gravitate towards those that like them and categorize or stereotype those who are different (Hays-Thomas, 2010).

Diversity is a set of conscious practices that involve understanding and appreciating interdependence of humanity, cultures, and the natural environment; practicing mutual respect for qualities and experiences that are different from our own; understanding that diversity includes not only ways of being but also ways of knowing; recognizing that personal, cultural, and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others; and building alliances across differences so that we can work together to eradicate all forms of discrimination (Akinnusi, Sonubi, & Oyewunmi, 2017). Diversity is also based on informational differences, reflecting a person's education and experience, as well as on values or goals that can influence what one perceives to be the mission of something as small as a single meeting or as large as a whole company (Flagg, 2012).

Job Satisfaction

Management seeks for more suitable tactics, strategies, or mechanisms of not only attracting quality employees, but also successfully retaining them, especially given a job environment that is characterized with incessant request for salary increase. The impact of employees" job satisfaction on turnover in an organization cannot be over emphasized. This implies that how much employees are able to be retained or willing to remain in an organization depends greatly on their level of perceived job satisfaction made available to them (Mbah & Ikemefuna, 2012). Job satisfaction also comes along with better performance, commitment, and also motivates employees to give in their best to the achievement of organizational goals. Retaining qualified and skilled employee is necessity for a well-functioning organization. However, it is at times difficult to realize especially when posed with conditions emanating from a good economic situation, ageing workforce, tendency to increase the turnover of workforce, a tight labor market etc. hypothetically, job satisfaction could

function as a buffer against conditions favoring a high turnover (Irvine & Evans, 2005). Some factors that accounts for job satisfaction, can be of two categories: intrinsic factors and extrinsic factors. Some of the intrinsic factors includes; recognition, responsibility and advancement (Internal factors). Whereas the extrinsic factors includes; working conditions, salary, and supervision (External factors) job satisfaction, according to (Hulin & judge, 2003) is a multi-dimensional concept that encompasses environmental factors and personality trait. However, it is observed that, job satisfaction is a function of perceived positive emotional feeling an individual has about his/ her job. When a worker is happy with his/her organization, he /she will always stay with the organization while other moderating factors are held constant. Invariably, job dissatisfaction discourages employee retention.

People are likely are likely to be more satisfied with their jobs with increased seniority. As people rise in seniority on their jobs, especially with white collar jobs, they become more satisfied, more so, because of gained status of self-esteem and the attendant benefits that go with their positions etc. Experience, tenure and seniority are therefore positively related to job satisfaction (Breukelen et al, 2004 in Nnabuife, 2009).

Work Environment

Work environment is a central place for measuring value. The organizational readiness matrix created by the conference Board's Executive Councils on Workforce Diversity is inspired and influenced by the work of (Miller & Katz, 1995; Jackson, Hardiman & Chesler, 1981), provides a very useful tool for a quick assessment and understanding of the valuing component of where an organization might exist and how it might look with regard to valuing diversity or inclusion.

Table 1 Stage's of Diversity and Organizational Readiness

Characteristics	Exclusion (intolerance)	Symbolic pioneers (tolerance)	Critical mass (Acceptance)	Inclusion (fully integrated)
Emotion	Disdain/ignorance	indifference	Acceptance	Respect/value
Business performance	Suboptimal (clueless)	Suboptimal (awareness)	Increasing optimization (pockets of excellence)	Optimal
Executive commitment	The least we can get away with	Reactive/legal compliance	'Right thing to do' Ownership	Business imperative
Leadership position	Majority white male 'Old boys' network	Tokenism 'Pioneers'	Strong middle management representation limited at top	Board/executive committee representation
Diversity focus	Minimal compliance	Compliance focus on numbers	Positive actions Begin business integration	Optimizing global potential
Market focus	None	None	Emerging employee ownership of business solutions/results	Integrated into all aspects of business/terms
Customer focus	None	None	Conscious diversification of terms	Broad cultural global involvement
Employee involvement	None	Informal networks	Formal councils/affinity groups	Passionate involvement in business by all

Source: Wheeler, M.L. (2001). The Diversity Executive: Tasks, Competences and Strategies for Effective Leadership, The Conference Board Developed by the Conference Board's councils on Work Force Diversity, inspired and influenced by concepts from the work of F.A. Miller and J.H. Katz (1995) Cultural Diversity as a Developmental Process: The Path from Monocultural Club to Inclusive Organization. The Kaleel Jamison Consulting Group, Inc., copyright 1995 Pfeiffer & Company International Published in the 1995 Annual, No. 2. The basis for this model was presented by Jackson, B., Hardiman, R. & Chesler, M. (1981) in 'Racial awareness and development in organizations'. (Working paper: New Perspectives, Inc.)

