

**INFLUENCE OF ORGANIZATIONAL JUSTICE ON  
COMMITMENT OF EMPLOYEES IN HEALTH  
SECTOR NON-GOVERNMENTAL ORGANIZATIONS  
IN KENYA**

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**Influence of Organizational Justice on Commitment of Employees in  
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**DECLARATION**

This thesis is my original work and has not been presented for a degree in any other University.

Signature.....Date.....

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This thesis has been submitted for examination with our approval as university supervisors.

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## **DEDICATION**

This thesis is dedicated to my wife Charity and children, Patricia and Sam for their patience and support. They provided me with strength, dreams, courage, and determination to carry on through the many stages involved. To the many friends and colleagues who gave me unselfish support and encouragement, I say thank you, and may God bless you all.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>AC</b>	Affective Commitment
<b>CC</b>	Continuous Commitment
<b>CFA</b>	Confirmatory Factor Analysis
<b>DJ</b>	Distributive Justice
<b>HENNET</b>	Health NGOs Network
<b>HRM</b>	Human Resource Management
<b>HRMP</b>	Human Resource Management Practices
<b>IJ</b>	Interpersonal Justice
<b>IJ</b>	Informational Justice
<b>NC</b>	Normative Commitment
<b>NGO</b>	Non- Governmental Organization
<b>PJ</b>	Procedural Justice

## **DEFINITION OF KEY TERMS**

Affective Commitment	Desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization (Allen & Meyer, 1990).
Continuance commitment	A desire to remain a member of an organization because of an awareness of the costs associated with leaving it and a profit associated with staying (Meyer & Allen, 1997).
Distributive Justice	Perceived fairness of the distributive outcomes that an employee receives from an organization (Folger & Cropanzano, 1998).
Health NGO	Non- Governmental Organization whose primary activities are predominately related to the promotion of people's health (Willetts, 2002).
Informational Justice	Perceived fairness with which explanations are provided to people on why employment procedures were used in a certain way or why outcomes were distributed in a certain fashion (McFarlin & Sweeney, 1992).
Interpersonal Justice	Perception of how people are treated with politeness, dignity, and respect by authorities or by the other parties that could be involved in carrying out procedures or determining employment outcomes. (Colquitt, 2001).

NGO	An organization that is neither a part of a government nor a conventional for-profit business (Willets, 2002).
Normative Commitment	Desire to remain a member of an organization due to a feeling of obligation; exists when there is a sense that staying is the "right" or "moral" thing to do (Liou, 2008).
Organizational Commitment	The desire on the part of an employee to remain a member of the organization (Liou, 2008).
Organizational Justice	Extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature (Baldwin, 2006).
Procedural Justice	Perceived fairness of the procedures used to determine the outcomes that an employee receive (Greenberg, 1990).

## ABSTRACT

Organizational justice refers to employee perceptions of fairness in the workplace. These perceptions can be classified into four categories: distributive, procedural, informational, and interpersonal. Distributive justice reflects perceptions regarding fairness of employment outcomes, while procedural justice reflects perceptions of processes that lead to these outcomes. Informational justice relates to the accounts provided for justice-related events in the workplace. Interpersonal justice reflects perceptions of interpersonal interactions and treatment. The purpose of the study was to investigate the influence of organizational justice perceptions on commitment of employees in health sector Non-Governmental Organizations in Kenya. The study adopted descriptive and correlational research designs with a statistical sample of 195 employees responsible for key result areas in 17 Non-Governmental Organizations. Justice perceptions were measured using Colquitt's four construct model comprising of distributive, procedural, interpersonal and informational justice while commitment was measured through Meyer's three component model comprising of affective, continuance and normative commitment. Inferential statistics comprising of correlation, multiple linear regression models and ANOVA analysis were applied to establish the relationship between the independent and dependent variables. Qualitative data was analyzed through the use of questionnaires. Results of the study show that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with affective, continuance and normative commitment in health sector non-governmental organizations in Kenya. The study findings provide support to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experience as just or unjust treatment. This justice perception in turn impacts on their affective, normative and continuance feelings of commitment toward the organization. However, human resource practices (socialization, involvement, training and development) were shown not to be significant moderators of the relationship between organizational justice and commitment. The study findings extend the knowledge of the relationship between employee justice perceptions and commitment and the need for organizations to treat their employees fairly. The study therefore recommends that NGO organizations enhance their organizational justice in order reap the positive outcomes of highly committed employees.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Many contemporary writings on organizations emphasize the importance of core values to the organization (Collins & Porras, 1997). Justice in terms of fair treatment of employees is identified as one of those values and fairness as one of the fundamental bases of cooperative action in organizations (Cropanzo *et al*, 2007). Truth telling, promise keeping, fairness, and respect for the individual are some of the key guiding principles of effective people management in organizations.

Justice perceptions can influence employees' attitudes and behaviour for good or ill, in turn having a positive or negative impact on their performance and the organization's success (Baldwin, 2006). Justice is therefore a basic requirement for the effective functioning of organizations and the personal commitment of the individuals they employ (McFarlin & Sweeney, 1992). Employee perceptions of organizational justice in terms of fair formal decision-making procedures (procedural justice), fair decision outcomes (distributive justice), fair interpersonal treatment (interpersonal justice) and information sharing (informational justice) by decision makers have been found to be related to a variety of work-related attitudes and behaviors including commitment (Colquitt, *et al*, 2001; Al-Zu'bi, 2010; Yucel, 2013; Akanbi & Ofoegbu, 2013).

Commitment to an organization which is in the literature referred to as organizational commitment is the bond employees experience with their organization (Folger & Cropanzano, 1998). Employees who are committed to their organization generally feel a connection with the organization, feel that they fit in it, feel they understand and are committed to the goals of the organization (Cohen *et al.*, 2001). The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support (Konovsky, *et al*, 2000). Meyer & Allen (1997) conceptualized employee commitment (organizational

commitment) in three dimensions namely affective, continuance and normative commitments.

### **1.1.1 Justice Perceptions and Employee Commitment**

Justice perceptions can influence employee attitudes and behaviour for good or ill, in turn having a positive or negative impact on individual, group and the entire organization's performance and success (Baldwin, 2006). Empirical evidence supports the notion that an employee's perception of organizational justice affects their attitude toward the organization (Konovsky, *et al*, 2000). If the perception of organizational justice is positive, individuals tend to be more satisfied and committed to their job (McFarlin & Sweeney, 1992).

Organizational justice impacts on employees in organizations since they are the subject of work place decisions virtually every day of their organizational lives (Cohen *et al.*, 2001). Some of these decisions deal with the salaries individuals earn, the projects or programmes they implement while others deal with work place interactions. The importance of those consequences causes individuals to judge the decision making they experience from a justice perspective (Colquitt, 2001). According to Baldwin (2006) the term organizational justice refers to the extent to which employees perceive workplace procedures, interactions, and outcomes to be fair in nature. He concluded that these perceptions can influence attitudes and behaviours of the employees. Cropanzano, Bowen and Gilliland (2007) defined it as a personal evaluation about the ethical and moral standing of managerial conduct.

Extant literature on organizational justice identifies four different constructs; distributive justice, procedural justice, interpersonal justice and informational justice (Colquitt, Greenberg, & Zapata-Phelan, 2005). Distributive justice is the justice of an employee which he perceives as a result of comparing the commitments he makes to his work and the outcomes of these such as rewards, duties and responsibilities, compared to the commitments the other employees make and the outcomes of them (Colquitt, 2001).

Procedural justice implies that, while evaluating the fairness of the organizational decisions, employees are not only interested in what these decisions are but also with the processes which determine these decisions (Folger & Cropanzano, 1998). Interpersonal justice refers to people's perceptions of the fairness of the manner in which they are treated by those in authority during the enactment of organizational procedures (Lind & Bos, 2002) while informational justice refers to people's perceptions of the fairness of the information used as the basis for making a decision (Gurbuz & Mert, 2009). Each of these forms of justice has been found to have different effects on employee commitment (Colquitt, *et al.*, 2005).

A committed workforce is vital for the success of an organization. Meyer and Allen (1990) conceptualized a multidimensional model of organizational commitment comprising of affective, continuance, and normative commitment. According to the model, employees who feel a sense of affective commitment identify with the organization, accept that organization's goals and values, and are more willing to exert extra effort on behalf of the organization. Continuance commitment is defined as a desire to remain a member of an organization because of an awareness of the costs associated with leaving it. Continuance commitment exists when there is a profit associated with staying and a cost associated with leaving an organization. Continuance commitment therefore involves staying with an organization because one needs to. Normative commitment exists when there is a sense that staying is the right or moral thing to do. Normative commitment can result from personal work philosophies of employees' and organizational socialization. It builds a sense of obligation-based commitment among employees.

Employees who perceive organizational decisions and procedures, treatment by others and informational basis of decision making as unfair are known to be less committed to the organization (Baldwin, 2006). They engross themselves with and engage in negative or unproductive psychological and physical withdrawal behaviour. Psychological withdrawal consists of actions that provide a mental escape from the work environment. It is manifested through such actions as daydreaming, socializing,



looking busy, moonlighting and cyber loafing. Physical withdrawal behaviour consists of actions that provide a physical escape, whether short term or long term, from the work environment. These include tardiness, long breaks, missing targets, deadlines, meetings, absenteeism and quitting (Skarlicki & Folger, 1997).

Against this backdrop, changing employment landscapes have weakened employees' physical, administrative, and temporal attachments to organizations (Scott & Davies, 2015). Modern day employees are more mobile, more autonomous, and less dependent on their organizations for employment than ever before (Cascio, 2003). Long term employee commitment is less and less of a given. The idea that an employee will spend his or her entire career at one organization is long dead. To address these challenges, organizations are increasingly seeking to strengthen employees' attachments by cultivating commitment to the organizations (Mathieu & Zajac, 1990; Meyer & Allen, 1997).

### **1.1.2 Non-Governmental organizations**

A Non-Governmental Organization (NGO) is defined as an independent organization that is neither run by government nor driven by the profit motive like private sector businesses (Lewis & Kanji, 2009). NGOs are one of the key actors in processes of development alongside the state, county government, foreign donors and private corporations (Willetts, 2002). NGOs are perceived to bring distinctive advantage in promoting development through efficiency and innovation, widespread participation and the ability to implement pro-poor projects (Nwaiwu, 2013). In terms of their structure, NGOs may be large or small, formal or informal, bureaucratic or flexible and in terms of funding, many are externally funded, while others depend on locally mobilized resources (Lewis, 2005). Some NGOs have highly professionalized staff, while others rely heavily on volunteers and supporters (Lewis & Kanji, 2009).

Human resource management poses a critical management challenge in NGOs due to the multidimensional ways in which HRM issues manifest in the organization leading to a variation in application of HRM methods (Padaki, 2007). It is for instance hard to

justify and implement a reward based performance system in an organization who solely relies on income from donors funds (Nwaiwu, 2013). This challenge is compounded by the fact that most donors strictly exclude overhead expenses from project funding while some would restrict staff cost to a very little per cent of total project fund (Padaki, 2007).

Most NGOs work with a project orientation focus. A project, by definition, has a beginning and an end. Staff appointments are therefore project based, contractual, and for specified periods. The main implication of this practice on commitment is that employees have a start date and a known end date to employment. The second implication is that NGO organizations assign a very low priority for investing in nurturing human resource capacities and staff retention measures due to the short term nature of the projects (Padaki, 2007). The programme or project based nature of work directs employees' focus towards the work and less to the organization. The nature of work also determines the forms of employment. Employment terms are largely contractual with a majority of employees working on 1-2 year contracts. The workforce in the development sector is largely middle age and professional. This age category is known to be more keen on short term as opposed to long term engagement or relationships with employer organizations. Largely due to the nature of work and employment relationships, some employees develop transactional psychological contracts that are largely based on specific monetary and time bound obligations. Others employees develop relational contracts that are based on a broader set of open-ended and subjective obligations.

## **1.2 Statement of the Problem**

Employees are the subject of decisions virtually every day of their organizational lives (Colquitt, 2001). In organizational settings, justice is not always administered through fair allocation of employment resources, provision of clear and adequate explanations for decisions made and employees are not always treated with dignity and respect

during the implementation of policies and procedures (Cohen-Charash & Spector, 2001; Frontela, 2007).

Adoption of effective human resource management (HRM) practices in many Non-Governmental organizations (NGOs) is often low in the list of management priority (Batti, 2014) because NGO organizations discourages investment in human resource capacities and staff retention measures due to the short term nature of the projects, funding constraints and subsequent short term employment practices. This in turn leads to negative justice perceptions and commitment. (Padaki, 2007).

In a study carried out by Frontela (2007) in Kenya and other developing countries, the researchers found that irrespective of the affiliation, mission, size and extent of operations, problems of low morale and low motivation of staff were prevalent in NGOs. These are all indicators of antecedents and outcomes of commitment (Wright, & Kehoe, 2008). They point to a possible absence of organizational justice and low employee commitment.

Organizational justice research has predominately involved employees from Western countries, particularly the U.S. (McFarlin & Sweeney, 2001). As such, the current thinking regarding reactions to organizational justice may not generalize to employees from societies that have cultural and economic characteristics which differ significantly from those commonly found in North American and Western European societies. In addition, in their meta-analytical review of literature on commitment in organizations in the period 1988 to 2011, Iqbal *et al* (2012) found out that most of the research studies published were conducted at the industry or firm level as the unit of analysis. Furthermore, the organization and management of NGO sector has received relatively little attention from researchers (Lewis, 2005). There is therefore a paucity of information regarding the importance of fairness and employee reactions to organizational justice from different contexts especially Africa and particularly the Health sector NGOs in Kenya. Given this lack of information, the study sought to

establish the influence of organizational justice perceptions on commitment of employees in Health Sector NGOs in Kenya.

### **1.3 Research Objectives**

#### **1.3.1 Overall objective**

The overall objective of the study was to establish the influence of organizational justice on commitment of employees in Health Sector Non-Governmental Organizations in Kenya.

#### **1.3.2 Specific Objectives**

1. To establish the relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organizations in Kenya.
2. To study the effect of employees perceptions of procedural justice on employee commitment in health sector non-governmental organizations in Kenya.
3. To assess the extent of the relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya.
4. To analyze the relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.
5. To determine the moderating effect of human resource management practices on the influence of organizational justice on commitment of employees in health sector non-governmental organizations in Kenya.

### **1.4 Research Hypotheses**

A research hypothesis is a predictive statement that relates an independent variable to a dependent variable. Hypotheses are important for bringing clarity,

specificity and focus to a research study. The study sought to achieve the research objectives by testing the following null hypotheses:

1. H<sub>0</sub>: There is no statistically significant relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organizations in Kenya.
2. H<sub>0</sub>: Perceptions of procedural justice have no statistically significant effect on employee commitment in health sector non-governmental organizations in Kenya.
3. H<sub>0</sub>: There is no statistically significant relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya.
4. H<sub>0</sub>: There is no statistically significant relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.
5. H<sub>0</sub>: Employee perceptions of human resource management practices do not significantly affect their organizational justice perceptions and its influence on commitment in health sector non-governmental organizations in Kenya.

### **1.5 Justification of the study**

Committed employees bring added value to the organization through their. They display positive behaviour within organizations, are more likely to positively refer the organization to contacts and are further more likely to adopt the organization's vision and goals. In addition, committed employees are much less likely to leave their current position.

Commitment is therefore a critical outcome of any successful human resource strategy. Consequently, generating employee commitment is an important consideration for health sector non-governmental organizations. The Kenya Health sector is a key employer with an employee base of over two hundred thousand (Nyadiero, 2013).

Several randomized evaluations of NGOs projects in Kenya found that they improved development outcomes (Banerjee *et al.*, 2003). The contribution of health-sector NGOs to the health agenda and development in general largely depends on the commitment of its employee. The study findings are therefore beneficial to the following stakeholders:

### **1.5.1 Government**

Through various employment related legislative instruments, and also the 2010 Constitution, the government of Kenya seeks to promote fair employment practices and work environment where employees enjoy an environment in which their employment rights are respected, the dignity and self-respect of every person is valued and which is free of offensive remarks, material or behaviour (Employment Act, 2007, sections 2, 9(1), 10(7), 37 & 41; Kenya Constitution 2010, Articles 28, 41 & 236). The findings of the study will therefore inform government policy on on-going employment practices in the NGO sector. In particular, the government will benefit from an enhanced understanding of the human resource management practices amongst health NGOs who are its key health programmes implementation partners.

### **1.5.2 HENNET and Health NGO Organizations**

As a health network, HENNET is expected to promote good governance particularly in the area of human resource management amongst its member organizations. In addition, the study findings demonstrate to NGO leaders that besides being fair, leaders need to be perceived as fair with regard to outcomes and processes that serve an important psychological need (Greenberg, 1990). The study findings and recommendations provide guidelines to enhance their understanding on how to increase employee's organizational commitments by making better decisions about the outcomes and procedures for their employees. When adopted, these strategies will help in influencing positive behaviors among employees, and hence achieve effectiveness and high productivity in the organizations by minimizing the impact of actions that are likely to lead to situations where employees feel unfairly treated and respond

affectively and behaviorally through low commitment and turnover respectively (Gurbuz & Mert, 2009).

### **1.5.3 Human Resource Practitioners and Researchers**

Human resource practitioners are interested in knowing how employees arrive at justice judgments. The study findings show that employees are concerned with fairness at the workplace and are capable of expressing perceptions of specific justice facets when asked to do. It is therefore imperative to understand the basis for employee's fairness perception and its relation to other important outcomes like organizational commitment. Being aware of how the different forms of justice interact to influence commitment will help managers and supervisors keep employees satisfied, even in situations where some injustice may be perceived. The findings of the study will therefore encourage human resource practitioners to critically review their existing practices, formulate and implement both anticipatory and retrospective approaches to injustice by revising their systems and procedures to eliminate the potential for injustices altogether and provide a controlled, accessible, responsive, non-retributive means for employees to access help and support to tackle unforeseen or one off instances of injustice.

Practitioners will also draw from the practical implications of the findings and enhance their skills as they seek to gain support for their decisions, for themselves and the organizations that they represent. The findings of the study and recommendations made will also act as a reference point to the practitioners when designing organizational processes or systems including socialization, involvement, training and development.

The study advances research on organizational justice and organizational commitment by enhancing the understanding of the influence of the former on the latter. Researchers will therefore benefit from the study findings with enhanced knowledge on the nature and strength of the relationship between organizational justice

perceptions and employee commitment, and the generalizability of the study constructs in an African management setting.

#### **1.5.4 Employees**

Employees are the subject of a variety of organizational decisions. They are positively or negatively affected by the outcomes of an employers' decisions. The findings of the study will help employees in the Health NGO sector to better evaluate, relate and interpret organizational decisions and actions. Such understanding can lead to improved employment relations and organizational commitment.

