

Procedural justice and achieving organizational goal: A study of Academic Staff of Bauchi State University Gadau

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Abstract

Globally organizations are created to achieve predetermined objectives and in order to achieve these objectives there is a need to assemble human and material resources. Universities are organizations that assume the role of training and producing competent graduates. Like any other organization, Bauchi State University Gadau has the problems of equal treatment of its employees to work productively and qualitatively towards the achievements of their set objectives; hence there is need for procedural justice. This study was designed to assess impact of procedural justice on academic staff performance of Bauchi State using organizational support theory and expectancy theory. Survey research was adopted for this research; data was collected using the survey questionnaire instrument and analyzed using multiple regressions on SPSS version 21. The result of study shows that procedural justice has an impact on academic staff performance towards achieving organizational goal. It was therefore recommended that Bauchi State University Gadau should give more emphasis on procedural justice so as to boost the performance of staff towards achieving predetermined goals and objectives and thus gives employees a sense of belonging and commitment to duty to achieve productivity.

Keywords: Academic Staff, Organizational Goals, Performance, Procedural Justice, University.

Introduction

Procedural justice entails fairness of policies, procedures and procedural methods used for the determination and measurement of factors such as payments, working conditions, promotions, financial opportunities and performance evaluation and other benefits necessary for to excellent work performance. It is human resources that discharge organizational responsibilities, functions and duties hence they need equal treatment within the organization to perform optimally ((Mohamed and Ali, 2015). Equal treatment within the organization plays a considerable role in enhancing and improving the employees' performance and that of the organization and that will lead to achieving organizational goals efficiently and effectively. If an employee is satisfied with the work he/she performs, it will be more likely for her/him to continue her/his career within her/his current organization

There is no doubt that procedural justice is critical in attaining organizational objectives. In this context, several researchers have argued that there is a positive relationship between

procedural justice and job performance of employees as well as achieving organizational goals. Employees who perceive their organizations treat them equally will experience job satisfaction. Employees who perceive a high level of organizational justice are more likely to feel an obligation to repay the organization. Procedural justice could be in form fairness of policies, procedures and procedural methods used for the determination and measurement of the factors such as payments, working conditions, promotions, financial opportunities and performance evaluation and other benefits. Most of all organizational support; such as high level of fairness and good job conditions are very important for the development of the employees. If employees are valued and treated fairly in the organization they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization and will perform highly for their jobs. While organizational fairness or justice may be viewed through various organization measures, the current study specifically focuses on procedural justice and

staff's job performance towards achieving organizational goals in Bauchi State University Gadau.

Employee's performance depends on various factors but one of the most important factors is equal treatment in an organization, which enhances the performance of employees (Mohamed et al, 2015). Employees who received fair treatment from their organization tend to perform better because they will feel motivated, and will commit themselves more to the organization and improve their competencies etc. So to improve the organizational performance and the employee performance there is a need for Procedural justice could be in form fairness of policies, procedures and procedural methods used for the determination and measurement of the factors such as payments, working conditions, promotions, financial opportunities and performance evaluation and other benefits.

Bauchi State University is a public sector institution which was established by an act of state parliament in 2011. It's however an autonomous body and therefore recruitment, selection, development, motivation and training, of its employees are the responsibility of the university management. The staff structure is divided into academic and non-academic staffs. This study however concentrated on the academic staff of Bauchi State University Gadau. Human resources management is today considered as strategic partner of the other functional areas of government business. The human resources of any organization are that which is expected to bring about competitive differences since the success or failure of an organization is dependent on the quality of its staff (Victoria, 2019). Hence there is strong need of procedural justice in order to influence staff performance toward realization of stated goals and this is the main focus of this research work however, it will be limited to the influence of procedural justice on job performance of the Academic staff of Bauchi State University Gadau.

Globally organizations are created to achieve predetermined objectives and in order to achieve these objectives there is a need to assemble human and material resources. However, human resources stand out the most significant. This is because they are the ones that

utilize the material resources to achieve those predetermined goals and objectives (Saddewisasi, 2016). Universities are organizations that assume the role of training and producing competent graduates. Like any other organizations, the universities are faced with the problems of treating its staff equally to work productively and qualitatively towards the achievements of their set objectives, especially Bauchi State University Gadau because empirically the variables that form procedural justice support such as fairness of policies, procedures and procedural methods used for the determination and measurement of the factors such as payments, working conditions, promotions, financial opportunities and performance evaluation and other benefits etc are basically absent in Bauchi State University Gadau (Hassan, Abdullahi, Mansur, 2019) especially between academic staff and management.