A relatively easy and typical metric is to look at the representation based upon race, gender, and ethnicity of a top management team. What is the composition of the executive suite? Although not the sole determinant of an environment of inclusion, it is clearly an important indicator that would demonstrate on some level how committed and developed a company is with regard to the full inclusion of a diverse workforce. Other indicators, as identified in the model and that relate directly to organizational effectiveness, are the diversity links to the marketplace, customers and business performance. Awareness of these subtle indicators provided by the matrix can be a powerful tool for observational analysis of an organization.

Table 2 Measures for valuing a diverse workforce

Culture
Language
Type of workers-part-time, full-time, job shares
Utilization of work work-life benefits/initiatives
Parity
Compensation analysis
Leadership behaviours/practices
Networking groups
Attitudes and perceptions
Resource and referral usage
Degree of integration of diversity initiatives into company
Employee minority events
Top management accessibility
Inclusive language
Barriers to contributions

Source: Wheeler, M.L. (1996) Corporate Practices in Diversity Measurement. The Conference Board

Employee Fairness

Fairness is an important issue within an organization. When employees talk about fairness they are describing the organizational trust and respect. This research is devoted to study the impact of fairness in working conditions (which means availability of proper office infrastructure, workloads, compensation or benefits in relation to the work done or tasks performed by each employee) initially on employee's moods and behaviors i.e. negative and positive behaviors and ultimately its impact on overall organizational performance. An employee identifying self respect and faith, the impact of justness sensitivity would be low, if they feel the organization does not rely and values them the question of fair treatment rises in an organization work climate (Kickul, Gundry & Posig, 2005). Organizational justice basically deals with criteria of making proper rewards system, appropriate allotment of rewards, flow of information on the basis of which rewards are distributes and stability in rewards dealings (Ryan, 2002). Justice exists only then when the outcomes are distributed equally in proportion to inputs (Cohn, White & Sanfers, 2000). According to Sloat (1999), employees attempt to maintain a balance between their effort and expected return. The focus area of these researches was mainly on the "fairness in monetary terms". However, there are certain jobs, which require a healthy and peaceful environment so that the outcome could be achieved efficiently and effectively.

Organ (1988), argued that fairness cognitions are important, as employees who believe they are being fairly treated will be more likely to hold positive attitudes about their work, outcomes and supervisors. It has been consistently shown that perceptions of fairness or justice, relate to important work attitudes and behaviors like OCB, turnover intentions, organizational commitment, employee theft, satisfaction and performance (Cohen Charash & Spector, 2001; Colquitt et al., 2001; Masterson, Lewis, Goldman & Taylor, 2000). Employees, who are satisfied with the working conditions of their organization, are least interested in monetary rewards. On the other hand, employees who found working conditions not very upgraded have shown certain negative behaviors like high absenteeism, low productivity, and high intentions to quit. "Fairness" encompasses virtues such as moral rightness, equity, honesty, and impartiality. Fairness, or justice, is one of the most fundamental concerns in society.

III.THEORETICAL FRAMEWORK

Equity theory

The core of the equity theory is the principle of balance or equity. Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person. Considered one of the justice theories, equity theory was first developed in the 1960s by J. Stacy Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1963).

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. It proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship. Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow's hierarchy of needs, equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners (Guerrero et al., 2005). Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector, 2008).

The Fairness Model proposes an alternative measure of equity/inequity to the relational partner or "comparison person" of standard equity theory. According to the Fairness Model, an individual judges the overall "fairness" of a relationship by comparing their inputs and outcomes with an internally derived standard. The Fairness Model thus allows for the perceived equity/inequity of the overarching system to be incorporated into individuals' evaluations of their relationships (Carrell & Dittrich, 1978).