#### **1.6 Scope of the study**

Guided by the study hypotheses, the study focused on three main constructs: organizational justice, organizational commitment and human resource management practices. The cross sectional survey was conducted in a randomly selected sample of Health Sector NGO employees working with Health Non-Governmental Organizations Network (HENNET) member organizations in Nairobi County and its environs. The study examined the relationship between organizational justice perceptions (distributive, procedural, interpersonal and informational forms of justice and employee commitment as an organization-directed reaction to perceived organizational justice by employees working with member organizations of HENNET. Organizational commitment was measured using affective, normative and continuance dimensions. Survey data was collected during the period November 2014 to February 2015.

#### **1.7 Limitations of the Study**

A limitation is a restriction in a study that may decrease the credibility and generalization of the research findings. The study is limited in several ways. First, the fact that the study population was limited to employees of one of several sub-sectors of the NGO sector restricts the generalizability of the findings. However, this does not weaken the significance of the findings of the study which corroborate with the



findings of other studies in this area and also brings into the limelight the importance of fairness in organizations and its influence on employee commitment to the organization they work for. Secondly, some sampled organizations and employees were reluctant to participate in the study. This was resolved by assuring the respondents of the academic purpose and intention of the study and assuring them of confidentiality. Respondents were assured of confidentiality through a cover letter accompanying the questionnaires. Confidentiality was also maintained throughout the data processing, analysis and presentation.

The study used a cross-sectional design and data collection method, which is known to sometimes inflate the reported relationship between variables. The survey questions focused on the assessment of employees completing the questionnaire on their justice perceptions. However, this constraint did not diminish the value of the results because how individuals perceive their work place reality forms the basis upon which their decisions take place. In addition, since most of the respondents to this study had worked for the employer organization for at least 1 year, it would be likely that they had an understanding of the central issues under study.

Extant research suggests self-report measures are valid for assessing employee attitudes particularly when data are collected under conditions of anonymity. Nevertheless, self-report measures are susceptible to social desirable responding (e.g., employees might underreport or over report their perceptions). Further, self-report measures are prone to problems of common method variance (Podsakoff *et al.*, 2003). Although the study followed steps for reducing these problems including ensuring anonymity, the use of self-reported perceptions is a limitation of the study. This limitation was addressed by testing survey data for common method variance before conducting statistical analysis.

An additional concern is common method bias due to the self-report measurement of all variables (Podsakoff *et al.*, 2003). Measurement error threatens the validity of the conclusions about the relationships between measures and is widely recognized to

have both a random and a systematic component. Method variance can either inflate or deflate observed relationships between constructs, thus leading to both Type I and Type II errors. Greater understanding of the influence of organizational justice perceptions on organizational commitment may be achieved through a more scientific and rigorous research such as longitudinal design and larger samples from other NGO sectors.

Despite these limitations, the study provides important implications from theoretical and practical perspectives. The study contributes to ongoing discussions and discourses regarding the role of organizational justice related variables (distributive justice, procedural justice, interpersonal justice, and informational justice) on organizational commitment related dimensions of affective, continuance and normative commitment.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the literature relevant to the development of the conceptual model that was tested in the study. First, a review of previous literature in the fields of organizational justice and commitment provides a foundation for understanding the four concepts of its dimensions. This review provides the theoretical and empirical background for the study. Second, the moderating variable of human resource management practices is discussed. Third, the influence of organizational justice perceptions on employees' commitment is explored. Fourth, the relationships among the constructs are reviewed, and a conceptual model developed based on the relationships.

#### **2.2 Theoretical Framework**

A theory is an interrelated set of constructs or variables formed into propositions, or hypotheses that specify the relationship among variables, typically in terms of magnitude or direction (Creswell, 2007). A theory explains how and why the variables are related, thereby acting as a bridge between the variables. The key theories on organizational justice and organizational directed employee commitment that are relevant to the study variables are reviewed in this sub-section. The concepts of organizational justice and employee commitment are today being supported, developed, and understood using a variety of theoretical frameworks and models (Greenberg, 1987).

##### **2.2.1 Organizational Justice Theories**

Organizational justice is conceptualized around two independent theoretical dimensions: a reactive- proactive dimension and a process-content dimension (Greenberg & Scott (1996).

**Table 2.1 Taxonomy of Organizational Justice Theories**

<b>Reactive- Proactive Dimension</b>	<b>Content- Process Dimension</b>	
	<b>Content</b>	<b>Process</b>
<b>Reactive</b>	<b>Reactive Content</b> Equity Theory (Adams, 1965)	<b>Reactive Process</b> Procedural Justice theory (Thibaut & Walker, 1975)
<b>Proactive</b>	<b>Proactive Content</b> Justice judgment theory (Leventhal, 1976, 1980)	<b>Proactive Process</b> Allocation preference theory (Leventhal, Karuza, & Fry, 1980)

Adapted from Greenberg (1987). A Taxonomy of Organizational Justice Theories.

Reactive content theories are conceptual approaches that focus on how individuals respond to unfair treatment (Greenberg, 1987). These theories state that people will respond to unfair relationships by displaying certain negative emotions such as resentment, anger, dissatisfaction, disappointment and unhappiness (Coetzee, 2005). In an attempt to redress the experienced inequity, employees will seek restitution, engage in retaliatory behaviour or restore psychological equity by justifying the injustice or leaving the organization (Baldwin, 2006). The proactive theories focus on allocation procedures and seek to determine what procedures people will use to achieve justice. According to the proactive theories, procedures should meet the following requirements for them to be regarded as just: allow opportunities to select the decision maker, follow consistent rules, make use of accurate information, identify the structure of decision-making power, employ safeguards against bias, allow for appeals to be heard, provide opportunities for correcting procedures, meet moral and ethical standards (Coetzee, 2005).

The main reactive content and reactive process theories in the study of organizational justice are Adams' Equity Theory and Thibaut and Walkers' Procedural Justice Theory while the main proactive content and proactive process theories of organizational

justice are Leventhal's justice judgment model and Leventhal, Karuza, & Fry Allocation Preference Theory.

### **Equity Theory**

Adams Equity theory (1965) focuses on reactions to pay inequity as an important distributive justice predictor. It states that individuals compare the ratio of their output (rewards) and inputs (contributions that they make towards the organization) to a similar ratio of their counterparts. If their ratio is higher (which means that they are getting more rewards) it may lead to a favourable justice perception. However, employees who feel themselves to be in inequitable position try to reduce inequity by distorting inputs (reducing their contributions) or outcomes in their own minds (Cohen-Charash & Spector, 2001).

### **Procedural Justice Theory**

According to Thibaut and Walker (1975), the amount of control people have over decisions and processes influences their perceptions of fairness. Two types of control exist: Process control and decision control. Process control refers to the degree of control people have over the procedures or information used to make a decision. Decision control refers to the degree of control people have over directly determining the outcomes. This theory links people's concern with procedures to their desire to influence their outcomes, and thus defines procedural fairness as the level of input or participation that procedures allow in an employment relationship. This is often referred to as the voice factor.

### **Justice Judgment Theory**

According to Leventhal (1980), individuals attempt to make fair allocation decisions by applying several possible allocation rules to the situations they confront. In his justice judgment theory, Leventhal describes how people proactively employ justice norms to rationalize administrative decision-making in resource allocation and introduces six measures of procedural justice. These include consistency across people

and time, free from bias, accuracy of information used in decision making, existence of some mechanism to correct flawed decisions, conforming to standards of ethics and morality and inclusion of opinion of various groups involved in the decision process. According to the model, individuals evaluate allocation procedures used by decision-makers based on the situation, in effect proactively employing various justice norms such as equity, needs, and equality (Leventhal, 1980). Skarlicki and Folger (1997), explain the consequences of procedural justice. They argue that individuals accept responsibility for their problems if they perceive that fair procedures were used to arrive at decision outcomes. However, if they perceive that procedures used by the organization are unfair, individuals may show anger and resentment and consequently enter into retaliating behaviours. According to Cropanzano *et al.*, (2001), employee perceptions of fairness in treatment and procedures enhances their commitment and desirability of long term ongoing relationship with the organization. Also, procedural justice is expected to increase perceptions of organizational support, which, in turn, increase organizational commitment (Cropanzano *et al.*, 2001).

### **Allocation Preference Theory**

Allocation preference theory asserts that allocation procedures will be preferred to the extent that they help the allocator attain valued goals including the attainment of justice. In particular, the theory proposes that people hold expectations that certain procedures will be differentially instrumental in meeting their goals (Greenberg, 1987). Eight procedures are identified that may help promote the attainment of justice. These include procedures that: (a) allow opportunities to select the decision making agent, (b) follow consistent rules, (c) are based on accurate information, (d) identify the structure of decision-making power, (e) employ safeguards against bias, (f) allow for appeals to be heard, (g) provide opportunities for changes to be made in procedures and, (h) are based on prevailing moral and ethical standards (Coetzee, 2005).

### **2.2.2 Human Resource Management Theories**

This subsection discusses Social exchange theory, Uncertainty Reduction theory and Social Information Processing theory as they relate to human resource management in organizations.

#### **Social Exchange Theory**

Social exchange theory views the employment relationship as a process of resource exchange governed by the norm of reciprocity (Shore & Wayne, 1993; Coyle-Shapiro *et al.*, 2004), encompassing both ongoing conferment of benefits and continual re-balancing of expectations and obligations (Coyle-Shapiro & Morrow, 2006). Perceptions of the mutual obligations held by the employee and the employer may be the result of formal contracts entailed in an employment relationship or implied by the expectations which two parties hold of each other (Herriot *et al.*, 1997); the latter being captured in the concept of psychological contract (Rousseau, 1990, 2001). Employees reciprocate their employer, based on the extent to which they perceive obligations to them have been fulfilled (Coyle-Shapiro Morrow, 2006). The more the employer fulfils obligations and meets expectations, the more employees feel secure and satisfied, and consequently obligated to reciprocate. Conversely, when employees encounter unexpected changes, the perceived reciprocal relationship may be breached. Such changes have become increasingly frequent as organizations respond to competitive pressure, adopting new forms of employment relationship (Kessler *et al.*, 2004). Where these result in a sense of injustice and betrayal (Herriot *et al.*, 1997), this can result in a loss of employee commitment to the organization (Guzzo *et al.*, 1994).

Social exchange theory argues that HRM practices contribute to positive exchange relationships between employee and employer. The theory postulates that when the needs of individual workers are considered, employees reciprocate with favourable attitudes and behaviour (Gould-Williams & Davies, 2005). Social exchange theory identifies trust and perceived organizational support as some of the mediators through which HRM induces favourable attitudes and work outcomes, (Meyer & Smith, 2000).

According to social exchange theory, normative commitment is based on the norm of reciprocity where, based on the organization's actions, an employee feels that there is a particular way that he or she should behave (Cropanzano & Mitchell, 2005).

### **Uncertainty Reduction Theory**

According to the uncertainty reduction theory, uncertainty creates a feeling of vulnerability or anxiety that can lead to actively distorting perceptions and information. Uncertainty reduction theory propounds that newcomers experience high levels of uncertainty during the organizational entry process (Bauer *et al.*, 2007). Like any organizational members, they are motivated to reduce their uncertainty such that the work environment becomes more predictable, understandable, and ultimately controllable. As uncertainty decreases, newcomers become more adept at performing their tasks, more satisfied with their job, and more likely to remain in their organization. Uncertainty is reduced through the information provided via various communication channels, notably social interactions with superiors and peers (Bulut & Culha, 2010). Socialization programs influence newcomers' adjustment in this regard by reducing their high levels of uncertainty and anxiety. Baker (1995) found that role certainty is an important latent factor of socialization tactics.

### **Social Information Processing Theory**

According to the social information processing theory the social environment in which individuals operate influences individual attitudes in organizations because the social environment provides a direct construction of meaning through guides to socially acceptable beliefs, attitudes, and needs, and acceptable reasons for action. The organizational climate literature suggests that climate is a particularly powerful social mechanism through which HRM practices impact individual attitudes because climate shapes how employees construe the meaning of organizational practices (Ostroff & Bowen, 2000).

Social information processing theory suggests that management practices which promote open communication within an organization, open access to information, and



free information sharing, can increase affective organizational commitment (Thornhill & Saunders, 1996). Information sharing is suggested to have direct influence on the variables associated with affective commitment by enhancing trust and building employee self-worth and perceptions of importance (Meyer & Allen, 1997). This means that information sharing should promote increased perceptions of fairness on the nature of decisions and the processes by which decisions are made. According to Meyer and Allen (1997), both these factors have been associated with the development of affective commitment.

### **2.2.3 Organizational Commitment Theories**

Scholars have offered many differing views and theories regarding employee commitment towards the employer organization. The key emerging themes indicate that in general, commitment is made up of investments, reciprocity, social identity, and lack of alternatives (Brum, 2007). The investment approach states that it is an employee's investment and anticipation of a future pay off that serves to tie them closer to the organization. Reciprocity, in contrast, indicates that it is the employee's obligation to pay off their debt to the organization that will lead to greater commitment (Barrett & O'Connell, 2001). The identification argument specifies that commitment can grow as a result of an employee's social identity becoming increasingly embedded in their employment (Cooper-Hakim & Viswesvaran 2005)). Lastly, the lack of alternatives element states that the more specific an employee's skills become to a particular organization the less likely they will leave (Meyer & Herscovitch, 2001).

The main theories on organizational commitment relevant to the study are Side Bet theory, Theory of Reciprocity and Meyer & Allen's Three-Component Model of Organizational Commitment.

### **Side- Bet Theory**

According to Becker's side bet theory, the relationship between an employee and the organization is founded on behaviours bounded by a contract of economic gains. Employees are committed to the organization because they have some hidden vested investments or side-bets. These side-bets are valued by the individual because of the accrual of certain costs that render disengagement difficult. Becker argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization. Accordingly, the threat of losing these investments, along with a perceived lack of alternatives to replace or make up for their loss, commits the person to the organization (Griffin & Hepburn, 2005). Several elements must exist in order for commitment to be achieved through a "side bet". One such element is that the individual is aware that a "side bet" was made. Another is that the choices that were made regarding a particular decision have an effect on other potential decisions. The "side bet" philosophy states that an investment is made today with the expectation that the benefit will be achieved at some future point (Meyer & Herscovitch, 2001).

### **Theory of Reciprocity**

Employees have specific desires and expectations. When an organization seeks to meet and exceed these desires and expectations through reciprocity, then the likelihood of improving commitment is enhanced. The premise behind reciprocity is that an employee will help the organization because the organization helped them. Under the norm of reciprocity, employees with strong perceptions of organizational support would therefore feel obligated to repay the organization in terms of organizational commitment (Mowday *et al.*, 2013). Brum (2007) argues that employees may view some human resource outcomes as a "gift". Training is one such practice that employees may view as a "gift". The result of this "gift" is that employees exert more effort, become more productive, and have a greater sense of debt to the organization. The "gift" also has the potential to make employees feel like "insiders" into the

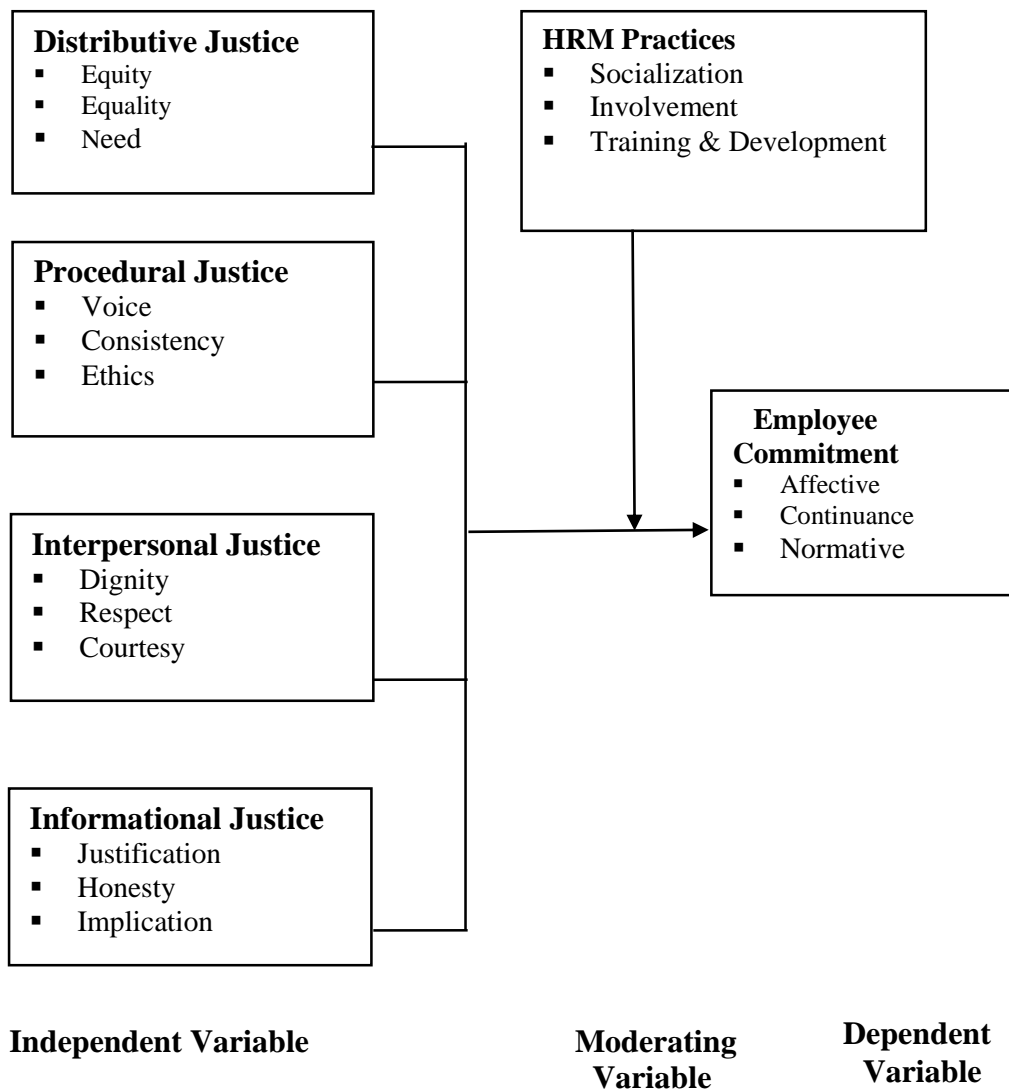
organization. An “insider” is likely to be more committed and devoted to the organization and the idea of “gift” and “insider” parallels closely to the concept of reciprocity (Brum, 2007).

### ***Meyer & Allen Multi-dimension Theory***

This theory proposes that organizational commitment is experienced by an employee as three simultaneous mind-sets encompassing affective, normative, and continuance organizational commitment (Meyer & Allen, 1990). The three forms of organizational commitment are characterized by three different mindsets – desire, obligation, and cost. According to the model, employees with a strong affective commitment stay because they want to, those with strong normative commitment stay because they feel they ought to, and those with strong continuance commitment stay because they have to do so (Jaros, 1997). The three-component conceptualization of organizational commitment is currently regarded as the dominant model in organizational commitment research (Solinger, 2008).