The success or failure of universities depends very much on the ability of the institution to support its staff into a productive, competent and skilled work force which is capable of, and willing to work towards the realization of these objectives. Practically, perhaps the absence of procedural justice in Bauchi State University Gadau may be a contributory factor in the abysmal performance and resignation of some of its academic staff in recent 16 academic staff resigned (Registry, 2021). However, Hameed and Waheed (2011) asserted that organization's crucial component is its employee and their success and failure depends on performance of employee. Impliedly, the success or failure of any academic institution is dependent on the academic staff of such institution. Therefore it is necessary for university to treat its academic staff equally and to be fair and just in handling their affairs in order to achieve set objectives efficiently and effectively.

Past studies have revealed that employee performance may be affected by procedural justice Costa & Costa (2014) However, to the knowledge of the researcher, none of the studies reviewed have empirically examined the influence of procedural justice on performance of academic staff of Bauchi State University Gadau. It is within this context of literature that the present study was initiated and it has created

a knowledge gap. It is on the basis of this gap and suggestions by studies that the current study is inclined to examine the have empirically examined the influence of procedural justice on performance of academic staff of Bauchi State University Gadau.

Literature Review and Theoretical Framework

Concept of Employee Performance

Performance has many and various definitions, as a widely researched topic. It is known that performance can either be good or bad. This is true on an individual and organizational basis. On an individual level, performance can be the record of a person's achievements (Armstrong & Baron, 2006). On an organizational front, performance would encompass all and sundry from the input (behaviour) of the employees to the output (result) (Armstrong & Baron 1998), as well as the efficiency of the systems and processes employed to execute the tasks. Employee performance is originally what an employee does or does not do.

Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Gungor, 2011). It is typically viewed as fundamental or in-role responsibilities that employees are hired to perform in exchange for their compensation packages (Rousseau & McLean Parks, 1993). Individual performance is a major concept within work and organizational psychology (Sonnentag & Frese, 2002). It is considered as an output of a staff on the job, measurable in terms of quality and quantity of job performed or done. This implies that there is a level of job performance that is expected by every organization from its employees.

During the past years, scholars have made progress in clarifying and extending the performance concept (Campbell, 1990). Furthermore, advances have been made in specifying major antecedents and factors associated with individual performance. Employee performance is composed by the behavior of the employee and outcomes which come when the tasks of job are completed by using specific abilities and these results are measured by various scales (Imran & Tanveer, 2015).

The relationship between Human Resource Personnel (HRP) and employee performance has been looked into by Human Resource Management (HRM). Notably, HRM should conform to workers' needs which upgrade work conduct, and enhances performance results (Naveed & Nadeem, Maryam, Naqui, & Zeesham, 2014). The impact of HRM on workers and organizational performance rely on reactions of employees towards HRP. Therefore, the effect of HRP moves towards the view of employee's performance (Nassazi, 2013). HRM practices positively related to employee's performance (Naveed et al., 2014). While observing the effectiveness of productive employees, which shows that broader connection among the HRM practice system does influence employee performance. In a comparative research that focused on smaller organizations found that an active HRM practice effect on employee's performance significantly (Raza, 2015).

Existing research presented that worker training improves the level of their commitment to the work, and it can be utilized as an influence to increase engagement (Sheriff, Ali, & Aliyu 2012). Employee performance is one of the unique and vital influences of worker management that decide the achievement of an association (Sheriff et al, 2012). Employees' performance guarantees the existence as well as the progress of the organizations. Some scholars debated that HRM practices ought to be the main component for organizations achievement utilizing improved employee performance (Naveed et al., 2014). Study of HRM practices have an active and straight association with staff work commitment, particularly in productive work organization. Employee performance is mainly the outcome gained and accomplishment by workers at the place of work that retains up organizational strategies through targeting for the projected results (Victoria, 2019). Several types of researches on employees' performance are carried out in the developed economy, but very limited in the setting of developing nations (Ngirwa, 2009). Studies have mentioned that job satisfaction has a convinced connection with the performance of employee as the specialist is satisfied and more involved in the work the performance automatically improves (Victoria, 2019). Job

satisfaction and performance are directly correlated to each other which imply that if the satisfaction level is high the performance will be likewise excellent and the other way around.