Criticism has been directed toward both the assumptions and practical application of equity theory. Scholars have questioned the simplicity of the model, arguing that a number of demographic and psychological variables affect people's perceptions of fairness and interactions with others. Furthermore, much of the research supporting the basic propositions of equity theory has been conducted in laboratory settings, and thus has questionable applicability to real-world situations (Huseman, Hatfield & Miles, 1987). Critics have also argued that people might perceive equity/inequity not only in terms of the specific inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and outputs. Thus, in a business setting, one might feel that his or her compensation is equitable to other employees', but one might view the entire compensation system as unfair (Carrell & Dittrich, 1978).

Empirical Review

Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee

commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity.

Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work.

Avolio (2004), examined the linkage between transformational leadership and employee commitment by focusing on psychological empowerment and structural distance using a sample of 520 staffs nurses employed by a large public hospital in Singapore. Their findings showed that there is a positive association between transformational leadership and employee commitment revealing that psychological empowerment medicated the relationship between transformational leadership and employee commitment.

Shastri (2010), examined the relationship between charismatic leadership and employee commitment in Indian organization with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee commitment of the employees of Indian organization in the study sample. This finding indicates that people tend to be more satisfied if their leader displays charismatic behaviour which makes them to be more committed to their organization. Since it was found that leader's sensitivity to member's needs is related to employee commitment, then manager's need to be clear about the goals and values of the organization so as to align them with the needs of the workers. This will help to reduce the high turnover rates being experienced in today's Industrial World.

Akintayo (2010), investigated the impact of work-family role conflict on employee commitment of Industrial Workers in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work-family role conflict to employee commitment. Based on this finding, he recommended that organizational support programme needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced commitment to their jobs. He further stated that the level of family responsibilities of the workers need to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee commitment.

Ogbo, Kifordu & Wilfred (2014), carried out a research into the effect of workforce diversity on organizational performance of selected firms in Nigeria, with the identification of the poor policy framework, training failures and poor handling of specific goals as reflected in ineffective management of diversity in an organization. The study linked workforce diversity to customer related issues and profitability. Secondary data, interview and content analysis were used in the study with participants from selected brewing companies and a sample of 300 employees. The study concluded that workforce diversity is a modern critical success issue due to the broad based specialization.

Oguegbulam, Onuoha & Nwede (2017), Studied on Workforce Diversity and Employee Retention in Deposit Money Banks Port Harcourt, Rivers State. Quasi experimental research design, and cross sectional survey method were adopted. A sample size of 167 was drawn from a population of 287. The statistical tool used in analyzing the null hypotheses was the Spearman"s Rank order Correlation Coefficient, via the SPSS, at 5% level of significance, while the partial correlation was used in measuring the relationship between the dependent, independent and moderating variables. From the result of the analysis all the null hypotheses were rejected indicating that there is a significant relationship between workforce diversity and employee retention in deposit money banks in Port Harcourt, Rivers State.

Arshad, Asif & Baloch (2012), studied on the impact of "fairness" in working conditions on Organizational Performance in Pakistan Telecommunication Company, Limited, Islamabad. The sample size of 200 is taken from Islamabad city. The results of the research have supported this statement that by improving the working environment and providing proper office infrastructure to the employees the productivity can be increased which will ultimately lead to high organizational performance. The companies facing the same problem can also go for this strategy. The research has the limitation that is carried out in a public sector Pakistani organization whose scenario and conditions may not be familiar with any international or private organization.

Velasco, Villar, Lunar & Velasco (2016), evaluates on the workforce diversity in Gulf College Oman on the basis of four dimensions namely; personality, internal, external and organizational. The results point out that workforce diversity is highly prevalent in Gulf, College Oman. Therefore, a differentiated employee development plan should be devised that addresses the various issues and concerns on workforce diversity. Motivational techniques can also be used to further improve productivity. The college should set the culture in such a manner that it transcends all boundaries to unite its people and achieve goals.

IV. METHODS

Research Design

The study adopts survey research design. The survey research design is premised on the ground that the relationship between Diversity Management and Employee Engagement which is the main focus of the study can be measured quantitatively with the use of a questionnaire; thereby, allowing the test of hypotheses formulated and drawing inferences there from.

The population of this study consists of all Public (Federal and State) and Private Universities in the North Central.