### **2.3 Conceptual Framework**

A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought (Mugenda & Mugenda, 2008). The purpose of a conceptual framework is to clarify concepts and propose relationships among the concepts in a study. It provides a context for interpreting the study findings and to explain observations. A conceptual framework may be represented as a schematic or mathematical model (Guba & Lincoln, 1994). The conceptual framework of the study is presented on figure 2.1. The independent variable of the study is organizational justice perception represented by four constructs (distributive justice, procedural justice, interpersonal justice, and informational justice as exemplified by Colquitt (2001). The dependent variable is organizational commitment measured through three dimensions namely; affective, continuance, and normative commitment as construed by Meyer and Allen (1990). Human resource management practices are included in the model as a moderating variable.



**Figure 2.1 Conceptual Framework**

### **2.3.1 Independent variable**

An independent variable is a variable that (probably) cause, influence, or affect outcomes. They are also called treatment, manipulated, antecedent, or predictor variables (Cresswell, 2007). The independent variable in the study is organizational justice. This variable was analyzed through four main constructs namely; distributive justice perception, procedural justice perception, interpersonal justice perception and informational justice perception as construed by Colquitt (2001). Empirical data suggest that there should be a stronger relationship between distributive justice and specific outcome referenced attitudes and behaviour, procedural justice and organization-referenced outcomes and behaviour, and interpersonal and informational justice and supervisor-referenced outcomes and behaviour.

#### **Distributive Justice**

Based on equity theory, distributive justice perception refers to individuals' perceived fairness of decision outcomes or perceived equity in relation to relevant others as propounded by (Greenberg, 1987). Distributive justice perception reflects an individual's interpretation as to whether their employment outcomes are fair, appropriate and ethical (Yucel, 2013). An employment outcome is usually thought of as some decision that has been rendered regarding the employee. Individuals may perceive their employment outcomes (salary, salary increment, promotion, benefits,) as fair or unfair. They compare their outcomes with those of others. As a result of their comparison they may believe that they are treated fairly or unfairly. This belief influences their attitude towards the organization (Gurbuz & Mert, 2009). One of the key outcomes of distributive justice is employee commitment towards the organization (Akanbi & Ofoegbu (2013).

#### **Procedural Justice**

Employee procedural justice conclusions are based on the perceived fairness of methods, policies and procedures employed in decision-making rather than the fairness

of outcomes (Greenberg, 1990). This justice construct is based on Leventhal's justice judgment theory. According to the theory, if employees perceive procedural fairness they are less likely to exhibit counterproductive reactions, for example even when rewards do not meet their expectations. But if the procedures are perceived to be unfair, they are more likely to display counterproductive reactions (Folger & Cropanzano, 1998). Procedural justice is associated with attitudinal reactions towards the organization such as organizational commitment because organizational procedures represent the way the organization allocates resources (Greenberg, 1987).

### **Interpersonal Justice**

Interpersonal justice perception refers to perceived fairness of the interpersonal treatment received during enactment of organizational decision and procedures (Bies & Moag, 1986). Fair interpersonal treatment in employment situations is characterized by respect, sensitivity, and consideration as expounded by Thibaut & Walker (1975). It is premised on the concepts of propriety and respect. Propriety is demonstrated by absence of prejudicial statements and inappropriate questions while respect is portrayed through sincere and deferential treatment of individuals as well as the absence of personal attacks (Colquitt, 2001). Interpersonal justice has a significant effect on peoples affect and emotions. Interpersonal justice perceptions therefore influence employees' attitudes toward their work and organization (Cropanzano *et al.*, 2007).

### **Informational Justice**

Informational justice perception gauges the adequacy, truthfulness, timeliness, and honesty of the information individuals receive from organizational representatives about why decisions were made or why outcomes were distributed in a certain fashion and the reason for procedures used in implementing the decisions or outcomes (Colquitt, 2001; Gurbuz & Mert, 2009). People believe they are considered an important part of the organization when an organizational official or representative takes the time to explain to them the rationale behind a decision and how the decision

outcome will affect them (Tyler & Bies, 1990). This feeling enhances employee's positive attitude towards the organization (Bies & Moag, 1986).

### **2.3.2 Moderating Variable**

A moderating variable affects the strength and/or direction of the relation between a predictor and an outcome variable by enhancing, reducing, or changing the influence of the predictor. In the study, Human Resource Managements Practices was hypothesized to have a moderating effect on the influence of organizational justice perceptions on organizational commitment. Perceived fairness or otherwise of management practices and procedures play an important role in employees' evaluation of their own workplace environment (Scheible & Bastos, 2013).

The overall perception of an employee of the employer organizations' HRM practices signifies the employee's subjective belief about an organization's diverse aspects of HRM (Chang, 2005). Applying the social exchange theory, the employment relationship between an employee and an employer can be viewed as a social exchange (Gould-Williams, 2007). The social exchange theory assumes that social exchanges are 'voluntary actions' which create a sense of indebtedness on the part of the recipient to the donor (Paul, *et al*, 2004). Extant literature suggests multiple mechanisms through which HRM practices influence the relationships between justice perceptions and employee commitment. Yeung and Berman (1997) noted that HRM practices aimed at attracting, retaining and motivating employees highly influence employee commitment.

### **2.3.3 Dependent Variable**

The dependent variable in the study was employee commitment. Organizational commitment is a core issue in managing human resources because it is directly related to the performance of employees and, ultimately, business performance. Various studies conducted in different countries and cultures have documented a positive relationship between organizational justice perceptions and employee commitment of employees (Yucel, 2013). Rather than viewing employee commitment as a simple

concept that ranges from low to high, it is now widely accepted that employee commitment has a multi-dimensional nature. This multi-dimensional nature has been articulated most clearly in Meyer & Allen's three-component theory of commitment. The model presents commitment as three simultaneous mindsets encompassing affective, continuance and normative commitment (Meyer & Allen, 1991).

### **Affective Commitment**

Affective commitment is defined as employee emotional attachment to, identification with, and involvement in the organization and its goals. It results from, and is induced by an individual and organizational value congruency. Affective commitment focuses on the employee-employer bond as an emotional attachment reflecting the strength of the social exchange between the employee and organization (Paul, *et al*, 2004). With affective commitment, employees identify with the mission and goals of the organization and remain out of desire

### **Continuance Commitment**

Continuance commitment reflects an employees' evaluation of the economic investment in the organization and the cost of leaving it. This type of commitment indicates that employee's feel tied up by virtue of investments made (Meyer & Allen, 1991). This sense of commitment arises from an individual's decision to remain with an organization because of the personal time and resources already devoted to the organization and because of the financial costs of changing jobs.

### **Normative Commitment**

Normative commitment involves a feeling of moral obligation to continue working for a particular organization (Cohen, 2003). Normatively committed employees feel that they ought to remain with the organization for a variety of reasons such as a feeling of indebtedness, need for reciprocity or organizational socialization, (Meyer & Allen, 1990).



## **2.4 Empirical Review**

This sub-section focuses on empirical literature on the study variables namely: distributive, procedural, interpersonal and informational justice perceptions; HRM practices; and the three components of organizational commitment- affective, continuance and normative commitment.

### **2.4.1 Organizational Justice Perceptions**

Reviewed empirical literature indicates that justice perceptions have important implications for organizations and their employees (Baldwin, 2006). Various views regarding the dimensions of justice have evolved over time (Hassan, 2002). One school of thought advocates for the use of three distinct justice types namely distributive, procedural, and interactional (Cropanzano *et al.*, 2001; Konovsky, 2000). A second school of thought considers justice under four distinct justice types; distributive, procedural, interpersonal, and informational (Colquitt, 2001; Colquitt *et al.*). A third group of researchers approach justice by examining overall justice judgments as one (Ambrose *et al.*, 2007; Lind, 2001). Empirical support exists for each of these conceptualizations in which a relationship between each type of justice and a broad range of individuals' attitudes and behaviour has been demonstrated (Ambrose & Scheminke, 2009; Cohen-Charash & Spector, 2001). The current study examined the influence of organizational justice perceptions on organizational commitment using Colquitt's four dimension construct of organizational justice. Colquitt (2001) tested this four-factor model of justice (distributive, procedural, interpersonal and informational) in two separate studies and confirmed their applicability.

#### **Distributive Justice**

Distributive justice has been found to be related to work outcomes such as organizational commitment (Cohen-Charash & Spector, 2001). The pioneering research on distributive justice involved studying members of the U.S. army during World War II (Mayer, 2009). In examining survey data collected from the troops it

was observed that soldiers' attitudes were influenced more not by objective outcomes received but rather by the relative level of their outcomes compared to others in their unit. Indeed, it was observed that members of Air Corps had less favorable perceptions about promotion opportunities compared to other units' members despite the fact that they had a much higher chance of being promoted than did members of those other units. This showed that Air Corps individuals compared themselves to other members of their unit as opposed to individuals in other units with lower promotion rates. This finding supports Adams' theory of equity which postulates that outcomes are not satisfying or unsatisfying in and of themselves but rather the comparison of one's own outcomes to others' outcomes is what matters most.

Examining the influence of pay on productivity in a corporate setting, Cowherd and Levine (1992), confirmed that increasing pay can serve as a motivational drive to improve product quality. In another study, Greenberg (1993) studied managers who were temporarily moved to offices with higher or lower status than their positions actually warranted. Similar to the effect of pay found by Cowherd and Levine (1992), the managers who moved to higher-status offices raised performance, whereas those moved to lower-status offices became less productive. When the managers were returned to an office matching to their status, the gains and losses in performance disappeared. This finding illustrates that employees are sensitive to, pass justice judgement and react on the fairness by which resources are distributed at the work place.

Hassan (2002) investigated the role played by justice perceptions promoting employee commitment to the organization. Using a sample of 181 middle and lower level managers from the banking and finance, production and manufacturing, and service sectors, he hypothesized that both internal and external equity perceptions are positively related to commitment. The study findings indicated that both distributive and procedural justice factors made significant contributions to employees' organizational commitment. Akanbi *et al.*, (2013) examined the role of organizational justice on organizational commitment in a multinational organization in Nigeria. The

objectives of the study were to ascertain the significant difference between procedural justice and perceived organizational commitment, and also to examine the significant relationship between distributive justice and perceived organizational commitment. The study results indicated that organizational justice as measured by procedural justice and distributive justice can have a significant impact on the organizational commitment of employees.

### **Procedural Justice**

Leventhal (1980) proposed six criteria for a procedure to be perceived as fair. These include consistency, bias suppression, and accuracy of information in decision making, correctability, representativeness and ethicality based on conformity to personal ethical or moral values. Wiesenfeld *et al.*, (2007), added bias suppression, accuracy and overall fairness as the defining criteria for procedural justice. Procedural justice may foster commitment because people infer that it is an antecedent of fair outcomes. According to the procedural justice theory, the amount of control people have over decisions and processes influences their perceptions of fairness. According to the theory, fair procedures are valuable because they allow individuals' control over outcomes.

### **Interpersonal Justice**

Interpersonal justice perceptions have been noted to increase individuals' intention to support the decisions made by authorities (Greenberg, 1993). Because interpersonal justice emphasizes one on-one transactions, employees often seek it from their supervisors. Interpersonal justice is also determined by the formal policies and procedures of an organization (Tyler & Huo, 2002.) The proper enactment of work place procedures is defined by five behaviours: adequate consideration of the employee's input, suppression of personal biases, and consistent application of decision-making criteria, timely feedback and justification for a decision (Skarlicki & Folger, 1997).

These factors play an important role in affecting employees' perceptions of fairness, acceptance of decisions, and attitudes toward the organization (Colquitt, 2001).

Work place practices which reveal fair interpersonal justice treatment of employees include appropriate justification of decisions (through genuine efforts to explain the results of decisions); honesty (through avoidance of deception); propriety (through absence of prejudicial statements and inappropriate questions); and respect (sincere and deferential treatment of individuals as well as the absence of personal attacks (Gurbuz & Mert, 2009). Decision makers are said to behave in an interpersonally fair manner when they treat those affected by their decisions properly and enact decisions, policies or procedures fairly (Folger & Konovsky, 1989).

Interpersonal fairness perceptions have been shown to affect individuals' attitudes and behaviours (Cropanzano & Greenberg, 1997). Verbal and passive forms of aggression, such as yelling, bullying, and humiliation have a negative impact on peoples' perceived justice, (Gurbuz & Mert, 2009). Interpersonal justice therefore demonstrates the extent to which people are treated with graciousness, poise and esteem by those involved in the execution of procedures or outcome determination (Colquitt, 2001).

Research has shown that people experiencing positive interpersonal fairness treatment tend to accept unpleasant outcomes as being fair and hold positive feelings about their supervisors (Cohen- Charash & Spector, 2001). Importantly, such individuals are less inclined to sue their former employers on the grounds of wrongful termination than those who believe they were treated in an opposite manner (Greenberg, 1987). An empirical study by Skarlicki and Latham (1996) found that when union leaders were trained to behave more justly by providing explanations and apologies and treating people they were overseeing with courtesy and respect, the individuals who reported to the trained leaders were more supportive and cooperative than individuals working under untrained union leaders. In his empirical study (Greenberg, 1993) found that pay cut decisions were accompanied by lower rates of company theft and turnover when they were explained in details and in a respectful way.

Taxpayers were found to be more compliant with tax laws when they felt they were treated fairly and respectfully by the tax authority (Wenzel, 2006).

### **Informational Justice**

Work place information exchange between decision implementers and employees can have a positive effect on affective and normative commitment as the organization uses information to influence and steer desired attitudes (Pfeffer, 1998). According to Colquitt (2001), an employee who receives a material outcome tries to determine its fairness by assessing whether the following five antecedents are present: candid communication, thorough explanations, reasonable communication, timely communication and personalized communication. This allows him to make his informational judgement. Informational justice is premised on the principle that authorities should share sufficient information on the process and outcome with those affected by their decisions.

In one study, employees were found to better comply with a corporate smoking ban when they were supplied with detailed information about the reasons of the smoking ban (Greenberg, 1994). Announcements of a work site smoking ban were made to 732 clerical workers but the presentations differed in the amount of information given about the need for the ban and the degree of interpersonal sensitivity shown over the personal impact of the ban. Regardless of how much they smoked, all smokers recognized the procedural fairness associated with giving thorough information in a socially sensitive manner. In the context of taxation, tax letters reflecting the principle of informational justice were suggested to increase taxpayers' compliance with tax laws (Wenzel, 2006). In a study conducted by Kernan and Hanges (2002) on the antecedents and consequences of informational justice survivor reactions to reorganization, it was established that surviving employees who were aware of the objectives of the reorganization evaluated the process and results as more fair than those who were not consulted.

Whereas initial explanations are important (Mansour-Cole & Scott, 1998), recognized that employees should receive information that extends beyond initial justifications or explanations especially for decisions with long term implications on the individuals like reorganization.

In their study, Bies, Shapiro and Cummings (1988) found that perceptions of procedural justice were enhanced only when explanations were believed to be adequately reasoned and sincerely communicated. The study established that the rejected requests were likely to be perceived as procedurally fair when the decisions were based on logically relevant information. Greenberg (1990) found that workers perceived their performance appraisals as being fairer when numerical evaluations were accompanied by written narratives explaining their ratings than when no such written explanations were given. These findings strongly suggest that it is not only the procedures used to determine outcomes that influence perceptions of informational justice but also the explanations for those procedures (Cohen- Charash & Spector, 2001).

#### **2.4.2 Human Resource Management Practices**

Minbaeva (2005) viewed HRM practices as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relations and generate organization knowledge to sustain competitive advantage. Pfeffer (1998) noted that commitment oriented human resource management practices include giving employees empowerment and involvement in decision making; extensive communication about the employees' responsibility and performance; designing training for skills and personal development of employees; selective hiring; team-working where ideas are pooled and creative solutions are encouraged; reward systems that are commensurate with effort; reduction of status between management and staff and treating all workers the same regardless of their status or role.

Employees are ultimately the recipients of an organizations' HRM practices. Their perceptions of these practices affect their attitudes and behaviour in the workplace. According to Balser (2002), individuals' interpretations and perceptions of fairness are affected by the practices and procedures adopted by the organization. Therefore, organizational practices may singularly or collectively affect the perceptions of distributive justice, procedural justice, interpersonal and informational justice perceptions. Guest (1999), argued that the way in which employees perceive and evaluate HRM practices impacts on their behaviour and attitudes. Meyer & Smith (2000) noted that high-involvement HRM practices such as socialization, involvement and training and development have a moderating effect on employee's justice perceptions and consequently, their organizational commitment.

### **Organizational Socialization**

Effective work place socialization can have long lasting productive effects on employees by increasing person-organization fit and person-job fit as well as organizational commitment (Manzoor & Naeem, 2011). Past studies suggest that commitment is positively associated with expressions of positive affect and loyalty (Caldwell *et al.*, 1990). A common thread amongst these studies is the finding that early experiences in an individual's employment may have a large impact on the subsequent development of commitment. These findings suggest that an individual's commitment to an organization may be shaped by the process through which he or she enters the organization (recruitment) and by those steps the organization takes to induct him on the organization's values, and how work is done through socialization (Caldwell *et al.*, 1990).

In their study on building organizational commitment (Caldwell *et al.*, 1990), established that rigorous recruitment and selection procedures and a strong, clear organizational value system are associated with higher levels of employee commitment based on internalization and identification.

In a study carried out to investigate the impact of organizational socialization on organizational commitment Manzoor and Naeem (2011) found out that organizational socialization enhances organizational commitment of employees.

### **Employee Involvement**

Employee involvement is an important aspect of managing people in organizations. Phipps *et al.*, (2013) identified four elements for enhancing employee involvement; power (providing people with enough authority to make work-related decisions), information (timely access to relevant information), knowledge and skills (providing training and development programs), and rewards (providing intrinsic or extrinsic incentives for involvement).

According to Meyer and Allen (1997) a HR practice which encourages employees to demonstrate initiative clearly shows that the organization is supportive of its employees and values their contributions. Pfeffer and Viega (1999) support this view by observing that allowing employees the opportunity to contribute to decision making on matters that affect their work should increase their sense of responsibility and stimulate more initiative and effort on their part. Human resource management practices that encourage employee involvement can therefore be viewed as evidence of good treatment and an indication that the organization does indeed value its employees and their contributions (Gould-Williams, 2005).

Several researchers have examined the relationships between human resource practices and organizational commitment (Wright, & Kehoe, 2008). In a study that examined the mechanisms involved in the relations between human resource management and employee commitment, Meyer and Smith (2000) noted that affective commitment and normative commitment correlated significantly with all the HRM evaluation measures while continuance commitment did not. In an individual-level analysis, Paul and Anantharaman's (2004) study of software professionals showed that HRM practices had a significant positive relationship with organizational commitment. HRM systems have also been found to relate to commitment in samples



of frontline employees from car rental, retail, and hospitality organizations in South America (Browning, 2006). Payne and Huffman (2005) found in a longitudinal study that organizational commitment mediated the relationship between mentoring, an HRM practice in the organization studied, and employee commitment over time.