A recent study found that there is a positive relationship between job satisfaction and employees' performance. Also, it states that the high level of reasonable advancement, fair pay, suitable job and decent working situation leads to a significant level of workers' performance. Sheriff et al. (2012) employees are a crucial, but expensive resource. In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. Employees are the most important and the most difficult of all the resources in the organization. It is not enough to employ and utilize them, but it is equally important to ensure that they do their job efficiently. This can only be possible through training and development. Globally, managers believe that training and development contributes to the improvement of employees' performance and productivity in organization. That is to say, training and development helps to ensure that organizational members have the knowledge and skills they need to perform their jobs effectively (Lowry, Simon, & Kimberly, 2002).

Performance implies the level or degree of output achieved from a defined input. The „input“ in most organizations is measures as material/equipment costs. Labour hours, or production costs. Output may consist of sales, earnings, and market share. Some organizations have proved that employees knowledge, skills, abilities, attitude, motivation and behaviours affects performance. Gamage and Imbulana (2013) state that performance“ is defined as the relationship between output and input; between results or proceeds and sacrifices. If it involves the ratio between output and a specific part of the input, this is referred to as „partial productivity“: for example, labour performance expressed as the amount of production for each labour unit, or the number of labour hours for each product unit. Besides, performance can be seen as how an organization can use the available resources to maximize their performance and improve overall efficiency (Samson & Gungul, 2014).

Based on the above discussion of various scholars it can be stated that employee performance has been all about achieving organizational goals. Organizations can do anything constitutionally and within it disposal to enhance employee performance because if the employees perform their duties diligently the goals and objective of the organization will be achieve efficiently and effectively. Hence, the management of Bauchi State University Gadau need to understand that employee performance is key to achieving set goals and objectives.

Types of Employees' Performance

In 2015, Díaz-vilela, Rodríguez, Isla-díaz, & Díaz-cabrera noted two major types of performance to include task and contextual performance. Diaz-vilela et al noted that during the last two decades or so, an important distinction has been established these types of work performance:

Task Performance

Task performance refers to the prescribed role an employee should comply with in order to attain organizational goals. Task performance reflects how well an individual performs the duties required by the job. It can be defined as the efficacy with which incumbents perform activities that contribute to the development of the organizations technical core (Díaz-vilela, Rodríguez, Isla-díaz & Díaz-cabrera, 2015). Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core. This contribution can be direct, including the application of a part of organizational technology, or indirect, providing materials or services needed to perform organizational technical processes (Borman & Motowidlo, 2003).

Most framework of performance observed task performance as an important dimension of individual work performance (Koopmans, Bernaards, Hildebrandt, Vet, & Beek, 2014). It can be defined as the proficiency with which one performs his/her primary job tasks. Other labels sometimes used for task performance are job-specific task proficiency (Griffin, Neal & Parker, 2007), technical proficiency (Lance, Teachout & Donnelly, 1992) or in-role

performance (Maxham, Netemeyer & Lichtenstein, 2008). Task performance includes work quantity, work quality, and job knowledge.

Contextual Performance

Contextual performance, also called citizenship performance, involves those behaviors not directly related to job tasks, but having a significant impact on organizational, social, and psychological contexts. These behaviors serve as catalysts for the efficient undertaking of the entrusted tasks. Where individuals invest energy into their work roles, they should have higher contextual performance, which relates to an individual's propensity to behave in ways that facilitate the social and psychological contexts of an organization. In this type of performance, the initiative, support, and persistence that employees demonstrate is more important than the technical competence displayed (Poropat, 2002). According to Ployhart, Schneider, Schmitt (2006) contextual or civic activities support and create the context or social environment in which the technical core of the organization must function, while task activities serve to support and create the technical core itself.

To Viswesvaran and Ones (2000), task performance has been the traditional focus of research; and researchers have come to believe that individual work performance is more than meeting prescribed work goals. In both generic and job-specific frameworks, one or more dimensions of contextual performance have been included. Contextual performance can be defined as individual behaviors that support the organizational, social, and psychological environment in which the technical core must function (Borman & Motowidlo, 1993). Just like task performance, several scholars have also labeled this dimension with different names, such as non-job-specific task proficiency (Wisecarver, Carpenter & Kilcullen, 2007) extrarole performance (Maxham, Netemeyer & Lichtenstein, 2008), organizational citizenship behavior (Viswesvaran & Ones 2000) or interpersonal relations (Murphy, 1989). It should, however, be noted that all concepts refer to behaviors that go beyond the formally prescribed work goals, such as taking on extra tasks, showing initiative,

or coaching newcomers.