However, the researcher selected states that have only one Federal University, State University and Private University. With this, three (3) states meet up with the condition of selection i.e. Benue, Kogi and Nasarawa States. The study population is based on this states that were selected for the study.

Table 3 Population of the Study

	Universities	Institution Type
Benue	Federal University of Agriculture Makurdi	Federal
	Benue State University, Makurdi	State
	University of Mkar	Private
Kogi	Federal University, Lokoja	Federal
	Kogi State University, Anyigba	State
	Salem University, Lokoja	Private
Nasarawa	Federal University, Lafia	Federal
	Nasarawa State University, Keffi	State
	Bingham University, Auta Balifi	Private

Sample Size and Sampling Techniques

The study adopts the sample size by Yamane (1967), to draw adequate sample. The formula is given as thus;

$n = N1 + N(e)^2$

Where;

n = Sample size

N = Population Size

e = sample error of level of significance

1 = constant

The Population of this study is N = 10,806, e = 5%

Therefore, the sample size is:

$n = 10,780/1 + 10,780 (0.05)^2$

$= 10,780/27 = 399.3$ approximately, n = 399

Therefore, the sample size of 399 respondents was divided equally among the three states of north central comprises of Benue state 133, Kogi state 133 and Nasarawa state 133 to ensure objective comparisms.

Sampling Technique

The sampling technique was judgmentally determined and distributed to the staff of the universities of concentration.

Data Analyses Techniques

The descriptive statistics was used while the respondents' responses were interpreted using mean score of rating. The mean average is 3 (5 + 4 + 3 + 2 + 1 = 15/5 = 3). Any mean equals to 3 and above shows an agreement with the question while any mean below 3 shows a disagreement with the question. Responses to the questionnaire shall be ranked across a five (5) point Likert scale of Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) Strongly Disagree (SD).

Statistical Package for Social Sciences (SPSS) version 22.0 was used to analyze the data while Kruskal Wallis test was used to compare the mean variance of the institutions and test all the null hypotheses formulated.

Analysis of Data

Analysis of the data was based on the questionnaire administered to the respondents to analyze the bio data, the research objectives and to test the null hypotheses formulated.

Table 4 Questionnaire Distribution and Response Rate

Questionnaire	Number	Percentage %
Retrieval and usable	378	95
Not Retrieved	21	05
Total Distribution	**399**	**100**

Source: Field Survey, 2019.

Table 5 Gender of Respondents

	Category	Frequency	Percentage %
Gender	Male	264	70
	Female	114	30
	Total	**378**	**100**

Source: Field Survey, 2019.

Table 6 Cadre of Respondents

Cadre	Number	Percentage %
Teaching Staff	250	66
Non-Teaching Staff	128	34
Total	**378**	**100**

Source: Field Survey, 2019.

Table 7 Comparative views of the respondents regarding the difference in the nature of relationship between job satisfaction and employees fairness among universities in north central Nigeria**.**

Descriptive Statistics

Statements	Overall Mean (St. Dev.)	Federal Mean (St. Dev.)	State Mean (St. Dev.)	Private Mean (St. Dev.)	Mean Difference
(1) Employees are satisfied when fairness and just are considered in the share of responsibilities in my institution	4.2381 (1.02316)	4.1429 (1.19140)	4.2143 (1.02456)	4.3889 (.74803)	No
(2) Employees are satisfied when bias mind sets are not the order of the day.	4.4206 (.75210)	4.4365 (.75362)	4.4048 (.80178)	4.4048 (.70630)	No
(3) Employees' fair treatment leads to job satisfaction.	4.3333 (.84853)	4.3968 (.82053)	4.3333 (.81976)	4.3175 (.85464)	No
(4) Most resignation in my institution is as a result to non job satisfaction and inequality among employees.	4.0317 (1.29576)	3.6667 (1.39140)	3.7857 (1.36591)	4.4286 (.77386)	No
ness in promotion exercise gives room for job satisfaction.	4.3175 (.85464)	4.3016 (.88787)	4.3254 (.82781)	4.3254 (.84692)	No
(6) Employees are more satisfied when equity prevails in the settling of disputes.	4.3730 (.79734)	4.3175 (.86395)	4.3651 (.80601)	4.3889 (.79972)	No
nployees are satisfied n leave approval and ses are done on fairness ust.	4.3492 (.83251)	4.3175 (.90907)	4.3440 (.83380)	4.3810 (.74680)	No