In a unit-level study Wright *et al.*, (2003) found a positive relationship between HRM practices and organizational commitment in a study of 50 business units from a large food service corporation. In a study conducted by Savaneviciene and Stankeviciute (2011) to establish the linkage between human resource management practices with organizational commitment, the researchers established that skill-enhancing HRM practices mostly stimulate organizational commitment and affective commitment can be improved by increasing HRM practices that enhance opportunity to participate. Specifically, the study established that skill-enhancing, motivation-enhancing, and empowerment-enhancing HRM practices enhance employees' affective commitment. A study conducted by Scheible and Bastos (2013) to examine the influence of human resource management practices on organizational commitment and entrenchment found out that it is possible to infer that commitment is influenced by the perception individuals have about HRM practices. They also found out that skill enhancement through training and development strongly influences commitment.

Other authors have shown a positive relationship between HR practices and affective commitment (Martin *et al.*, 1995; Whitener, 2001; Gould-Williams & Davies, 2005; Martin *et al.*, (1995) found that employees who were members of employee involvement programs reported higher levels of organizational commitment than non-members, even after being discharged or laid off. Basing his study on social exchange theory (Whitener, 2001), found that there was a positive relationship between human resource practices (perceived organizational support) and organizational commitment.

A work environment where participation in training and development programs are encouraged and linked to an overall human resource strategy can have a significant impact on an employee's level of commitment (Brum, 2007). Commitment is likely to

be higher since employees are better able to identify with the organization (Bartlett, 2001). Training may be general training or specific. According to Brum (2007) general training, due to the portability of skills acquired leads to an increase in turnover; while specific training, due to the non-transferability of skills acquired leads to less of an impact on turnover by limiting alternative employment options. He further observes that training which seeks to improve employee investment increase reciprocity, helps the employee identify with the organization, and serves to limit alternative employment options and enhances the employee's commitment to the organization.

According to McElroy (2001) training should enhance affective and normative commitments because they improve an individual's perception of self-importance. He further noted that continuance commitment, the author defends that this will only be happen if a connection with new skills acquisition is clearly established. Training is one of the strategies that can be used to develop commitment because it facilitates the process of affiliation with the organization as well as making organizational support to the worker concrete (Meyer & Allen, 1997).

In a study on how employee perceptions of human resource management practices influence both organizational affective commitment and entrenchment, Scheible and Bastos (2012) found that affective commitment has a strong and positive relationship with perceptions of HRM practices. In the same study, training and development practices were shown to affect commitment. In a study conducted to investigate the influence of line managers and HR department on employees' affective commitment, Gilbert *et al.*, (2011) established that line managers can enhance employee affective commitment by both the effective enactment of HR practices and good relations-oriented leadership behaviour. They also found out that high service quality by the HR department has an additional positive effect on employees' affective commitment.

In his 1995 study, Burke found that employees who participated in the most number of training programs and rated the trainings they attended as most relevant viewed the organization as being more supportive, looked at it more favourably, and had less of an intent to quit.

This implied that training was able to enhance the employee's sense of debt towards the organization, resulting in more committed employees (reciprocity) with a greater desire to remain. The theory of reciprocity holds that the employee received a "benefit" of training from the organization and will need to remain committed to the organization until the "benefit" is paid off (Meyer & Herscovitch, 2001).

### **2.4.3 Employee Commitment**

The most widely accepted attitudinal conceptualisation of organizational commitment is that by (Mowday *et al.*, 2013). They define organizational commitment as the relative strength of an individuals' identification with, and involvement in a particular organization and identify three characteristics of organizational commitment: (i) a strong belief in and acceptance of the organization's goals and values, (ii) a willingness to exert a considerable effort on behalf of the organization and (iii) a strong intent or desire to remain with the organization. This multi-dimensional approach suggests that organizational commitment develops because of the interaction of all these three components. The present study is based on Meyer and Allen's multidimensional construct with its three dimensions of organizational commitment.

#### **Affective commitment**

Affective commitment is linked to a favourable working environment and relationships (Bayer, 2009). Antecedents of affective commitment include job characteristics such as task significance, autonomy, identity, skills variety and feedback concerning employee job performance, perceived organizational support or dependence (the feeling that the organization considers what is in the best interest of employees when making decisions that affect employment conditions and work environment), and the degree to which employees are involved in the goal-setting and decision-making processes (Prabhakart & Ram, 2011).

Meyer and Allen (1997) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings, (such as approachable

managers) and increasing their sense of competence (such as feedback). According to Beck and Wilson (2000), the development of affective commitment involves recognizing the organization's worth and internalising its principles and standards.

In a study conducted in 2013 to examine the relationship between organizational justice and affective commitment on health employees in Turkey, the researchers found that justice perceptions play an imperative and antecedent role in the formation of affective commitment (Akpmar & Tas, 2013).

### **Normative Commitment**

Normative commitment is induced by a feeling of obligation to remain with an organization (Jaros, 2007). Normative pressure therefore makes organizational commitment a moral obligation because the individual feels he or she ought to do so (Wasti, 2002). In a study conducted by Akanbi and Ofoegbu (2013) in Nigeria, the researchers found that organizational justice as measured by procedural justice and distributive justice can have a significant impact on employee organizational commitment. The study established that there was a significant relationship between perceived distributive justice and organizational commitment. The study recommended that organizations should embrace justice in all ramifications of their practices with the employees in order develop committed employees.

### **Continuance Commitment**

Continuance commitment is said to occur when an employee remains with an organization largely out of need, whether due to lack of alternatives or costs associated with leaving, such as lost income, seniority or retirement benefits (Prabhakart & Ram 2011). Lack of alternatives or an inability to transfer skills and education to another organization are the primary antecedents of continuance commitment (Meyer *et al.*, 2002). Once an employee experiences this restriction of options, the perceived need to remain with his or her organization may increase (Meyer & Allen, 1997).

In a study conducted to examine the relationship between distributive justice, procedural justice and organizational commitment in the public sector in Pakistan, Raza *et al.*, (2013) found that justice perceptions positively relate with organizational commitment and the fairness process used in the allocation of rewards also makes the employees more committed to the organization. The researchers observed that organizational justice is a fundamental variable that plays a major role in organizational commitment and it should be improved day by day.

#### **2.4.4 Justice Perceptions and Employee Commitment**

Organizational justice perceptions and employee commitment are inextricably related (McFarlin & Sweeney, 1992). Research have shown that the fairness perceptions among employees influence a variety of important organizational outcomes (Ponnu & Chuah, 2010). The underlying premise in these findings is that the justice perceptions of employees affect their job attitudes and organizational (Cropanzano, *et al.*, 2007). Most of the studies in the literature which predict organizational commitment are built on social exchange and equity theories.

Fairness perceptions have been shown to affect individuals' attitudes and behaviours (Cropanzano & Greenberg, (1997). Greenberg (1993) noted that individuals are less inclined to sue their former employers on the grounds of wrongful termination than those who believe they were treated in an opposite manner. Skarlicki and Latham (1996) found that when union leaders were trained to behave more justly by providing explanations and apologies and treating people they were overseeing with courtesy and respect, the individuals who reported to the trained leaders were more supportive and cooperative than individuals working under untrained union leaders.

In a study conducted by Kernan and Hanges (2002) on the antecedents and consequences of informational justice survivor reactions to reorganization, it was established that surviving employees who were aware of the objectives of the reorganization evaluated the process and results as more fair than those who were not consulted.

Whereas initial explanations on employment outcomes are important employees should receive information that extends beyond initial justifications or explanations (Bies & Moag, 1986; Mansour-Cole & Scott, 1998). Bies and Shapiro (1987) found that people who received negative outcomes such as being turned down for a job were more likely to accept those results as fair when a reasonable explanation was offered than when no such explanations were provided. Further, Bies, Shapiro, and Cummings (1988) found that perceptions of procedural justice were enhanced only when explanations were believed to be adequately reasoned and sincerely communicated. It was established that the rejected requests were likely to be perceived as procedurally fair when the decisions were based on logically relevant information. Greenberg (1990) also found that workers perceived their performance appraisals as being fairer when numerical evaluations were accompanied by written narratives explaining their ratings than when no such written explanations were given. These findings strongly suggest that it is not only the procedures used to determine outcomes that influence perceptions of informational justice but also the explanations for those procedures (Cohen-Charash & Spector, 2001).

## **2.5 Summary**

A predictive relationship between organizational justice perceptions and employee commitment was established using Reactive-Proactive and Process-Content Theories of Organizational Justice and Meyer and Allen's Three Component Model of Commitment. A conceptual model that integrates the three forms of organizational justice perceptions and employee commitment perspectives as well as relevant empirical literature was presented.

The relevant justice theories that have informed the conceptualization of the independent variable of this study are Adam's Equity theory, Leventhal's Justice Judgement Model and Leventhal, Karuza, and Frys' Allocation Preference Theory. The independent variable of the study is anchored on Meyer and Allen's Three Component Model of Commitment.

Reviewed empirical literature indicates that justice perception is closely related to organizational commitment thereby supporting the study objectives. The general conclusions from the findings of the empirical studies reviewed are that employees' justice perception is closely related to their level of organizational commitment. Therefore, organizational justice is the reason, and organizational commitment is the result of justice fairness in organizations (Paré, & Tremblay (2007).

## **2.6 Critique of Reviewed Literature**

A critique of identified theories and empirical review is provided in this sub-section as a basis for providing a sound basis for the study justification, identification of the study problem and existing knowledge gaps.

### **2.6.1 Organizational Justice Theories**

It is assumed in the literature that the reactive- proactive and process-content theories of organizational justice are independent of each other, thereby yielding four distinct classes of justice conceptualizations when the two dimensions are combined (Colquitt & Greenberg 2003). In addition, although the theories have been widely applied to organizational contexts, none were formulated with organizations in mind as their exclusive focus (Jones & Skarlicki, 2013).

One other key assumption in the organizational justice theories and models is that the interests of employers and employees in business enterprises are the same and that principles of organizational justice observed in organizations equally serve both constituents (Fortin, 2008). It is also assumed that people will positively reciprocate to fairness with positive outcomes like commitment without reference to other influencing factors (Singer, 1993). However, in a workplace environment, it is not possible to achieve all criteria simultaneously.

Theories of organizational justice do not give definite guidelines as to which justice perception processing considerations are salient under which conditions (Jones & Skarlicki, 2013).

In addition, longer term or cumulative effects of processing justice judgments have so far only been proposed tentatively by for example Greenberg and Wiethoff (2001), and empirical evidence is lacking. In addition, there is a lack of definitional clarity and agreement as to whether justice has the form of one, two, three, or four constructs (Colquitt *et al*, 2005).

### **2.6.2 Human Resource Management Theories**

Although the Social exchange theory (SET) is one of the most influential conceptual paradigms in organizational behaviour it is fraught with theoretical ambiguities. As a consequence, tests of the model, as well as its applications, tend to rely on an incompletely specified set of ideas (Cropanzo & Mitchell, 2005). There is accumulated evidence from a diverse array of studies to suggest that uncertainty is not always a negative phenomenon and that it can, in fact, function positively (Shore *et al*, 2009). The social information processing theory approach to explaining employees attitudes emphasizes the effects of context and the consequences of past choices, rather than individual predispositions and rational decision-making processes (Rousseau, 1995).

### **2.6.3 Organizational Commitment Theories**

The use of Becker's side bet theory in organizational research has been plagued with methodological problems leading to questions about its validity (Powell & Meyer, 2004). The application of the theory of reciprocity to employee-organization relationship is premised on the fact that the norm of reciprocity as the functioning rule, and, from the organization's perspective, employee contributions need to be sufficient enough to generate inducements from the organization, which in turn need to be attractive enough to elicit employee contributions. This is however not always the case (Cropanzano & Mitchell, 2005). Meyer and Allen's multi-dimensional theory of commitment has been found to be inconsistent and that affective, normative, and continuance commitment cannot be considered as components of the same attitudinal phenomenon (Solinger *et al.*, 2008)



#### **2.6.4 Empirical Studies**

Organizational justice research has traditionally focused on the unique predictability of different types of justice and the relative importance of these types of justice on outcome variables. Empirical support exists supporting three and four justice types (distributive, procedural, and interactional) as well as (distributive, procedural, interpersonal and informational). Study findings demonstrate the relationship between each type of justice and a broad range of individuals' attitudes and behaviour. However, some researchers have suggested shifting from this focus on specific types of justice to a consideration of overall justice. In addition some of the existing research findings have suggested that there should be a stronger relationship between distributive justice and specific outcome referenced attitudes and behaviour, procedural justice and organization-referenced outcomes and behaviour, and interpersonal and informational justice and supervisor-referenced outcomes and behaviour.

Reviewed empirical data is prone to two methodological limitations of single method and a single respondent as well as cross-sectional design and data collection methods which have the potential of inflating the relationship between variables. In addition, the justice scale used in the studies is a direct measure of fairness which asks respondents directly how fair something is. In contrast, specific justice scales are indirect measures which describes attributes of fairness such as voice, consistency, and courteous treatment.

Studies conducted in the West and non-Western cultures using Meyer and Allen's multidimensional scale of commitment have shown different levels of correlation and discriminant validity between the various components suggesting that contextual settings tend to contribute significantly to outcome prediction. Past studies on employee perceptions of organizational justice have been conducted in stable work environments where employment terms are long term or open ended and business continuity is presumed. People's justice perceptions in the military are consistent with

the bureaucratic nature of the organization. Employees in the corporate sector base their justice judgement on established policies and procedures. Despite high inter-correlations, there is an evidence of construct distinctiveness, at least in Eastern cultures, perhaps reflecting the collectivist natures of those cultures, in which commitment based on obligation might have more resonance.

Macro generalizability of the Meyer and Allen commitment measures to populations beyond the Western population in which it was originally developed has not yet been conclusively established. Historically, research on organizational commitment within the Meyer and Allen paradigm has focused on full-time paid organizational members. But, not all organizational members have these characteristics. A growing number of organizations are employing part-time, temporary, and contract workers and some organizations include volunteers. Research is largely lacking concerning the commitment of members of these sub-populations. It is therefore not clear whether the subscales can measure a meaningful construct.

Most of the published research studies were conducted at the industry or firm level as the unit of analysis and analysed using multiple regression and factor analysis. Using factor analysis researchers identified different dimensions of the organizational construct as well different forms of organizational commitment.

## **2.7 Research Gaps**

There is a lack of consensus on the dimensions of organizational justice perceptions among researchers. There is no general agreement as to whether there are two justice types (distributive and procedural), three types (adding interactional justice), or four types (detaching interactional justice into interpersonal and informational justice). This has led to a diversity of measurement scales (Donovan *et al.*, 1998; Colquitt, 2001; Niehoff & Moorman, 1993). Colquitt's scale assesses organizational justice perception in four dimensions (distributive, procedural, interpersonal, and informational). Niehoff and Moorman's scale (1993) addresses distributive, procedural, and interactive dimensions.

While the significance of treating employees in a fair manner and the influence of fairness treatment on employee attitudes has been demonstrated by research carried out in different contexts, the relationship between organizational justice perceptions and employee organizational commitment has largely been studied as individual constructs. Few studies have explored the influence of individual forms of organizational justice perceptions on organizational commitment in a single study.

Organizational commitment is a broad concept which has been defined and redefined numerous times. Conceptualizations of organizational commitment have taken the form of both single, global measures of commitment, as well as multi-dimensional measures. However, studies on commitment have been made difficult by a general lack of agreement concerning how best to conceptualize and measure the concept. Some researchers, for example, have conceptualized organizational commitment in terms of a psychological attachment while others have examined aspects such as the rewards and costs one associates with employment at their current organization (Meyer & Allen, 1991).

While justice outcome rules have been argued to be used in different types of situations, there is scant research about when employees use one rule instead of another to evaluate the fairness of a decision in an organization. It is therefore still unclear as to what employees exactly regard as fair treatment and whether the focus is on outcomes, procedures or motives. A further complicating element is the possible interaction of a concern for justice with other motives in social situations for example self-esteem.

There are no clear guidelines in the literature as to which component of organizational justice (distributive justice, procedural justice, interpersonal or informational justice) is most central to the prediction of organizational commitment. In addition there is scant empirical information on whether employees working with health sector non-governmental organizations perceive justice the same way as employees working with organizations covered in existing research.

There is limited knowledge on the influence of justice perceptions on employee organizational commitment in the NGO sector in Africa, and in Kenya, where management practices may be different from private-public sectors. By testing all four justice constructs, the study sought to shed additional light on the extent to which each construct influences any of the three types of commitment and the interrelation, if any, in the way the constructs act as influencers.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research methodology utilized to investigate the influence of organizational justice perceptions on commitment of employees in Health Sector Non-Governmental Organizations in Kenya. The chapter highlights the study area, research design, target population, sampling frame, sample size determination, sampling technique, data collection instruments, procedure and analysis as well as pilot testing. It also discusses the type of data collected, data collection techniques and methods of data analysis applied in the study. The statistical measurement model used in the analysis and the tests for hypotheses are also presented.

#### **3.2 Research Design**

The study adopted descriptive and correlation research design. A descriptive research approach attempts to systematically describe attitudes towards an issue (Bryman & Bel, 2007). On the other hand, a correlation research approach attempts to discover or establish the existence of a relationship between two or more aspects of a situation (Creswell, 2002). A descriptive research design is based on the premise that if a statistically significant relationship exist between two variables, then it is possible to predict one variable using the information available on another variable (Kothari, 2008). Correlation analysis facilitates determination of the relationships between the independent variables and their influence on the dependent variable (Cooper & Schindler, 2014).

A descriptive and correlation research design approach was adopted for this study based on the study objectives. According to Creswell (2002), a descriptive survey research design is appropriate when data are collected to describe feelings and organizations. The main strength of this design approach is that it allows for direct contact between the researcher and the respondents in the process of data collection

(Singleton & Straits, 2010). Secondly, the approach can be used to obtain detailed and precise information about large heterogeneous population (Mugenda & Mugenda, 2008). The research design used in the study was also the most appropriate considering the limited geographical and other study limitations. It also offered adequate provision for protection of bias and also enhanced reliability of the study instruments as outlined by Kothari (2008).

### **3.3 Population**

A population is the entire set of individuals or other entities to which study findings are to be generalized (Berg, 2001). It is a collection of all subjects from where a sample is drawn Lumley (2004). A study population consists of individuals, households, or organizations with similar characteristics about which a researcher wants to make inferences (Cooper & Schindler, 2008). Generally, a researcher is not interested in an entire population due to various constraints but in a target population with characteristics which can be generalized to the entire population (Mugenda & Mugenda, 2008). The study population was 17 Nairobi based health sector NGOs registered with HENNET while the target population was 497 employees with supervisory responsibilities.