Determinant of Employee Performance

Iqbal, Ijaz, Latif, and Mushtaq (2015) identified the factors affecting employee performance at work place to include working hours, trainings, communication barriers, stress and financial rewards. These variables are described in different studies that affect the performance of employees at work place. To them, long working hours have negative effect on employee's performance as well as on their families, the employer and community. Also, to perform new assignments, knowledge about their surrounding development and most importantly to keep them alive with the advancing technologies; trainings can play critical role. Iqbal et al further noted that Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations. Stress has negative relationship with the employee's performance. Communication barriers create huge hurdles for employees to discuss their routine problems and to get their solutions from the upper management. So when they feel confused to talk with their managers they feel hesitation and fear that they will be scolded and abused by their manager and decide at their own which may lead them towards wrong decisions and it can affect their efficiency. If the performance is backed by financial rewards, then employees work more energetically. It is considered a great motivator for the employees. Incentives increase the employees' commitment which ultimately results in good performance. Assigning financial benefits result in the positive performance of employees at work.

Impact of Employee Performance on the Organization

Employee performance is the step towards achievement of organizational aims. Hence more effort is required to improve the employee performance. Tarantino (2005) argued that business managers fail to appreciate their people, even though they claim their employees are more important than other assets. High performing employees grow business

organization and improve efficiency. Further to this, an increasing number of businesses are making efforts to increase employee performance that can possibly business successes. Kum and Cowden (2014) stated that one of the larger aspects of developing employees' skills and abilities is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. To them, Organizations should look at the positive effects of employee performance, and design strategies to improve them in order to guarantees targeted investment.

Job Performance

Job performance focuses directly on productivity by assessing the amount of quality unit receipts produced by employees in a manufacturing environment during a special period. Therefore, business success depends on job performance. One effective way to improve organizational performance is to improve job performance, from the lowest level to senior managers in the organization. Performance improvement is not only the result of good system use but also depends on the effectiveness of a successful human resources strategy in recruiting, supporting, training and maintaining a committed and motivated workforce, hence Bauchi State university Gadau human resources department need to emulate the above mentioned in order to influence the performance of the academic staff (Mohamed *et al*, 2015).

Performance is the result of a process that is referenced and measured over a defined period of time under predetermined conditions or agreements (Edison *et al.*, 2016). Employee performance is a reward of employee work, goals or standards compared to expectations set by the organization. Employees are ranked against the extent to which they work compared to the competencies of performance standards, cost, speed, their initiative and creativity in solving problems (Degago, 2018). From the above in can be understood that goals accomplishment of every organization is a product of work performance, therefore organizations need to enhance job or work performance to achieves their goals and that is also applicable to Bauchi State University Gadau.

Procedural Justice

The term procedural justice was first used by Thibaut and Walker in 1975. According to them, it refers to the fairness of policies, procedures and procedural methods used for the determination and measurement of the factors such as payments, working conditions, promotions, financial opportunities and performance evaluation and other benefits (Jahangir, Akbar & Begum, 2006). In other words, procedural justice means the perceived justice of the tools, processes and methods used in the identification of gains. Employees are not only concerned with what the decisions they are making regarding their organizational justice but also they consider the processes which determine these decisions. Mirmohhamdi and Marefat (2014) note that the word procedure as used in research in the field of organizational justice consists of a series of steps that guide actions and judgments in the allocation of resources (Rezayian, 2011).

When people are dealing with these procedures they make judgment on the fairness of these procedures. In another view, procedural justice to mean the perceived justice of the tools, processes and methods utilized in the recognition of gains. Procedural justice may also express the situations which cannot be explained by distributive justice in organizations (Çakmak, 2005). On the part of Nadiri and Tavana (2010) see Procedural justice as the perceived fairness of the processes that organizations use to make decisions about the distribution of resources in an organization, it is also argued that procedural justice is the perceived fairness and the transparency in the decision making procedures followed in resource allocation or disputes resolution. People desire to participate in the decision-making processes in organizations and assume control (Nadiri et al, 2010). Employees are not only interested in fair outcomes but also interested in fair process for the determination of their outcomes (Aslam & Sadagat, 2011).