Source: *Researcher's Computation Using SPSS 22.0 Version*

V. DISCUSSION OF RESULTS

The results in table 7 show that there is no difference in the mean of federal, state and private universities in their views as they agreed that their employees are satisfied when fairness and just are considered in the share of responsibilities in my institution as all their mean values are above the average mean of 3.00 as indicated by the mean values of 4.1429, 4.2143 and 4.3889 respectively. The results also show that there is no difference in the mean of federal, state and private universities views as they all agreed that their employees are satisfied when bias mind sets are not the order of the day as indicated by all their mean values of 4.4365, 4.4048 and 4.4048 respectively which are all above the average mean of 3.00.

The results also show that there is no difference in the mean of federal, state and private universities views as they all agreed that their employees' fair treatment leads to job satisfaction as indicated by all their mean values of 4.3968, 4.3333 and 4.3175 respectively which are all above the average mean of 3.00. It also shows that there is no difference in the mean of federal, state and private universities views as they all agreed that the most resignation in their institutions are as a result of non job satisfaction and inequality among employees as indicated by all their mean values of 3.6667, 3.7857 and 4.4286 respectively which are all above the average mean of 3.00.

The results in table above show that there is no difference in the mean of federal, state and private universities views as they all agreed that the fairness in promotion exercise gives room for job satisfaction as indicated by all their mean values of 4.3016, 4.3254 and 4.3254 respectively which are all above the average mean of 3.00. The results in table further show that there is no difference in the mean of federal, state and private universities views as they all agreed that the employees are more satisfied when equity prevails in the settling of disputes as indicated by all their mean values of 4.3175, 4.3651 and 4.3889 respectively which are all above the average mean of 3.00. The results in table above finally show that there is no difference in the mean of federal, state and private universities views as they all agreed that their employees are satisfied when leave approval and bonuses are done on fairness and just as indicated by all their mean values of 4.3175, 4.3440 and 4.3810 respectively which are all above the average mean of 3.00.

Test of Hypotheses

H_0**:** There is no significant difference in the nature of relationship between job satisfaction and employee fairness among universities in north central Nigeria.

Table 8 Kruskal Wallis test of Hypotheses

Statements	Federal Chi-Square (Sig.)	State Chi-Square (Sig.)	Private Chi-Square (Sig)	Significant Difference
(1) Employees are satisfied when fairness and just are considered in the share of responsibilities in my institution.	114.027 (0.00)	119.060 (0.00)	123.813 (0.00)	No
(2) Employees are satisfied when bias mind sets are not the order of the day.	118.289 (0.00)	124.996 (0.00)	114.489 (0.00)	No
(3) Employees' fair treatment leads to job satisfaction.	109.179 (0.00)	121.909 (0.00)	121.166 (0.00)	No
(4) Most resignation in my institution is as a result to non job satisfaction and inequality among employees.	98.204 (0.00)	100.038 (0.00)	110.266 (0.00)	No
(5) Fairness in promotion exercise gives room for job satisfaction.	120.503 (0.00)	121.193 (0.00)	124.329 (0.00)	No
(6) Employees are more satisfied when equity prevails in the settling of disputes.	115.222 (0.00)	124.227 (0.00)	118.763 (0.00)	No
(7) Employees are satisfied when leave approval and bonuses are done on fairness and just.	120.379 (0.00)	120.772 (0.00)	121.608 (0.00)	No

Source: *Researcher's Computation Using SPSS 22.0 Version*

The result from table 8 above shows that all the significance levels are within 1%, indicating that there is no significant difference in the nature of relationship between job satisfaction and employee fairness among universities in north central Nigeria. Based on this, the null hypothesis is accepted.

Summary of Findings

Data was generated using questionnaire and formulated hypotheses were tested using Kruskal Wallis test. The study revealed that there is no significant difference in the nature of relationship between job satisfaction and employee fairness among universities in north central Nigeria.

VI. CONCLUSION

In line with the above findings, the study concludes that there is no difference in the mean of federal, state and private universities in their views regarding to their institutions being fair and just in the consideration and share of responsibilities, employees satisfaction in uprightness, employees' fair treatment which leads to job satisfaction, employees resignation as a results to non job satisfaction, inequality among employees, fairness in promotion exercise, equity prevalence in the settling of disputes and finally, employees are satisfied when leave approval and bonuses are done on fairness and just, since it's all have an average mean value of above 3.00.