**Table 3.1 Target Population**

<b>Name of Organization</b>	<b>No. of Employees with Supervisory Responsibilities</b>
1. AMREF	80
2. AIDS Health Care Foundation	45
3. Family Health Options	70
4. Health Rights Advocacy Forum (HERAF)	15
5. I Choose Life Africa	48
6. Inter-Religious Council of Kenya	18
7. Kenya AIDS NGO Consortium	22
8. Liver Pool VCT Care & Treatment	20
9. Christian Health Association of Kenya	22
10. Action AID	25
11. National Organization of Peer Educators (NOPE)	25
12. Health Rights Advocacy Forum (HERAF)	15
13. Goal Kenya	18
14. Afri Afya	13
15. Christian Partners Development Agency (CPDA)	17
16. Catholic Relief Services	24
17. Kenya NGO's Alliance Against Malaria (KeNAAM)	20
<b>Total</b>	<b>497</b>

### **3.4 Sampling Frame**

A sampling frame is a list of all items in any field of inquiry that constitute a “Universe” or “Population” (Kothari, 2008). It comprises of all those elements that can be sampled and may include individuals, households, or institutions (Berg, 2001). The sampling frame for this study comprised of 85 health sector non-governmental organizations based within Nairobi County and its environs. The register of Health Sector NGOs maintained by Health NGOs Network Secretariat (HENNET) was used to randomly generate the study sample.

#### **3.4.1 Sample Size and Sampling Technique**

A sample is a group of people, objects, or items that are taken from a larger population for measurement (Berg, 2001). The sample should be representative of the population

to ensure that we can generalize the findings from the research sample to the population as a whole (Kothari, 2008). The study adopted stratified sampling technique due to homogeneity of the population. According to Baird (2007), stratified sampling technique produces estimates of overall population parameters with greater precision and ensures that a more representative sample is derived from a relatively heterogeneous population. Stratification aims to reduce standard error by providing some control over variance.

Based on Kothari (2008) sample size formula, the study computed the sample size as follows:

$$n = \frac{Z^2pqN}{e^2(N - 1) + Z^2pq} \dots \dots \dots (3.1)$$

Where: n is the sample size, Z denotes the z score at 0.05 level significance which is equivalent to 1.96, p is the proportion in the target population estimated to have the characteristics being measured and q is 1- p. N is the target population, e is the precision of error taken as 5% for the study.

Using the formula illustrated above, a sample size of 195 (39% of population) was computed as follows.

$$n = \frac{1.96^2 * 0.5 * 0.5 * 497}{0.05^2(497 - 1) + 1.96^2 * 0.5 * 0.5} \approx 195 \dots \dots \dots (3.2)$$

According to Kothari (2008), at least 30% sample of the population is considered generally acceptable. The size of sample should neither be excessively large, nor too small. It should fulfil the requirements of efficiency, representativeness, reliability and flexibility. The sample distribution is as shown in table 3.2.



**Table 3.2 Sample Distribution**

<b>Name of Organization</b>	<b>Sample Distribution</b>	<b>Population %</b>
Africa Medical and Research Foundation (AMREF)	31	16
AIDS Health Care Foundation	18	9
Family Health Options	27	14
Health Rights Advocacy Forum (HERAF)	6	3
I Choose Life Africa	19	10
Inter-Religious Council of Kenya	7	4
Kenya AIDS NGO Consortium	9	4
Liver Pool VCT Care & Treatment	8	4
Christian Health Association of Kenya	9	4
Action AID	10	5
National Organization of Peer Educators (NOPE)	10	5
Health Rights Advocacy Forum (HERAF)	6	3
Goal Kenya	7	4
Afri Afya	5	3
Christian Partners Development Agency (CPDA)	7	3
Catholic Relief Services	9	5
Kenya NGO's Alliance Against Malaria (KeNAAM)	8	4
<b>Total</b>	<b>195</b>	<b>100</b>

### 3.5 Sampling Technique

NGOs are registered as either local, national or international (NGO Bureau, 2014). The operations of local NGOs are restricted to a specific geographical area while national NGOs have a national mandate. The operations of those registered under the international category are not restricted to national borders. Invariably, local NGOs tend to employ locally while national NGOs have a national outlook with some employing a few expatriates. International NGOs have a mix of both national and international staff. Based on the nature of the study population, proportionate stratified sampling was used to establish the number of respondents from each of the 17 HENNET member NGOs headquartered in Nairobi. Stratified sampling was used to select specific individuals working at different levels in each organization. During data collection, the research team worked in close collaboration with the designated

reference point in each organization and distributed the study questionnaires to respondents who were present in various sections at the time the data collector arrived.

### 3.6 Measurement Scales and Instruments

The study sought to measure employee perceptions using a five point multiple choice ordinal Likert rating scale measurement as propounded by Cooper & Schindler (2003). The reliability and validity of Likert attitude scales has been confirmed in past studies in various fields (Warachan, 2012). Research has shown that the variance and the reliability of rating is normally highest and rater bias is minimized when 5 rating points or above are used (Stennet, 2002; as cited in Warachan, 2012). According to Boone and Boone, (2012), Likert-type items fall into the ordinal measurement scale.

The independent variable, organizational justice, was measured using a scale adapted from Colquitts' 2001 version of the organizational justice scale. The scale has four dimensions: Distributive Justice (4 statements), Procedural Justice (7 statements), Interpersonal Justice (4 statements) and Informational Justice (5 statements).

**Table 3.3. Organizational justice measurement scales**

Variable	Total NO. of items	Scales	Source
Distributive justice	4	Five Point Likert-type Scale (1-5)	Colquitt, (2001)
Procedural justice	7	Five Point Likert-type Scale (1-5)	Colquitt, (2001)
Interpersonal justice	4	Five Point Likert - type Scale (1-5)	Colquitt, (2001)
Informational justice	5	Five Point Likert - type Scale (1-5)	Colquitt, (2001)

The moderating variable, human resource management practices, were measured using a scale based on three items: socialization with 2 statements, involvement with 2 statements and training and development with 2 statements.

**Table 3.4 Human Resource Management Measurement Scale**

<b>Variables</b>	<b>Total NO. of items</b>	<b>Scales</b>	<b>Source</b>
Socialization	2	Five Point Likert - type Scale (1-5)	Huselid (1995)
Involvement	2	Five Point Likert - type Scale (1-5)	Huselid (1995)
Training and development	2	Five Point Likert - type Scale (1-5)	Huselid (1995)

The dependent variable, organizational commitment was measured using a scale adapted from Meyer and Allen's' (1990) organizational commitment scale. The scale has three dimensions: Affective commitment with 6 statements, continuance commitment with 7 statements and normative commitment with 5 statements.

**Table 3.5 Organizational Commitment Measurement Scales**

<b>Variables</b>	<b>Total NO. of items</b>	<b>Scales</b>	<b>Sources</b>
Affective commitment	6	Five Point Likert- type Scale (1-5)	Allen and Meyer, (1990)
Normative commitment	7	Five Point Likert- type Scale (1-5)	Allen and Meyer, (1990)
Continuance commitment	5	Five Point Likert- type Scale (1-5)	Allen and Meyer, (1990)

### **3.7 Data Collection Procedures**

Primary data was collected using self-administered questionnaires. Questionnaires are the most commonly used method of data collection in field research (Creswell, 2002). A letter requesting for authorization to carry out research from each of the sampled organizations was distributed prior to visiting the organization for data collection (Appendix 1). In some instances, a meeting was held to explain the purpose of the research and data collection methods to be applied. Questionnaires were distributed

using the Drop-off and Pick-up (DOPU) method. With the help of the person in charge of human resources or other designated focal point, respondent employees in each participating organization were randomly selected from those present at the time of the visit to the organization. A functional or departmental criterion was used to ensure diversity of respondents in terms of position and nature of work done. Participants were assured of the confidentiality of their responses. In some cases additional explanations and assurances on confidentiality were provided to respondents on phone or email.

### **3.7.1 Validity of the Research Instruments**

Validity addresses the critical issue of the relationship between a concept and its measurement (Depoy & Gitlin, 2011) and is also concerned with the issue of the authenticity of the cause-and-effect relationships (internal validity), and their generalizability to the external environment (external validity) (Sekaran & Bougie, 2010). The study tested for content validity of the dependent and independent variables based on expert opinion. Subject matter expert views and input were obtained through in depth interviews with academia and human resource management practitioners who recommended various modifications of the questionnaire.

Construct validity was also tested through comparisons of the scales used with those applied in similar researches including Colquitt (2001) for the organization justice constructs and Al Zubi (2010) for organizational commitment constructs. A pilot study was conducted to determine the clarity and readability. Pilot testing which is a form of face validity was carried out with the purpose of refining the questionnaire so as to reduce errors during data collection procedure and data coding, recording and processing procedures (Mugenda & Mugenda, 2008; Kothari, 2008). The piloting also obtains content validity (assessment of the questions' validity) and the likely reliability of the data that will be collected (Saunders *et al.*, 2009).

### 3.7.2 Reliability Results

Sekaran and Bougie (2010) defined reliability as an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. The study used the Cronbach Alpha internal consistency technique to measure the reliability of the data collection instruments. While there is no agreement between researchers regarding the acceptable value of reliability, the study applied the widely accepted value of 0.70 as the cut-off point for the Cronbach alpha coefficient (Garson, 2013).

As shown on table 3.6, all the variables had a Cronbach Alpha above 0.7 and were thus accepted.

**Table 3.6 Reliability Coefficients for Study Variables**

<b>Variable</b>	<b>Number of statements</b>	<b>Cronbach's Alpha</b>	<b>Decision</b>
Distributive justice	4	0.907	Accepted
Procedural justice	7	0.906	Accepted
Interpersonal justice	4	0.939	Accepted
Informational justice	5	0.892	Accepted
HRM Practices	6	0.756	Accepted
Affective commitment	4	0.826	Accepted
Continuance commitment	6	0.763	Accepted
Normative commitment	5	0.711	Accepted

### 3.7.3 Pilot Test

A pilot study is a small scale version or trial run in preparation for a major study. Mugenda and Mugenda (2008) recommends that prior to the main study, a pilot study consisting of 10% of the target population should be conducted in order to ascertain the validity and reliability of the instruments. According to Kothari (2008), a pilot test should draw subjects from the target population and stimulate the procedures and

protocols that have been designated for data collection. Cooper and Schindler (2006) observes that respondents in a pilot test do not have to be statistically selected.

A pilot study was conducted to detect weaknesses in design, data collection tools and methodology. Questionnaires were distributed to 21 employees. 16 questionnaires were returned, for a response rate of 76%. Tests of internal consistency (Cronbach's alpha) were conducted to assess the reliability of each of the scales used. All of the measures included in the questionnaire showed adequate levels of internal consistency reliability as shown on table 3.6

### **3.8 Data Analysis and Presentation**

The raw data collected using questionnaires were edited and coded for analysis using IBM Statistical Package for Social Science (SPSS) version 20.0. The study's likert-type data was described and analyzed using descriptive and inferential statistics comprising of correlation and linear regression.

Based on the study objectives and hypotheses, regression analysis was calculated using the following regression models:

1.  $Y = \beta_0 + \beta_1 X_1 + e$ .....model for hypothesis 1
2.  $Y = \beta_0 + \beta_2 X_2 + e$ .....model for hypothesis 2
3.  $Y = \beta_0 + \beta_3 X_3 + e$ .....model for hypothesis 3
4.  $Y = \beta_0 + \beta_4 X_4 + e$ .....model for hypothesis 4
5.  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$ .....optimal model
6.  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_4 X_5 * X_+ + e$ .....model tested for moderation

Where;

Y= is Employee Commitment (Affective, Continuance, Normative Commitment )

X<sub>1</sub>=is the distributive justice perception

X<sub>2</sub>= is the Procedural justice perception

X<sub>3</sub> = is interpersonal justice perception

X<sub>4</sub> = Informational Justice perception

X<sub>5</sub> = Human resource practices

X<sub>5</sub>\*X = Moderating/Joint effect of human resources practices and organizational justice

B<sub>0</sub> is a constant which is the value of dependent variable when all the independent variables are 0.

β<sub>1-n</sub> is the regression coefficients or change induced by X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub> and X<sub>5</sub> on Y.

It determines how much each (X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>) separately and with inclusion of X<sub>5</sub> contribute to Y.

e is the error term.

Creswell (2007) observes that data can be presented using statistical techniques, graphical techniques or a combination of both in order to generate comprehensive conclusions. Findings on quantitative data were presented using statistical techniques such as tables, pie charts and bar graphs. Qualitative data was presented descriptively.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the findings of the study, data analysis and interpretation. The study sought to establish the influence of organizational justice perceptions on commitment of employees in health sector Non-governmental Organizations (NGOs) in Kenya. Justice perceptions were measured using a scale with four dimensions: Distributive Justice (4 statements), Procedural Justice (7 statements), Interpersonal Justice (4 statements) and Informational Justice (5 statements). The moderating variable, human resource management practices, were measured using a scale based on three items: socialization with 2 statements, involvement with 2 statements and training and development with 2 statements. The dependent variable, organizational commitment, was measured using a scale with three dimensions: Affective commitment (6 statements), continuance commitment (7 statements) and normative commitment (5 statements).

This chapter presents the results and discussion based on the objectives of the study. The study sought to establish the influence of human resource management practices on the performance of employees of research institutes in Kenya. Descriptive and inferential statistics have been used to present and interpret the findings of the study.

#### **4.2 Response Rate**

The study conducted a survey using a self-administrated questionnaire which was administered to 195 sampled respondents. 131 valid questionnaires were returned representing a response rate of 67 percent. A response rate of above 50% is considered adequate in social science research (Mugenda & Mugenda, 2008; Babbie, 2002). The study's response rate of 67% was therefore considered adequate for analysis and conclusion.



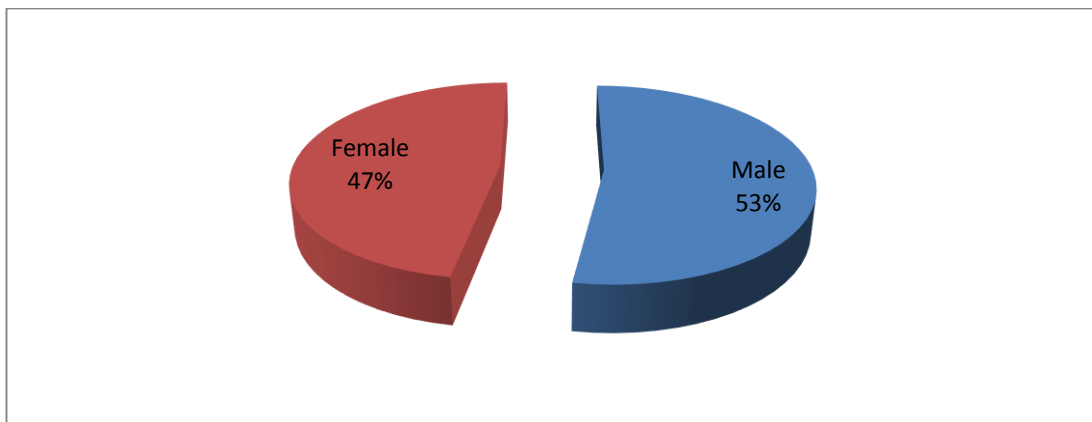
**Table 4.1 Response Rate**

<b>Total number of questionnaires distributed</b>	<b>Total number of valid questionnaires returned</b>	<b>Response rate (%)</b>
195	131	67

### **4.3 Demographic Characteristics**

#### **4.3.1 Gender of Respondents**

The gender of the respondents are presented in figure 4.1. Of the 131 valid responses, 53 percent of the respondents were male while 47 percent were female. This suggests that the study solicited information from a gender balanced perspective. According to Kothari (2008) a ratio of at least 1:2 in either gender representation in a study is representative enough.



**Figure 4.1 Gender of Respondents**

#### **4.3.2 Response by Job Category**

The study targeted various categories of employees as shown on table 4.3. From the demographic data, 14% were administrative staff, 29% programme staff, 22% adviser/professional staff, 29% manager level, and 5% director level staff.

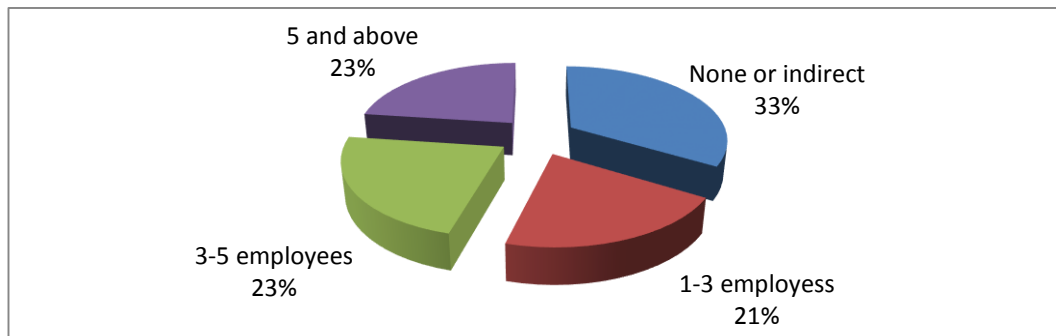
**Table 4.2 Response by Job Category**

<b>Employee Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Administrative Assistant	18	14
Programme staff	37	29
Adviser/Professional	29	22
Manager	37	29
Director	6	5
<b>Total</b>	<b>127</b>	<b>100</b>

**4.3.3 Response by Number of Staff Supervised**

During the study, it was found out that staffs responsible for key performance results in this sector do not necessarily have other employees reporting to them due to the nature of the organization structures applied or the way work arrangements are designed with outsourcing being a key element. Those without internal supervisory responsibilities but responsible for key result areas were reported to have quality assurance, oversight or technical backstopping responsibilities over outsourced activities.

As shown on figure 4.2, 33% of the respondents reported that they had no direct supervisory responsibilities, 21% supervised more than five employees while another 23% supervised three to five employees and another 5% more than 5 employees.



**Figure 4.2 Number of Staff Supervised**

#### 4.3.4 Response by Period Worked with Current Employer

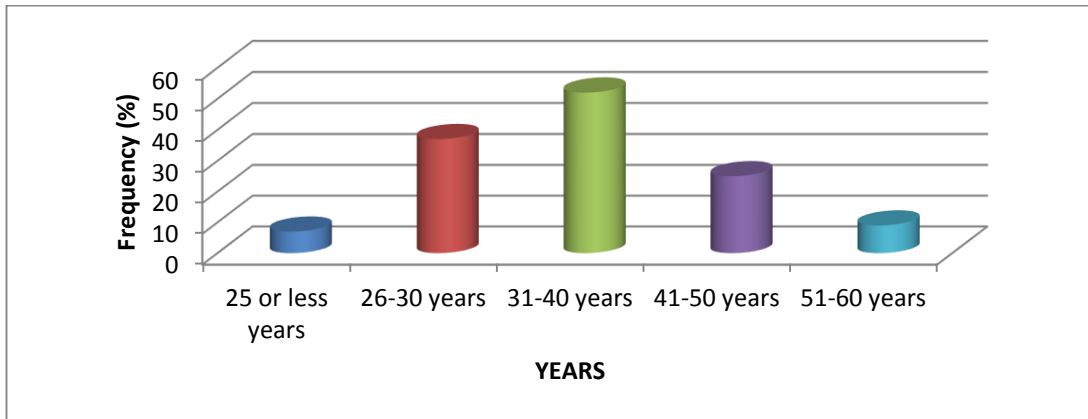
In terms of length of service (table 4.3), 37% of the respondents indicated that they have worked for the current organization for a period not exceeding two years, 28% for up to four years, 22% for up to 6 years while only 12% had worked with the same organization for a period in excess of six years. This finding is in line with the project based nature of employment in the NGO sector where employment duration is tied to project or funding cycles (NGO Bureau, 1999).