An instrumental model by Thibaut and Walker's (1975) proposed that procedural justice resulted in more controllable and predictable outcomes so it was highly valued. Greenberg and Colquitt (2005) gave criteria for procedural justice to include important factors such as voice in making of decisions,

consistency when applying rules, accuracy in use of information, opportunity to be heard, and safeguards against bias. Procedural justice has great impact in the organization this is because fairness does not mean that employees are only interested in fair outcomes (distributive justice) but they are also concerned in fair processes used in arriving at their outcomes (procedural justice). Abu-Elanine (2010) observed that it is a key concern of every organization to maintain procedural justice as a regular practice because decisions based on unjust practices are not accepted by employees. In case of procedural injustice people do not only consider their outcomes as unfair but also reject the entire system if they consider the outcomes to be unfair (Greenberg & Cropanzano, 2001). People's tendencies to follow company rules were found to be affected by procedural justice practices and therefore top levels officials were advised to promote procedural justice whom would make it easy for employees to follow organization rules.

From the discussion it can be concluded that employee in an organization are expected to be treated equally without favoring others at the expense of others and to be fair and just to all of them. Unequal treatment weakens employee motivation hence Bauchi State University Gadau needs to treat its staff equally and be fair and just in dealing the affairs of its employee that will trigger their performance of the employees.

Theoretical Framework

This study will utilize expectancy theory to predict and understand the influence of organizational support on academic staff performance of Bauchi State University Gadau

Expectancy Theory

According to Expectancy Theory, Employee motivation increases when meaningful rewards are given to those employees who effectively transfer training (Vroom, 1964). Expectancy Theory was propounded by Victor H. Vroom (1964) through his study of the motivations behind decision making. This theory is relevant to the study of management. The expectancy theory of motivation explains the behavioral process of why individuals choose one behavioral option over the other. This theory

explains that individuals can be motivated towards goals if they believe that there is a positive relationship between efforts and performance, the outcome of a favorable performance will result in a desirable reward, a reward from a performance will satisfy an important need, and/or the outcome satisfies their need enough to make the effort worthwhile. Vroom introduced three variables within the expectancy theory which are valence (V), expectancy (E) and instrumentality (I). The three elements are important behind choosing one element over another because they are clearly defined: effort-performance expectancy ($E > P$ expectancy), performance-outcome expectancy ($P > O$ expectancy).

Expectancy theory has three components: expectancy, instrumentality, and valence.

1. Expectancy: effort \rightarrow performance ($E \rightarrow P$)
2. Instrumentality: performance \rightarrow outcome ($P \rightarrow O$)
3. Valence: $V(R)$ outcome \rightarrow reward

Expectancy: effort \rightarrow performance ($E \rightarrow P$)

Expectancy is the belief that one's effort (E) will result in attainment of desired performance (P) goals. Usually based on an individual's past experience, self-confidence (self efficacy), and the perceived difficulty of the performance standard or goal.

1. Self-efficacy – the person's belief about their ability to successfully perform a particular behavior. The individual will assess whether they have the required skills or knowledge desired to achieve their goals.
2. Goal difficulty – when goals are set too high or performance expectations that are made too difficult. This will most likely lead to low expectancy. This occurs when the individual believes that their desired results are unattainable.
3. Perceived control – Individuals must believe that they have some degree of control over the expected outcome. When individuals perceive that the outcome is beyond their ability to influence, expectancy, and thus motivation, is low.

Instrumentality: Performance \rightarrow Outcome ($P \rightarrow O$)

Instrumentality is the belief that a person will receive a reward if the performance expectation

is met. This reward may present itself in the form of a pay increase, promotion, recognition or sense of accomplishment. Instrumentality is low when the reward is the same for all performances given. Factors associated with the individual's instrumentality for outcomes are trust, control and policies: Trusting the people who will decide who gets what outcome, based on the performance, Control of how the decision is made, of who gets what outcome, Policies understanding of the correlation between performance and outcomes.

Valence V®

Valence: the value an individual places on the rewards of an outcome, which is based on their needs, goals, values and Sources of Motivation. Influential factors include one's values, needs, goals, preferences and sources that strengthen their motivation for a particular outcome. Valence is characterized by the extent to which a person values a given outcome or reward. This is not an actual level of satisfaction rather the

expected satisfaction of a particular outcome.