VII. RECOMMENDATION

1. It is recommended that there is no difference in the mean of federal, state and private universities in their views regarding their institutions fair treatment.
2. Fair treatment should be adhered to in the institution to create room for employee's quality service delivery.
3. Promotion exercise should be done on merit using the institutions guideline.
4. Responsibilities should be shared according to availability of offices and that should be strictly done without being bias.
5. Employees are to be constantly train and re-train so to be update in service delivery.

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APPENDIX I

QUESTIONNAIRE

SECTION A: Demographic Information

INSTRUCTION: Please read and tick [] as appropriate in the provided boxes, your exact assessment of the following demographic information:

1. Name of institution _____?

2. Gender?

    (a) Male   [ ]

    (b) Female   [ ]

3. Cadre of Respondents

   (a) Teaching Staff   [ ]

   (b) Non-Teaching Staff   [ ]

SECTION B:

INSTRUCTION: Please indicate your views about the statements by ticking the option which most closely represents your opinion. Use the responses of the following keys:

5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), 1 = Strongly Disagree (SD).

Diversity Management and Employees Fairness

Job Satisfaction and Employees Fairness

S/N	Questions	SA 5	A 4	N 3	D 2	SD 1
1	Employees are satisfied when fairness and just are considered in the share of responsibilities in my institution.					
2	Employees are satisfied when bias mind sets are not the order of the day.					
3	Employees' fair treatment leads to job satisfaction.					
4	Most resignation in my institution is as a result to non job satisfaction and inequality among employees.					
5	Fairness in promotion exercise gives room for job satisfaction.					
6	Employees are more satisfied when equity prevails in the settling of disputes.					
7	Employees are satisfied when leave approval and bonuses are done on fairness and just.					

(1) Employees are satisfied when fairness and just are considered in the share of responsibilities in my institution.

Federal					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	6.3	6.3	6.3
	Disagree	10	7.9	7.9	14.3
	Neutral	3	2.4	2.4	16.7
	Agree	40	31.7	31.7	48.4
	Strongly agree	65	51.6	51.6	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.0	4.0	4.0
	Disagree	7	5.6	5.6	9.5
	Neutral	4	3.2	3.2	12.7
	Agree	50	39.7	39.7	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

Private		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	Disagree	4	3.2	3.2	4.0
	Neutral	2	1.6	1.6	5.6
	Agree	57	45.2	45.2	50.8
	Strongly agree	62	49.2	49.2	100.0
	Total	126	100.0	100.0	

Overall_Mean		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.0	4.0	4.0
	Disagree	7	5.6	5.6	9.5
	Neutral	3	2.4	2.4	11.9
	Agree	49	38.9	38.9	50.8
	Strongly agree	62	49.2	49.2	100.0
	Total	126	100.0	100.0	

(2) Employees are satisfied when bias mind sets are not the order of the day.

Federal		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	2	1.6	1.6	3.2
	Neutral	2	1.6	1.6	4.8
	Agree	53	42.1	42.1	46.8
	Strongly agree	67	53.2	53.2	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	2	1.6	1.6	4.0
	Neutral	1	.8	.8	4.8
	Agree	55	43.7	43.7	48.4
	Strongly agree	65	51.6	51.6	100.0
	Total	126	100.0	100.0	

Private		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	Disagree	2	1.6	1.6	2.4
	Neutral	4	3.2	3.2	5.6
	Agree	57	45.2	45.2	50.8
	Strongly agree	62	49.2	49.2	100.0
	Total	126	100.0	100.0	

Overall_Mean		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	2	1.6	1.6	3.2
	Neutral	2	1.6	1.6	4.8
	Agree	55	43.7	43.7	48.4
	Strongly agree	65	51.6	51.6	100.0
	Total	126	100.0	100.0	

(3) Employees' fair treatment leads to job satisfaction.