**Table 4.3 Response by Period Worked with Current Employer**

<b>Period worked</b>	<b>Frequency</b>	<b>Percentage (%)</b>
0-2 years	49	37
3-4 years	36	28
5-6 years	29	22
7-8 years	4	3
9-10 years	5	4
10 or more years	8	6
<b>Total</b>	<b>131</b>	<b>100</b>

#### 4.3.5 Response by Age

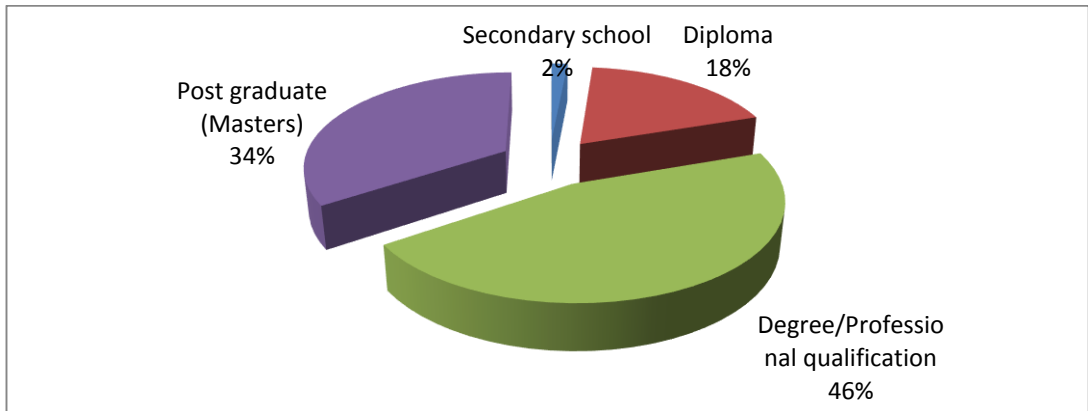
Figure 4.3 shows the age distribution in the sample size. Five percent of the respondents were aged 25 years or less, 29% were aged between 26-30 years, 40% between 31-40 years, 19% between 41-50 and 7 percentages between 51-60 years.



**Figure 4.3 Response by Age**

#### **4.3.6 Response by Level of Education**

Majority of the respondents (46 %) were either first degree holders or hold professional qualifications; 34% hold a post graduate degree; 18% are diploma holders and two percent were of secondary education level.

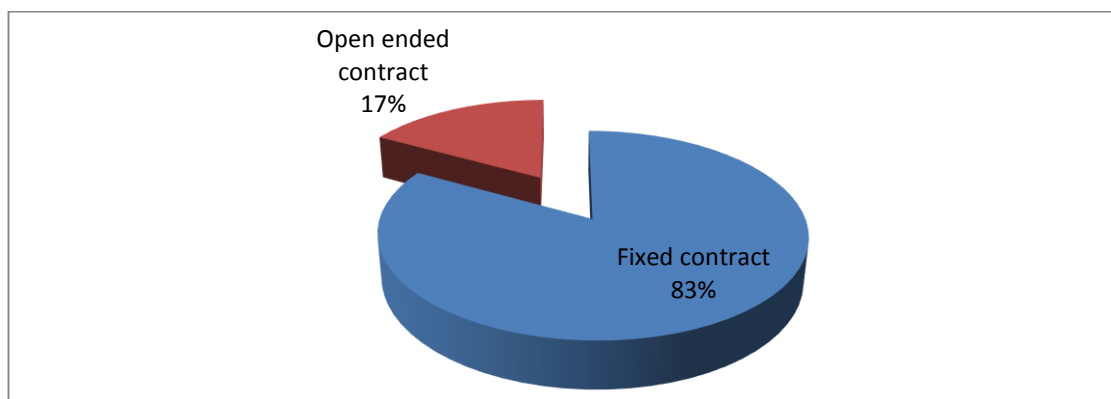


**Figure 4.4 Response by Level of Education**

#### **4.3.7 Response by Type of Employment**

As shown on figure 4.5 majority of the respondents (83%) were employed on term contract basis while 17% had open ended contracts. This employment practice would

appear to be in line with the project nature of work in the development sector (Lewis & Kanji, 2009).



**Figure 4.5 Response by Type of Employment**

Study results show that project and management level staff (25.4% and 24.6% respectively) comprised of the highest number of employees employed on contract terms.

**Table 4.4 Cross Tabulation of Job Position and Employment Terms**

		Current employment terms		Total	
		Contractual	Open Ended Contract		
<b>Current Job Position</b>	<b>Administrative Assistant</b>	Count	11	6	17
		% of total	9%	5%	14%
	<b>Programme Officer/ Project Officer/ Project Assistant</b>	Count	32	5	37
		% of total	25%	4%	29%
	<b>Adviser/ Professional (E.g. HR, Finance, IT Programs)</b>	Count	28	1	29
		% of total	22%	1%	23%
	<b>Manager</b>	Count	31	6	37
		% of total	25%	5%	29%
	<b>Director</b>	Count	3	3	6
		% of total	2%	2%	5%
	<b>Total</b>	Count	105	21	126
		% of total	83%	17%	100.0%

**Table 4.5 Demographic Profiles of Respondents**

<b>Respondent's profile</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	53	53
	Female	47	47
<b>Age</b>	25 and below	7	5
	26-30 years	37	29
	31-40 years	52	40
	41-50 years	25	19
	51-60 years	9	7
<b>Education level</b>	Secondary	2	2
	Diploma	24	18
	Bachelors degree	60	46
	Masters degree	45	34
<b>Education level</b>	0-2	49	37
	3-4	36	28
	5-6	29	22
	7-8	4	3
	9-10	5	4
	10 and above	8	6
<b>Job level</b>	Administration	18	14
	Programme/ Project Officer	37	29
	Adviser/Professional	29	23
	Manager	37	29
	Director	6	5
<b>Staff supervised</b>	None	44	33
	1-2	27	21
	3-5	30	23
	6 and above	30	23
<b>Employment type</b>	Contract	108	83
	Open ended	22	17
<b>Contract duration</b>	1-2 years	70	57
	3-4 years	22	18
	4-5 years	6	5
	Over 5 years	3	3

#### 4.4 Perceptions of Distributive Justice

Distributive justice refers to outcomes being distributed proportional to inputs as postulated in the equity principle. Outcomes in a work context might take the form of salaries, job security, promotion and career opportunities, while inputs would include education, training, experience and effort (Baldwin, 2006). Distributive justice is concerned with the reality that not all workers are treated alike and the allocation of outcomes is differentiated in the workplace.

##### 4.4.1 Descriptive Statistics

On average, respondents' level of agreement with perceptions on distributive justice falls under the "to a great extent" level of agreement. As shown on table 4.6, majority of respondents indicated that distributive decisions made by the employer organization reflected their work efforts to a great extent (38%); decision outcome were appropriate or in line with responsibilities (44%); outcome reflect employee contribution to the organization (42%). However, (39%) indicated that given their performance, the outcome was only justified to some extent. These findings support the view that employees are concerned with whether or not they received their just share in the work place and justice perceptions can be based on the organization's adherence to distributive justice rules of equity, equality, or need (Greenberg, 1996).

**Table 4.6 Perceptions on Distributive Justice**

<b>Distributive Justice</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very Great extent (%)</b>	<b>Total (%)</b>
Decision made by employer reflect work effort	8	10	34	38	10	100
Decision outcome appropriate/ in line with responsibilities	6	10	35	44	5	100
Outcome reflect contribution by employee	6	13	33	42	6	100
Outcome based on performance	9	12	39	34	6	100
<b>Average %</b>	<b>7</b>	<b>11</b>	<b>35</b>	<b>40</b>	<b>7</b>	<b>100</b>

##### 4.4.2 Influence of Distributive Justice Perceptions on Affective Commitment

The study tested the influence of distributive justice perceptions on employee commitment in Health Sector non- governmental organizations in Kenya using regression analysis. Employee commitment was measured using three forms: affective commitment, continuance commitment and normative commitment. The summary presented on table 4.7 indicate that perception of distributive justice account for 8% of the variation in affective commitment. In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant. The results indicate that the model was statistically significant.

**Table 4.7 Model Summary for Distributive Justice and Affective Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.287	.083	.053	.943

a. Predictors: (Constant), Employer Decision, Outcome Appropriateness, Outcome Contribution, outcome Justification

b. Dependent Variable: Affective Index



**Table 4.8 ANOVA for Distributive Justice and Affective Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.911	4	2.478	2.789	.029 <sup>b</sup>
	Residual	110.176	124	.889		
	Total	120.087	128			

a. Dependent Variable: Affective Index

b. Predictors: (Constant), Employer Decision, Outcome Appropriateness, Outcome Contribution, outcome Justification

**Table 4.9 Coefficients for Distributive Justice and Affective Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.487	.322		4.613	.000		
Employer Decision	.152	.116	.165	1.316	.191	.472	2.117
Outcome Appropriateness	-.009	.153	-.009	-.061	.952	.326	3.065
Outcome Contribution	.026	.161	.026	.159	.874	.277	3.612
Outcome Justification	.131	.152	.137	.860	.0392	.289	3.456

The test on the beta coefficients of the resulting model shows the constant  $\alpha = 1.487$ , with the distributive constructs; employer decision ( $\beta_1 = 0.152$ ,  $p > 0.05$ ), outcome appropriateness ( $\beta_1 = -0.009$ ,  $p > 0.05$ ), outcome contribution ( $\beta_1 = 0.026$ ,  $p > 0.05$ ) and outcome justification ( $\beta_1 = 0.131$ ,  $p < 0.05$ ). These findings imply that most of the constructs measuring distributive justice had an insignificant relationship with affective commitment. Only outcome justification had a significant relationship with affective commitment. This finding contradicts Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that distributive justice affects affective commitment positively and significantly

#### 4.4.3 Influence of Distributive Justice Perceptions on Continuance Commitment

The study also sought to establish whether perception of distributive justice had significant relationship with continuance commitment. The study adopted linear regression model to ascertain this relationship.

**Table 4.10 Model Summary-Distributive Justice and Continuance Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143	.020	-.011	1.045

a. Predictors: (Constant), (Constant), Employer Decision, Outcome Appropriateness, Outcome Contribution, outcome Justification

b. Dependent Variable: Continuance Commitment Index

The results of the model summary indicate that the perception of distributive justice account for a very small variation in continuance commitment. The perception of distributive justice explain only 2% of the variation in continuance commitment.

The ANOVA results shows that the statistic,  $F = 0.644$ ,  $p > 0.05$  indicates that the distributive justice construct is not significant in explaining for variations in continuance commitment. This finding contradicts Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that distributive justice affects continuance commitment positively and significantly.

**Table 4.11 ANOVA for Distributive Justice and Continuance Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.815	4	.704	.644	.632 <sup>b</sup>
	Residual	135.450	124	1.092		
	Total	138.265	128			

a. Dependent Variable: Continuance Commitment Index

b. Predictors: (Constant), (Constant), Employer Decision, Outcome Appropriateness, Outcome Contribution, outcome Justification

**Table 4.12 Coefficients for Distributive Justice and Continuance Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.944	.357		5.440	.000		
Employer Decision	.056	.128	.056	.436	.664	.472	2.117
Outcome Appropriateness	.204	.170	.186	1.199	.233	.326	3.065
Outcome Contribution	-.049	.178	-.046	-.273	.785	.277	3.612
Outcome Justification	-.134	.169	-.131	-.790	.431	.289	3.456

a. Dependent Variable: Continuance commitment Index

The regression results indicate that all the constructs under perception of distributive justice were insignificant predictors of continuance commitment. They had p-values of greater than the level of significance adopted for this study which was 0.05.

The findings of this study failed to support those of Raza *et al.*, (2013) who found that distributive justice perceptions positively relate with continuous commitment and the fairness process used in the allocation of rewards also makes the employees more committed to the organization. The researchers observed that distributive justice is a fundamental variable that plays a major role in organizational commitment and it should be improved day by day. The findings also contradicts the findings of Akanbi and Ofoegbu (2013) in Nigeria, who found that distributive justice can have a significant impact on employee organizational commitment. The study established that there was a significant relationship between perceived distributive justice and continuance commitment.

#### **4.4.4 Influence of Distributive Justice Perceptions on Normative Commitment**

The study also investigated the relationship between the distributive justice perceptions and normative commitment. A regression analysis was conducted to ascertain this relationship.

**Table 4.13 Model Summary for Distributive Justice on Normative Commitment**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.411 <sup>a</sup>	.169	.141	.764

a. Predictors: (Constant), Employer Decision, Outcome Appropriateness, Outcome Contribution, outcome Justification

b. Dependent Variable: Normative Commitment Index

The results of the model summary above indicate that contrasts of distributive justice perceptions adopted in this study account for 16.9% of the variations in normative commitment. The statistic,  $F = 6.191$ ,  $p < 0.05$  indicates that the distributive justice constructs are significant factors in explaining the variations in the normative commitment. This finding supported Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that distributive justice affects normative commitment positively and significantly

**Table 4.14 ANOVA-Distributive Justice and Normative Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.469	4	3.617	6.191	.000 <sup>b</sup>
	Residual	71.280	122	.584		
	Total	85.749	126			

a. Dependent Variable: Normative Index

b. Predictors: (Constant), Employer Decision, Outcome Appropriateness, Outcome Contribution, outcome Justification

**Table 4.15 Coefficients- Distributive Justice and Normative Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.703	.262		6.500	.000		
Employer Decision	.235	.094	.300	2.490	.014	.468	2.136
Outcome Appropriateness	-.121	.125	-.141	-.973	.333	.325	3.073
Outcome Contribution,	.132	.131	.158	1.005	.317	.275	3.633
Outcome Justification	.098	.125	.121	.784	.0435	.286	3.492

The test results on the beta coefficients of the resulting model on table 4.15 shows that, employer decision ( $\beta_1=0.235$ ,  $p < 0.05$ ), outcome appropriateness( $\beta_1=-0.121$ ,  $p > 0.05$ ), outcome contribution ( $\beta_1=0.132$ ,  $p > 0.05$ ) and outcome justification( $\beta_1= 0.098$ ,  $p < 0.05$ ). employee decisions and outcome justification had a significant relationship with normative. Outcome appropriateness and outcome contribution had insignificant relationship with normative commitment.

#### 4.4.5 Overall Influence of Distributive Justice on Employee Commitment

The results presented on table 4.16 show the fitness of regression model adopted in explaining the study phenomena. The results indicate that distributive justice explained 8.5% of employee commitment. Table 4.17 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variable was a good predictor of employee commitment. This was supported by an F statistic of 11.784 and the reported p value (0.001) which was less than the conventional probability of 0.05 significance level.

**Table 4.16 Overall Model Summary**

<b>Model Summary</b>	
R	.291a
R Square	0.085
Adjusted R Square	0.078
Std. Error of the Estimate	0.57995
F-Statistics	11.784(p-0.001)

**Table 4.17 Overall Coefficients for Distributive Justice**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	2.118	0.196		10.786	0
Distributive Justice Perception	0.199	0.058	0.291	3.433	0.001

a Dependent Variable: Overall employee commitment

The regression results on table 4.17 show that distributive justice perception is a significant predictor of employee commitment ( $B=0.199$ ,  $p=0.001$ ). This implies that a change of 0.199 units in distributive justice will cause a unit change in employee commitment. This result supports the previous findings of researchers like Hassan (2002) and Akanbi *et al.*, (2013).

Hassan (2002) investigated the role played by distributive justice perceptions in promoting employee commitment to the organization using a sample of 181 middle and lower level managers from the banking and finance, production and manufacturing, and service sectors. The study findings indicated that distributive justice factors made significant contributions to employees' employee commitment. Akanbi *et al.*, (2013) also examined the role of organizational justice on commitment in a multinational organization in Nigeria. Their findings indicated that distributive justice can have a significant impact on the commitment of employees. The study findings also support those of Raza *et al.*, (2013) who found that distributive justice perceptions positively relate with commitment and the fairness process used in the allocation of rewards also makes the employees more committed to the organization.

#### **4.4.6 Hypothesis testing- Objective 1**

##### **Objective 1: Influence of distributive Justice Perceptions on Employee Commitment**

Simple regression was conducted to investigate the null hypothesis which stated that: *H<sub>0</sub>: There is no statistically significant relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organizations in Kenya.*

The study hypothesis was tested using the F statistic and p value. Results on table 4.16 reveal an F statistic of 11.784 and a p value of 0.001. The calculated F statistic is larger than the critical value reported in F distribution table. In addition the calculated p value of 0.001 (tables 4.16 and 4.17) is less than the critical p value of 0.05. Based on these findings, the study rejected the null hypothesis that there is no statistically significant

relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organizations in Kenya.

The optimal model was:

Employee commitment = 2.118 + 0.199 (*distributive justice perception*) + e

## **4.5 Perceptions of Procedural Justice**

The second objective of the study was to investigate the influence of procedural justice perception on employee commitment. Procedural justice was measured by Express feelings, Outcome arrived, Procedures consistency, Procedures free of bias, Procedures accuracy, Ethical and moral standards and Outcome arrived. Employee commitment was measured using affective commitment, continuance commitment and normative commitment.

### **4.5.1 Descriptive Statistics**

Procedural justice refers to employees' perceptions of fairness in the means and processes used to determine the amount and distribution of resources (Saks, 2006). Higher perceptions of procedural justice by employees are more likely to reciprocate with greater organizational commitment and an employees' positive evaluation of their supervisor (McFarlin & Sweeney, 1992).

Majority of the respondents perceptions on procedural justice fall under the "to some extent" level of agreement. As shown on table 4.18, 32% indicated that they have been able to contribute in the decision implementation, 37% have been able to influence decision outcomes, 41% of the respondents agreed that to some extent, procedures are applied consistently; procedures are free of bias (44%), procedures are based on accurate information (43%) and the procedures upheld work place ethical and moral standards (35%). However, majority of respondents (30%) reported that they are only able to appeal the outcome arrived at by those procedures to a very little extent.

The study findings are consistent with those of (Colquitt, 2001; Wiesenfeld *et al.*, 2007) who supported six criteria for a procedure to be perceived as fair. These include



consistency, bias suppression, and accuracy of information in decision making, correctability, representativeness and ethicality based on conformity to personal ethical or moral values. This finding is also in line with the procedural justice theory which posits that the amount of control people have over decisions and processes determined their perceptions of fairness. Fair work place procedures are therefore valuable because they allow individuals' control over outcomes.