The valence refers to the value the individual personally places on the rewards. -1 → 0 → +1

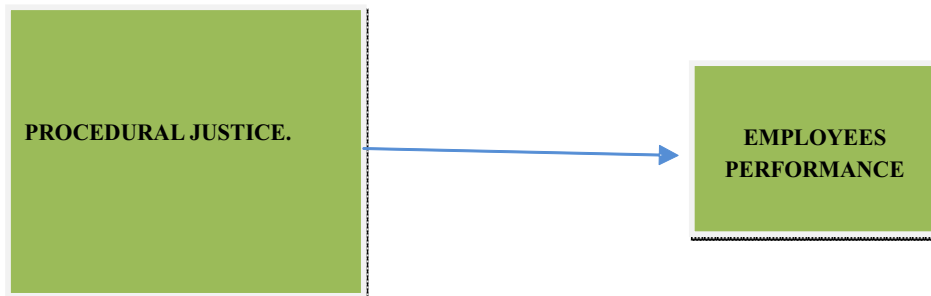
-1 = avoiding the outcome 0 = indifferent to the outcome +1 = welcomes the outcome

In order for the valence to be positive, the person must prefer attaining the outcome to not attaining it.

Application of Theory on the Research Organizational Support

The above theoretical framework has been formulated to depict a relationship between procedural justice and employees' performance. Organizational support is all about positive increasing on employee productivity. Procedural justice and feedback are the true compliments of giving a better shape to employees' performance. This research study will concentrate on one component of the theory that is the performance → outcome instrument to draw framework which will guide the research work.

Table 1: Research Framework
INDEPENDANT VARIABLE
ORGANISATIONAL SUPPORT



The above diagram is designed to show the relationship between the procedural justice and employee performance and how the procedural justice can increase employees' performance.

Methodology

The study, using Krejcie and Morgan (1970), sample size table arrived at 181 employees as

sample size from the population of 324 employees. However due to the possible issue of low response from the respondents, Babbie (1990) recommends the increase of sample by 50% hence the current study added 50% bringing the total to 272 sample size (181 + 50% = 181 x 0.5 = 272).

Results and Discussions

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	28.237	1.374	20.544	.000
	PJ	.326	.073	.279	.000

a. Dependent Variable: EP

Statistical Package of Social Science SPSS version 21 was used to analyze the data obtained. The essence of this study is to find out the influence of procedural justice on employee performance, the result shows there is positive relation between Employee Performance and procedural justice is strong and positive. Hence, procedural justice can influence the employee performance. The study found procedural justice can influence the employee performance

According to the above underpinning theory that is expectancy theory of motivation explains the behavioral process of why individuals choose one behavioral option over the other. The theory explains that individuals can be motivated towards goals if they believe that there is a positive relationship between efforts and performance, the outcome of a favorable performance will result in a desirable reward, a reward from a performance will satisfy an important need, and/or the outcome satisfies their need enough to make the effort worthwhile. Hence the employees in an organization can increase their performance if they aspect they can treated equally by the management. Thus, procedural justice in Bauchi State University will lead to employees' performance in the university.

Recommendations

In line with the findings the study recommends The university should strongly intensify fairness and just in their dealings with staff either in the process and procedures and procedural methods used for the determination and measurement of the factors such as payments, working conditions, promotions, financial opportunities and performance evaluation and distribution of other benefits such as salaries, social rights and aids to the staff and prizes. Where this is done, there will be improved performance. Because this study shows procedural justice has an effect on performance. Thus, the management of BASUG should improve the pay and other compensation rewards for lecturers. From the study, procedural justice was found to have significant positive effect on academic staff performance. Studies have argued that organizational reward serve as a motivator to employee. Thus, improved compensation can guarantee employee increase performance.

Limitations of the Study

Data was collected from Bauchi State University Gadau. As a result, the findings of the study may not be extended beyond BASUG. Other universities were not included in the study. Only questionnaires were utilized as the method of data collection. Therefore, it might be difficult to win voluntary cooperation of the respondents as it constitutes a major determinant of the accuracy of the feedback. For example, the accuracy of the study might have been affected by dishonesty of the respondents in trying to protect a good image of the university or the government; this is however beyond the researchers' ability to ascertain. Also, collecting data at a single point in time (cross sectional) also raises the question of common method variance. Subsequent research on this topic should use a longitudinal approach to address these issues. Furthermore respondents were only the academic staff without the inclusion of non-academic staff. This means that there is total relegation of non-academic staff working in BASUG despite the fact that they share common challenges, characteristics etcetera with academic staff. Based on the findings of this study, the researcher sticks to the following variables employee performance and procedural justice.

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