Federal		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	2	1.6	1.6	4.0
	Neutral	3	2.4	2.4	6.3
	Agree	52	41.3	41.3	47.6
	Strongly agree	66	52.4	52.4	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	4	3.2	3.2	4.8
	Neutral	4	3.2	3.2	7.9
	Agree	56	44.4	44.4	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

Private		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	4.8
	Neutral	5	4.0	4.0	8.7
	Agree	55	43.7	43.7	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

Overall_Mean		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	4.8
	Neutral	4	3.2	3.2	7.9
	Agree	55	43.7	43.7	51.6
	Strongly agree	61	48.4	48.4	100.0
	Total	126	100.0	100.0	

(4) Most resignation in my institution is as a result to non job satisfaction and inequality among employees.

Federal		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	11.9	11.9	11.9
	Disagree	17	13.5	13.5	25.4
	Neutral	8	6.3	6.3	31.7
	Agree	41	32.5	32.5	64.3
	Strongly agree	45	35.7	35.7	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	11.9	11.9	11.9
	Disagree	13	10.3	10.3	22.2
	Neutral	4	3.2	3.2	25.4
	Agree	46	36.5	36.5	61.9
	Strongly agree	48	38.1	38.1	100.0
	Total	126	100.0	100.0	

Private		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	3	2.4	2.4	4.0
	Neutral	1	.8	.8	4.8
	Agree	53	42.1	42.1	46.8
	Strongly agree	67	53.2	53.2	100.0
	Total	126	100.0	100.0	

Overall_Mean		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	8.7	8.7	8.7
	Disagree	11	8.7	8.7	17.5
	Neutral	4	3.2	3.2	20.6
	Agree	37	29.4	29.4	50.0
	Strongly agree	63	50.0	50.0	100.0
	Total	126	100.0	100.0	

(5) Fairness in promotion exercise gives room for job satisfaction.

Federal		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	4	3.2	3.2	5.6
	Neutral	6	4.8	4.8	10.3
	Agree	52	41.3	41.3	51.6
	Strongly agree	61	48.4	48.4	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	2	1.6	1.6	4.0
	Neutral	5	4.0	4.0	7.9
	Agree	57	45.2	45.2	53.2
	Strongly agree	59	46.8	46.8	100.0
	Total	126	100.0	100.0	

Private		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	4.8
	Neutral	4	3.2	3.2	7.9
	Agree	56	44.4	44.4	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

Overall_Mean		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	4.8
	Neutral	5	4.0	4.0	8.7
	Agree	55	43.7	43.7	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

(6) Employees are more satisfied when equity prevails in the settling of disputes.

Federal		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	4	3.2	3.2	5.6
	Neutral	3	2.4	2.4	7.9
	Agree	56	44.4	44.4	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	3	2.4	2.4	4.0
	Neutral	5	4.0	4.0	7.9
	Agree	53	42.1	42.1	50.0
	Strongly agree	63	50.0	50.0	100.0
	Total	126	100.0	100.0	

Private		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	3	2.4	2.4	4.0
	Neutral	4	3.2	3.2	7.1
	Agree	52	41.3	41.3	48.4
	Strongly agree	65	51.6	51.6	100.0
	Total	126	100.0	100.0	

Overall_Mean		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	3	2.4	2.4	4.0
	Neutral	4	3.2	3.2	7.1
	Agree	54	42.9	42.9	50.0
	Strongly agree	63	50.0	50.0	100.0
	Total	126	100.0	100.0	

(7) Employees are satisfied when leave approval and bonuses are done on fairness and just.

Federal		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.2	3.2	3.2
	Disagree	4	3.2	3.2	6.3
	Neutral	2	1.6	1.6	7.9
	Agree	54	42.9	42.9	50.8
	Strongly agree	62	49.2	49.2	100.0
	Total	126	100.0	100.0	

State		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	4.8
	Neutral	2	1.6	1.6	6.4
	Agree	57	45.2	45.6	52.0
	Strongly agree	60	47.6	48.0	100.0
	Total	125	99.2	100.0	
Missing	System	1	.8		
Total		126	100.0		

Private					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.6	1.6	1.6
	Disagree	2	1.6	1.6	3.2
	Neutral	2	1.6	1.6	4.8
	Agree	60	47.6	47.6	52.4
	Strongly agree	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

Overall_Mean					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	4.8
	Neutral	2	1.6	1.6	6.3
	Agree	57	45.2	45.2	51.6
	Strongly agree	61	48.4	48.4	100.0
	Total	126	100.0	100.0	