**Table 4.18 Perceptions on Procedural Justice**

<b>Procedural Justice</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>	<b>Total (%)</b>
Able to express views and feelings during decision implementation	9	14	32	35	10	100
Able to influence decision outcomes	15	20	37	18	10	100
Procedures applied consistently	9	19	41	26	5	100
Procedures been free of bias	12	12	44	26	6	100
Procedures based on accurate information	10	14	43	28	5	100
Able to appeal the outcome arrived	30	23	25	20	2	100
Procedures uphold	10	12	35	31	12	100
<b>Average %</b>	<b>14</b>	<b>16</b>	<b>37</b>	<b>26</b>	<b>7</b>	<b>100</b>

#### **4.5.2 Influence of Procedural Justice Perceptions on Affective Commitment**

The study assessed the influence of procedural justice perceptions on affective commitment using linear regression. The findings are presented on table 4.19.

**Table 4.19 Model Summary-Procedural Justice and Affective Commitment**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.339	.115	.106	.927

a. Predictors: (Constant),

b. Dependent Variable: Affective commitment Index

The statistic,  $F = 2.185$ ,  $p < 0.05$  indicates that procedural justice perceptions is a good predictor of variations in affective commitment. The coefficient of determination explains the percentage of variation in the dependent variable that is explained by unit change in the dependent variable. The linear regression model result showed indicated that 11.5% % change of affective commitment is explained by procedural justice perceptions.

**Table 4.20 ANOVA- Procedural Justice and Affective Commitment**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	13.147	7	1.878	2.185	.040
Residual	101.410	118	.859		
Total	114.557	125			

a. Dependent Variable: Affective Commitment Index

b. Predictors: (Constant), ethical and moral standards, influence outcome, procedures consistency, outcome arrived, express views and feelings, procedures accuracy, procedures free of bias,

**Table 4.21 Regression coefficients- Procedural Justice and Affective****Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.381	.302		4.570	.000		
Express feelings	.121	.127	.138	.949	.034	.356	2.807
Outcome arrived	-.016	.118	-.020	-.138	.891	.367	2.728
Procedures consistency	.136	.131	.143	1.039	.030	.394	2.537
Procedures free of bias	-.009	.159	-.010	-.055	.956	.249	4.024
Procedures accuracy	-.078	.164	-.083	-.477	.634	.250	3.997
Outcome arrived	.040	.081	.049	.493	.623	.763	1.311
Ethical and moral standards	.159	.121	.184	1.317	.019	.384	2.605

a. Dependent Variable: Affective Commitment Index

The results of the regression model revealed that express feelings, procedures, consistency and ethical and moral standards had a significant relationship with affective commitment. This is supported by the  $p < 0.05$ . The remaining constructs had an insignificant relationship with affective commitment since their p-value was  $> 0.05$ .

### 4.5.3 Influence of Procedural Justice Perceptions on Continuance Commitment

The study further assessed the relationship between procedural justice perceptions and continuance commitment. The results for regressions model used are presented on table 4.22..

**Table 4.22 Model Summary-Procedural Justice on Continuance Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.238 <sup>a</sup>	.057	.001	1.016

a. Predictors: (Constant), ethical and moral standards, influence outcome, procedures consistency, outcome arrived, express views and feelings, procedures accuracy, procedures free of bias,

b. Dependent Variable: Continuance Commitment Index

The statistic,  $F = 2.185$ ,  $p > 0.427$  indicates that procedural justice perceptions is not a good predictor of variations in continuance commitment. The coefficient of determination explains the percentage of variation in the dependent variable that is explained by unit change in the dependent variable. The model summary results revealed that procedural justice perceptions account for 5.7% of the variations in continuance commitment. This finding partially supported Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that procedural justice affects continuance commitment positively and significantly

**Table 4.23 ANOVA- Procedural Justice and Continuance Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.297	7	1.042	1.011	.427 <sup>b</sup>
	Residual	121.697	118	1.031		
	Total	128.994	125			

a. Dependent Variable: : Continuance Commitment Index

b. Predictors: (Constant), ethical and moral standards, influence outcome, procedures consistency, outcome arrived, express views and feelings, Procedures accuracy, procedures free of bias,

**Table 4.24 Regression Coefficients-Procedural Justice and Continuance Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.732	.331		5.232	.000		
Able to express views and feelings	-.154	.139	-.166	-1.106	.271	.356	2.807
Influence outcome	.021	.129	.024	.165	.869	.367	2.728
Procedures consistency	-.052	.144	-.052	-.363	.717	.394	2.537
Unbiased procedures	.149	.175	.153	.854	.395	.249	4.024
Procedures accuracy	-.037	.180	-.037	-.204	.839	.250	3.997
Outcome arrived	.117	.088	.136	1.326	.187	.763	1.311
Ethical and moral standards	.142	.132	.155	1.071	.287	.384	2.605

a. Dependent Variable: Continuance Index

#### 4.5.4 Influence of Procedural Justice Perceptions on Normative Commitment

The study sought to establish the relationship between procedural justice perceptions and normative commitment. The findings in the model summary table 4.25 revealed that procedural justice perception constructs accounted for 29.2% of the variation in normative commitment. The results of F-statistics reported on in Table 4.26 further indicate that procedural justice perception constructs are good predictors of normative commitment with  $p < 0.05$ .

**Table 4.25 Model Summary-Procedural Justice and Normative Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 <sup>a</sup>	.292	.249	.708

a. Predictors: (Constant), ethical and moral standards, influence outcome, procedures consistency, outcome arrived, express views and feelings, procedures accuracy, procedures free of bias,

b. Dependent Variable: Normative Commitment Index

**Table 4.26 ANOVA- Procedural Justice and Normative Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.995	7	3.428	6.830	.000 <sup>b</sup>
	Residual	58.220	116	.502		
	Total	82.215	123			

a. Dependent Variable: Normative Commitment Index.

b. Predictors: (Constant), ethical and moral standards, influence outcome, procedures consistency, outcome arrived, express views and feelings, Procedures accuracy, procedures free of bias,

The findings of the regression model on Table 4.27 indicate that Express views and feelings, Influence outcome, Ethical and moral and Procedures consistency were found to have a positive and significant relationship with normative commitment. These constructs had a p-value of less than 0.05. The finding further revealed that Procedures accuracy, Outcome arrived and Procedures free of bias were found to have an insignificant relationship with normative commitment.

**Table 4.27 Regression Coefficients-Procedural Justice and Normative Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.669	.233		7.173	.000		
Express views and feelings	-.198	.100	-.262	-1.985	.050	.351	2.847
Influence outcome	.210	.091	.297	2.309	.023	.369	2.709
Procedures consistency	.319	.102	.397	3.126	.002	.379	2.637
Unbiased procedures	-.204	.122	-.260	-1.668	.098	.251	3.988
Procedures accuracy	-.050	.126	-.062	-.398	.691	.253	3.951
Outcome arrived	.090	.063	.129	1.444	.152	.759	1.318
Ethical and moral standards	.252	.093	.344	2.700	.008	.377	2.652

a. Dependent variable: Normative Commitment

#### 4.5.5 Overall Influence of Procedural Justice Perception on Employee Commitment

The overall regression model was conducted to test the overall influence of procedural justice perception on employee commitment. The results of the overall model are presented and discussed below.

**Table 4.28 Overall Model Summary**

Model Summary	
R	.366a
R Square	0.134
Adjusted R Square	0.127
Std. Error of the Estimate	0.56506
F-Statistics	19.692 (p=0.000)

The model summary result indicates that procedural justice perceptions accounted for 12.7% of the variation in employee commitment. The findings of ANOVA further revealed that the model adopted to link procedural justice perception and commitment was statistically significant (F=19.692, p=0.000). The findings imply that procedural justice perceptions are good predictors of employee commitment.

**Table 4.29 Overall Regression Coefficient**

	B	Std. Error	Beta	t	Sig.
(Constant)	2.037	0.173		11.789	0
Procedural Justice Perception	0.248	0.056	0.366	4.438	0

a Dependent Variable: overall Commitment

The regression result show that procedural justice perception had Beta value of 0.248 and p-value of 0.000. This value is less than the conventional value of 0.05 adopted in



the study. Therefore, these results imply that procedural justice perception had a significant relationship with employee commitment.

The study findings support Zaman, Ali and Ali (2010) who conducted a research on private school teachers of Pakistan and concluded that procedural justice had a positive impact on commitment. In another study, Bakhshi, Kumar and Rani (2009) reported a positive relationship between procedural justice with commitment of medical college employees in India. Likewise, Ponnu and Chuah (2010) investigated the relationship of justice and commitment of employees working in diverse organizations in Malaysia and found that perceptions of procedural justice positively but significantly explained variance in commitment. Consistent with the prior findings, Najafi *et al.*, (2011) also concluded that educational experts of different universities reported higher commitment levels by the provision of organizational justice.

#### **4.5.6 Hypothesis testing- Objective 2**

##### **Objective 2: Influence of procedural Justice Perceptions on Employee Commitment**

Simple regression was conducted to investigate the null hypothesis which stated that: *H<sub>0</sub>: Perceptions of procedural justice have no statistically significant effect on employee commitment in health sector non-governmental organizations in Kenya.*

The study hypothesis was tested using the F statistic and p value. Results on table 4.28 reveal an F statistic of 19.692 and a p value of 0.000. The calculated F statistic is larger than the critical value reported in F distribution table. In addition the calculated p value is less than the critical p value of 0.05. These results indicate that perceptions of procedural justice have a statistically significant effect on employee commitment. Based on these findings, the study rejected the null hypothesis that perceptions of procedural justice have no statistically significant effect on employee commitment in health sector non-governmental organizations in Kenya.

Optimal model:

$$\text{Employee Commitment} = 2.037 + 0.248 (\text{procedural justice perceptions}) + e$$

## 4.6 Perceptions of Interpersonal Justice

The third objective of the study was to investigate the influence of interpersonal justice perceptions on employee commitment. The study measured interpersonal justice perceptions using polite manner, dignity, respect and improper remarks. Commitment was measured using affective commitment, continuance commitment and normative commitment.

### 4.6.1 Descriptive Statistics

Individuals working in organizations expect supervisors to extend equal treatment to all members. They seek fair interaction with the organization. Supervisors or allocators, who treat some with respect and others with disrespect, are not perceived as fair (Baldwin, 2006). As shown on table 4.30, respondents' perceptions on interpersonal justice fall under the "to a great extent" level of agreement. 54% of the respondents agreed that to a great extent, they are treated in a polite manner by their supervisor; treated with dignity (56%), treated with respect (53%), treated without improper remarks or comments (42%).

**Table 4.30 Perceptions and Interpersonal Justice**

<b>Interpersonal Justice</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>	<b>Total (%)</b>
Have been treated in a polite manner	1	8	11	54	26	100
Have been treated with dignity	2	7	12	56	23	100
Have been treated with respect	0	11	11	53	25	100
Supervisor has refrained from making improper remarks or comments	0	12	21	42	25	100
<b>Average %</b>	<b>1</b>	<b>10</b>	<b>14</b>	<b>51</b>	<b>25</b>	<b>100</b>

This finding supports Konovsky (2000) who identified derogatory judgments, deception, and invasion of privacy, inconsiderate or abusive actions, public criticism, and coercion as the key factors indicating the absence of interpersonal injustice.

#### 4.6.2 Influence of Interpersonal Justice Perceptions on Affective Commitment

The study assessed the influence of interpersonal justice perceptions on affective commitment using linear regression. The findings are presented on table 4.31. The model summary results revealed that improper remarks perception, dignity perception, polite manner perception and respect accounted for only 3.3% of the variation in affective commitment.

**Table 4.31 Model Summary- Interpersonal Justice Perceptions and Affective Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.183 <sup>a</sup>	.033	.002	.967
a. Predictors: (Constant), improper remarks , dignity, polite manner, respect				
b. Dependent Variable: Affective Commitment Index				

The ANOVA results presented on table 4.32 further showed that the variables used in the model were not significant predictors of affective commitment.

**Table 4.32 ANOVA-Interpersonal Justice and Affective Commitment**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	4.019	4	1.005	1.073	.373 <sup>b</sup>
	Residual	116.068	124	.936		
	Total	120.087	128			

a. Dependent Variable: Affective Commitment Index

b. Predictors: (Constant), improper remarks , dignity, polite manner, respect

The findings on table 4.33 show that improper remarks perception, dignity perception and polite manner perception had a positive but an insignificant relationship with affective commitment. This finding supported Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that Interpersonal justice affects affective commitment positively and significantly. In another study Skarlicki and Latham (1996) found that when union leaders were trained to behave more justly by providing explanations and apologies and treating people they were overseeing with courtesy and respect, the individuals who reported to the trained leaders were more supportive and cooperative than individuals working under untrained union leaders.

**Table 4.33 Regression Coefficients- Interpersonal Justice and Affective Commitment**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.670	.412		4.056	.000		
Polite manner	.125	.247	.113	.505	.614	.155	6.435
Dignity	-.031	.257	-.028	-.119	.906	.144	6.944
Respect	.024	.299	.022	.080	.937	.104	9.660
Improper remarks	.086	.136	.087	.636	.526	.417	2.395

a. Dependent Variable: Affective Commitment Index

### **4.6.3 Influence of Interpersonal Justice Perceptions on Continuance Commitment**

The relationship between interpersonal justice perceptions and continuance commitment was tested using linear regression. The reported R-Square from the model presented on table 4.34 was 0.031 which imply that the independent variables in the model accounted for 3.1% of the variations in continuance commitment. These findings imply that there is a very weak association between interpersonal justice constructs and continuance commitment. The F-statistics results further indicate that the model was statistically insignificant. This implies that the test indicators of improper remarks, dignity, respect and polite manner perception were not good predictors of continuance commitment in the study sample (Ponnu & Chua, 2010).

**Table 4.34 Model Summary- Interpersonal Justice and Continuance Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.176 <sup>a</sup>	.031	.000	1.032

a. Predictors: (Constant), improper remarks , dignity, polite manner, respect

b. Dependent Variable: Continuance Commitment Index

**Table 4.35 ANOVA- Interpersonal Justice and Continuance Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.239	4	1.060	.995	.413 <sup>b</sup>
	Residual	132.042	124	1.065		
	Total	136.281	128			

a. Dependent Variable: Continuance Index

b. Predictors: (Constant), improper remarks , dignity, polite manner, respect

The findings on table 4.36 indicate that improper remarks, dignity, respect and polite manner had an insignificant relationship with continuance commitment. These findings imply that polite manners perception negatively affects continuance commitment, similarly, improper remarks negatively affects continuance commitment though these relationships were statistically insignificant.

**Table 4.36 Regression Coefficients- Interpersonal Justice and Continuance Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.178	.439		4.962	.000		
Polite manner	-.164	.264	-.139	-.621	.535	.155	6.435
Dignity	.080	.275	.068	.293	.770	.144	6.944
Respect	.318	.319	.274	.997	.321	.104	9.660
Improper remarks	-.231	.145	-.218	-1.597	.113	.417	2.395

a. Dependent Variable: Continuance Commitment Index

The finding supports Colquitt (2001) who in his construct validation of commitment) identified appropriate justification of decisions (through genuine efforts to explain the results of decisions); honesty (through avoidance of deception); propriety (through absence of prejudicial statements and inappropriate questions); and respect (sincere and differential treatment of individuals) as well as the absence of personal attacks as important criteria for just treatment of employees.

#### **4.6.4 Influence of Interpersonal Justice Perceptions on Normative Commitment**

The study assessed the effects of interpersonal justice perceptions on normative commitment using linear regression. The model summary results presented on table 4.37 indicate that interpersonal justice perceptions constructs accounted for 13.5% of the variations in normative commitment.

**Table 4.37 Model summary- Interpersonal Justice and Normative Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 <sup>a</sup>	.135	.106	.781

a. Predictors: (Constant), improper remarks, dignity, polite manner, respect,

b. Dependent Variable: Normative Index

The ANOVA results on table 4.38 also show that the independent variable was a good predictors of normative commitment.

**Table 4.38 ANOVA- Interpersonal Justice and Normative Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.564	4	2.891	3.791	.006 <sup>b</sup>
	Residual	74.379	122	.610		
	Total	85.942	126			

a. Dependent Variable: Normative Commitment Index

b. Predictors: (Constant), improper remarks, dignity, polite manner, respect

The test on the beta coefficients of the resulting model presented on table 4.39 shows the constant  $\alpha = 1.428$ , ( $p < 0.05$ ) with the procedural constructs; remarks ( $\beta_1 = 0.077$ ,  $p < 0.05$ ), dignity ( $\beta_2 = 0.117$ ,  $p > 0.05$ ), polite manner ( $\beta_3 = 0.216$ ,  $p < 0.05$ ) and respect ( $\beta_4 = -0.050$ ,  $p > 0.05$ ). These results imply that polite manner and remarks have a positive and significant relationship with normative commitment. Respect and dignity were found to have insignificant relationship with normative commitment.



**Table 4.39 Regression coefficients- Interpersonal Justice and Normative Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.428	.333		4.01	.000		
Polite manner	.216	.200	.231	1.32	0.019	.155	6.455
Dignity	.117	.208	.125	0.69	0.492	.144	6.960
Respect	-.050	.243	-.054	-0.25	0.801	.103	9.754
Remarks	.077	.113	.091	0.79	0.042	.400	2.501

The finding of the study concurs with Cohen-Charash and Spector (2001) and Colquitt *et al.*, (2001) who established that employees who perceive that interpersonal treatment are received politely are more likely to be normatively committed to the organization. In addition Turgut *et al.*, (2012) found that interpersonal justice affects normative commitment positively and significantly in a study conducted amongst administrative and academic staff in Turkey.

#### **4.6.5 Overall Influence of Interpersonal Justice Perception and Commitment**

The study tested the influence of interpersonal justice perceptions on employee commitment in Health Sector non- governmental organizations in Kenya using regression analysis. The model summary result on table 4.40 showed that interpersonal justice perception construct accounted for 6.1% of the variation in employee commitment. F-statistics ( 8.343, p-0.005) show that the study model adopted to link the interpersonal justice perceptions and employee commitment was significant hence the variables were good predictors of employee commitment.

**Table 4.40 Model Summary- Influence of Interpersonal Justice Perceptions and Commitment**

Model Summary	1
R	.247a
R Square	0.061
Adjusted R Square	0.054
Std. Error of the Estimate	0.58665
F-Statistics	8.343 (p=0.005)

The results of the regression analysis (table 4.41) show that interpersonal justice perceptions had a significant relationship with employee commitment ( $B=0.179$ ,  $p=0.005$ ). This implies that an increase in interpersonal justice perception of 0.179 units will cause a unit increase in employee commitment. This finding concurs with Greenberg (1993) who noted that individuals are less inclined to sue their former employers on the grounds of wrongful termination than those who believe they were treated in an opposite manner. The study finding also collaborates (Colquitt *et al.*, 2001) who identified quality of interpersonal treatment received from the decision makers such as the degree of politeness, dignity, and respect given to the employees as important work place practices.

**Table 4.41 Overall Regression Coefficients- Interpersonal Justice and Commitment**

	B	Std. Error	Beta	t	Sig.
(Constant)	2.075	0.247		8.4	0
Interpersonal justice	0.179	0.062	0.247	2.888	0.005

a Dependent Variable: overall commitment

#### **4.6.6 Hypothesis Testing- Objective 3**

##### **Objective 3: Influence of Interpersonal Justice Perceptions on Employee Commitment**

Simple regression was conducted to investigate the null hypothesis which stated that:

*H<sub>0</sub>: There is no statistically significant relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya.*

The reported  $F= 8.343$ ,  $p = 0.005$  on table 4.40 indicate that the calculated F statistic is larger than the critical value reported in F distribution table. Furthermore the calculated p value is less than the critical p value of 0.05. These results indicate that perceptions of interpersonal justice have a statistically significant effect on employee commitment. The study therefore rejected the null hypothesis that there is no statistically significant relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya and concluded that there is a statistically significant relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya.

The optimal model was;

Employee Commitment =  $2.075 + 0.179$  (*interpersonal justice perceptions*) + e

#### **4.7 Perceptions of Informational Justice**

The fourth objective of the study sought to analyze the relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya. The constructs used to measure informational justice perception were supervisor communication, thorough explanation of procedures, reasonable explanations regarding procedures, decision details explained in a timely manner and whether communication is tailored to individuals' specific needs. Employee commitment was measured using affective commitment, continuance commitment and normative commitment.

#### 4.7.1 Descriptive Statistics

Informational justice has been operationalized primarily as providing explanations or accounting for decisions made. As shown on table 4.43, respondents' perceptions on informational justice fall under the "to a great extent" level of agreement.

**Table 4.42 Perceptions on Informational Justice**

<b>Informational justice</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>
Supervisor has been candid in his/ her communication	1	14	18	52	15
Procedures explained thoroughly	1	15	28	45	11
Explanations regarding procedures reasonable	3	12	28	43	14
Decision details explained in a timely manner	4	11	34	37	14
Communication tailored to individuals' specific needs	2	14	30	44	10
<b>Average %</b>	<b>2</b>	<b>13</b>	<b>28</b>	<b>44</b>	<b>13</b>

Respondents agreed with the statement that to a great extent; their supervisor has been candid in his/ her communication (52%); their supervisor had explained the procedures thoroughly (45%), the supervisors' explanations regarding the procedures were reasonable (43%), supervisor had communicated details in a timely manner (37%) and the supervisor seemed to tailor his/ her communications to individuals' specific needs (44%. This finding supports Colquitt *et al.*, 2001) on the importance of sharing relevant information with employees.

#### 4.7.2 Influence of Informational Justice Perceptions on Affective Commitment

The study assessed the influence of informational justice perceptions on affective commitment using linear regression. The findings are presented on table 4.44. The model summary results indicate that the constructs of informational justice perception accounted for 4.4% of the variation in affective commitment.

Further, the F-statistics results clearly indicated that the variables used in the study model were not significant predictor of affective commitment hence the overall model was insignificant.

**Table 4.43 Model summary- Informational Justice and Affective Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.209 <sup>a</sup>	.044	.005	.970

a. Predictors: (Constant), tailor communications , candid communication, explanations reasonableness, timely manner, procedures thoroughness

b. Dependent Variable: Affective Commitment Index

**Table 4.44 ANOVA- Informational justice and Affective Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.266	5	1.053	1.119	.354 <sup>b</sup>
	Residual	114.820	122	.941		
	Total	120.086	127			

a. Dependent Variable: Affective Commitment Index

b. Predictors: (Constant), tailor communications , candid communication, explanations, timely manner, procedures thoroughness

**Table 4.45 Regression Coefficients- Informational Justice and Affective Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
(Constant)	1.585	.394		4.023	.000		
Candid communication	.143	.128	.140	1.116	.267	.495	2.021
Procedures thoroughness	.053	.160	.050	.333	.740	.348	2.872
Explanations reasonableness	-.035	.142	-.035	-.247	.805	.385	2.598
Timely manner	-.024	.132	-.025	-.184	.854	.429	2.329
Tailor communications	.110	.129	.106	.855	.394	.507	1.971

a. Dependent Variable: Affective Index

The results of regression model indicate that candid communication, thorough explanation of procedures and tailor made communications have a positive but an insignificant relationship with affective commitment. The relationship between reasonable explanation and timely communications and affective commitment was negative but insignificant. These findings imply that informational justice perception does not significantly affect affective commitment.

The findings of the study contradicts Turgut *et al.*, (2012) who conducted a research on administrative and academic staff and found that affective commitment was affected by informational justice perceptions.

### 4.7.3 Influence of Informational Justice Perceptions on Continuance Commitment

Table 4.47 presents the results of the linear regression used to test for the relationship between informational justice perceptions and continuance commitment. The r-square for the regression model was 0.031 which indicates that the informational justice variables accounted for 3.1% of the variation in continuance commitment. These findings further signify a weak relationship between informational justice perception variables and continuance commitment. The F-statistics result further indicate that model was statistically insignificant.

**Table 4.46 Model Summary- Informational Justice and Continuance Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.176 <sup>a</sup>	.031	.000	1.032

a. Predictors: (Constant), improper remarks , dignity, polite manner, respect

b. Dependent Variable: Continuance Commitment Index

**Table 4.46 ANOVA- Informational justice and Continuance Commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.239	4	1.060	.995	.413 <sup>b</sup>
	Residual	132.042	124	1.065		
	Total	136.281	128			

a. Dependent Variable: Continuance Commitment Index

b. Predictors: (Constant), improper remarks , dignity, polite manner, respect

**Table 4.48 Regression coefficients- Informational justice and continuance commitment**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	2.178	.439		4.962	.000		
Polite manner	.164	.264	.139	.621	.535	.155	6.435
Dignity	.080	.275	.068	.293	.770	.144	6.944
Respect	.318	.319	.274	.997	.321	.104	9.660
Improper remarks	-.231	.145	-.218	-1.597	.113	.417	2.395

a. Dependent Variable: Continuance commitment index

The overall regression results showed that the informational justice variable was positively but insignificantly related to continuance commitment. This finding contradicted Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that informational justice affects continuance commitment positively and significantly.

#### **4.7.4 Influence of Informational Justice Perceptions on Normative Commitment**

The study assessed the effects of informational justice perceptions on normative commitment using linear regression. The model summary results presented on table 4.50 indicate that informational justice perception variables accounted for 16.1% of the variation in normative commitment. Further, the F-statistics indicate that the model was statistically significant ( $F=4.589$ ,  $p<0.05$ ). These findings imply that the informational justice variables used in the model were good predictors of normative commitment.



interpersonal justice perceptions constructs accounted for 13.5% of the variations in normative commitment.

The study also sought to establish the relationship between informational justice perceptions and normative commitment. The study used regression model to ascertain the hypothesized relationship.

**Table 4.49 Model Summary- Informational Justice and Normative Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 <sup>a</sup>	.161	.126	.777

a. Predictors: (Constant), tailor communications , candid communication, procedures reasonableness, timely manner, procedures thoroughness

b. Dependent Variable: Normative Commitment Index

**Table 4.50 ANOVA- Informational justice and normative commitment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.847	5	2.769	4.589	.001 <sup>b</sup>
	Residual	72.415	120	.603		
	Total	86.262	125			

a. Dependent Variable: Normative Index

b. Predictors: (Constant), tailor communications , candid communication, procedures reasonableness, timely manner, procedures thoroughness

**Table 4.51 Regression Coefficients- Informational Justice and Normative****Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	1.384	.316		3.83	.000		
Candid communication	.201	.103	.232	1.70	0.092	.490	2.040
Procedures thoroughness	.054	.128	.060	2.44	0.046	.349	2.866
Procedures reasonableness	.019	.114	.023	0.16	0.873	.385	2.595
Timely manner	.068	.110	-.081	2.60	0.050	.404	2.472
Tailor communications	.202	.104	.229	1.90	0.040	.505	1.979

The regression results revealed that thorough explanations of procedures, having tailor made communications and timely communication were found to be positive and significantly related to normative communication. These findings imply that informational justice perceptions are significantly related to normative commitment. The findings are consistent with Turgut *et al.*, (2012) who in a study conducted amongst administrative and academic staff in Turkey found that informational justice affects normative commitment positively and significantly.

The findings of the study are consistent with those of Leventhal (1980) who proposed six criteria for a procedure to be perceived as fair. These include consistency, bias suppression, and accuracy of information in decision making, correctability, representativeness and ethicality based on conformity to personal ethical or moral values.

Wiesenfeld *et al.*, (2007), also added bias suppression, accuracy and overall fairness as the defining criteria for procedural justice. According to Thibaut and Walker (1975) procedural justice theory, the amount of control people influenced over decisions and processes their perceptions of fairness. According to Thibaut and Walker (1975) fair procedures are valuable because they allow individuals' control over outcomes.

#### 4.7.5 Overall Influence of Informational Justice Perceptions on Commitment

The study combined informational justice perceptions variables to test the overall effects of informational justice perceptions on employee commitment. A linear regression model was adopted to ascertain the relationship.

**Table 4.52 Overall Model Summary**

Model Summary	
R	.256a
R Square	0.065
Adjusted R Square	0.058
Std. Error of the Estimate	0.58536
F-Statistic	3.065 (P=0.003)

The results in the overall model summary show that information justice perceptions accounted for 6.5% of the variation in commitment. The F-statistics, results also indicate that the model was statistically significant (F=3.065, P=0.003). These findings imply that informational justice perception is a good predictor of commitment.

**Table 4.53 Regression Coefficients for Overall Model**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	2.093	0.233		8.975	0
Informational Justice	0.194	0.065	0.256	2.991	0.003

a Dependent Variable: overall commitment

Informational justice perception was found to have a positive relationship with overall commitment (  $B=0.194$ ,  $p=0.003$ ). These findings imply that an increase in 0.194 units in informational justice perception will cause a resultant increase of one unit in commitment. The findings of the study concurs with Wiesenfeld *et al.*, (2007) who also argued that bias suppression, accuracy and overall fairness as the defining criteria for procedural justice.

#### **4.7.6 Hypothesis testing- Objective 4**

##### **Objective 4: Influence of Informational Justice Perceptions on Employee Commitment**

Simple regression was conducted to investigate the null hypothesis which stated that: *H<sub>0</sub>: There is no statistically significant relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.* The hypothesis test regression results are presented on table 4.53 with a reported  $F= 3.065$ ,  $p = 0.003$ . The F statistic in the overall model summary is larger than the critical value reported in F distribution table. Furthermore the calculated p value is less than the critical p value of 0.05. These results indicate that perceptions of informational justice have a statistically significant effect on employee commitment. The study therefore rejected the null hypothesis that there is no statistically significant relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya and concluded that there is a statistically significant relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.

Therefore, the optimal model was reported as;

$$\text{Commitment} = 2.093 + 0.194 (\text{informational justice perceptions}) + e$$

## 4.8 Human Resource Management Practices

The final objective of the study was to determine the moderating effect of human resource management practices on the influence of organizational justice on commitment of employees in health sector non-governmental organizations in Kenya.

### 4.8.1 Descriptive statistics

The results on table 4.54 show that majority of respondents agreed with the perception questions on human resource management practices to a great extent:

**Table 4.54 Perceptions on Human Resource Management Practices**

<b>Human resource management practices</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>	<b>Total (%)</b>
Work place experiences (socialization) influences justice judgment.	0	10	25	47	18	100
Have faith in good intentions of my organization's HRM practices to treat employees fairly guides me	3	7	24	51	15	100
Involvement of employees on matters affecting their employment and work promotes a feeling of fair treatment	0	5	16	41	38	100
Regular (or lack of) praise, appreciation and positive feedback from supervisor and colleagues creates a sense of fair treatment	2	9	13	45	31	100
Investments made by organization in training and development of employees promote a feeling of being valued	5	5	19	31	40	100
Feeling of reciprocity when given opportunity to enhance knowledge and skills	2	6	22	42	28	100
<b>Average %</b>	<b>2</b>	<b>7</b>	<b>20</b>	<b>43</b>	<b>28</b>	<b>100</b>

Work place experiences (socialization) influences justice judgment (47%); expectations of good faith in organizational HRM practices to treat employees well influences justice judgment (51%); involvement of employees on matters affecting their employment and work promotes a feeling of fair treatment (41%); Regular (or lack of) praise, appreciation and positive feedback from supervisor and colleagues creates a sense of fair treatment (51%); influences justice judgment (41%); Investments made by organization in training and development of employees promote a feeling of being valued (31%); employer driven knowledge and skills influences enhancement creates a feeling of indebtedness (42%). This finding supports (Huselid, 1995) validated scale on assessing human resource management practices.

#### **4.9 Employee Commitment**

Employee commitment was measured using affective commitment, continuance commitment and normative commitment.

##### **4.9.1 Perceptions on Affective Commitment**

Affective commitment corresponds to an employee's personal attachment to and identification with the organization resulting in a strong belief in the organization's goals and values (Meyer & Allen 1997). Respondents' perceptions on affective commitment fall under the "to some extent" level of agreement as shown on table 4.55. Respondents agreed with the statement that to some extent: I would be very happy to spend the rest of my career with this organization (39%); I really feel as if this organization problems are my own (37%); I feel a strong sense of belonging to my organization (31%); I do not feel emotionally attached to this organization (31%); I do not feel like part of the family at my organization (25%); This organization has great deal of personal meaning for me (31%). These findings imply that the level of affective commitment was moderate in Health Sector Non-Governmental Organizations in Kenya.

**Table 4.55 Perceptions on Affective Commitment**

<b>Affective commitment rating</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>	<b>Total (%)</b>
Would be very happy to spend the rest of my career with this organization	12	19	39	22	8	100
Feel as if this organization problems are my own	13	14	37	30	6	100
Feel a strong sense of belonging to my organization (R)	13	36	31	15	5	100
Do not feel emotionally attached to this organization (R)	13	36	31	15	5	100
Do not feel like part of the family at my organization (R)	7	11	25	22	35	100
This organization has great deal of personal meaning for me.	7	11	31	38	13	100
<b>Average %</b>	<b>11</b>	<b>21</b>	<b>32</b>	<b>24</b>	<b>12</b>	<b>100</b>

The findings of the study supports those of Prabhakart a Ram (2011) who posited that the antecedents of affective commitment include job characteristics such as task significance, autonomy, identity, skills variety and feedback concerning employee job performance, perceived organizational support or dependence (the feeling that the organization considers what is in the best interest of employees when making decisions that affect employment conditions and work environment), and the degree to which employees are involved in the goal-setting and decision-making processes. When the above are not met, then the level of affective commitment is affected.

Similarly, Meyer and Allen (1997) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings, (such

as approachable managers) and increasing their sense of competence (such as feedback). According to Beck and Wilson (2000), the development of affective commitment involves recognizing the organization’s worth and internalizing its principles and standards.

#### 4.9.2 Perceptions on Continuance Commitment

Continuance commitment is conceived as a tendency to engage in consistent lines of activity based on the individual’s recognition of the “costs” associated with discontinuing the activity (Meyer & Allen 1997). As shown on table 4.56, majority of respondents perceptions on continuance commitment fall under the “to some extent” level of agreement.

**Table 4.56 Perceptions on Continuance Commitment**

<b>Continuous commitment rating</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>	<b>Total (%)</b>
Right now, staying with the organization is a matter of necessity as much as desire	6	15	33	37	9	100
It would be very hard to leave right now	22	30	26	17	5	100
Leaving now would lead to too much disruption	22	18	39	14	7	100
Limited employment opportunities to consider leaving current organization	24	31	35	7	3	100
Cannot consider leaving now due to investments already made.	24	31	28	11	6	100
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	29	22	29	11	9	100
<b>Average %</b>	<b>21</b>	<b>25</b>	<b>32</b>	<b>16</b>	<b>7</b>	<b>100</b>

Respondents agreed with the statement that to some extent: Right now, staying with my organization is a matter of necessity as much as desire (33%); It would be very hard for me to leave my organization right now, even if I wanted to (26%); Too much of my life would be disrupted if I decided to leave my organization now (39%); I feel



that I have too few options to consider leaving this organization (35%); If I had not already put so much of myself into this organization, I might consider working elsewhere (28%); One of the few negative consequences of leaving this organization would be the scarcity of available alternatives (29%). These findings similarly, imply that the level of affective commitment was moderate in in Health Sector Non-Governmental Organizations in Kenya.

These findings concurs with Meyer *et al.*, (2002) who argued that lack of alternatives or an inability to transfer skills and education to another organization are the primary antecedents of continuance commitment. Once an employee experiences this restriction of options, the perceived need to remain with his or her organization may increase.

#### 4.9.3 Perceptions on Normative Commitment

Normative commitment suggests that employees exhibit behaviors solely because they believe it is the right and moral thing to do (Meyer & Allen 1997). The results presented on able 4.57 showed that majority of respondents' perceptions on normative commitment fall under the "to some extent" level of agreement (30%).

**Table 4.57 Perceptions on Normative Commitment**

<b>Normative commitment rating</b>	<b>Very little extent (%)</b>	<b>Little extent (%)</b>	<b>Some extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>	<b>Total (%)</b>
No feeling of obligation to remain with current employer.	23	27	28	14	8	100
Not right to leave current employer organization now.	17	22	34	17	10	100
Leaving now would lead to a guilt feeling	29	20	30	12	9	100
Organization deserves loyalty	8	13	32	28	19	100
Cannot leave right now due to a sense of obligation to the people in the organization	17	21	28	25	9	100
<b>Average %</b>	<b>19</b>	<b>21</b>	<b>30</b>	<b>19</b>	<b>11</b>	<b>100</b>

Respondents agreed with the statement that to some extent: I do not feel any obligation to remain with my current employer (34%); Even if it were to my advantage, I do not feel it would be right to leave my organization now (30%); I would feel guilty if I left my organization now (34%); This organization deserves my loyalty (32%); I would not leave my organization right now because I have a sense of obligation to the people in it (28%).

These findings are consistent with Abdulla (2011) who in an evaluation of Allen and Meyer's Organizational Commitment Scale concluded that the three component model can be used to test the commitment of employees.

#### **4.10 Diagnostic Tests**

After fitting a regression model it is important to determine whether all the necessary model assumptions are valid before performing inference. If there are any violations, subsequent inferential procedures may be invalid resulting in faulty conclusions. It is therefore crucial to perform appropriate model diagnostics prior to carrying out statistical tests. Regression model diagnostic procedures involve both graphical methods and formal statistical tests (Brooks, 2014). These procedures allow a researcher to explore whether the assumptions of the regression model are valid thereby indicating that subsequent inference results can be relied upon.

##### **4.10.1 Normality Test**

To test the normality of the dependent variable, a One-Sample Kolmogorov-Smirnov Test (KS) was conducted. The null and alternative hypotheses are stated below.

$H_0$ : The data is normally distributed

$H_1$ : The data is not normally distributed

The rule is that if the p-value is greater than 0.05,  $H_0$  is accepted and  $H_1$  is rejected, if the p-value is less than 0.05,  $H_0$  is rejected and  $H_1$  is accepted.

The results obtained in table 4.58 indicate that Kolmogorov-Smirnov Z statistic is 1.312 (p-value=0.0064) since the statistic is high with the p-value greater than 0.05, the null hypothesis was accepted and concluded that the data was normally distributed and therefore fit for linear regression analysis.

**Table 4.58 Test of Normality**

<b>One-Sample Kolmogorov-Smirnov Test</b>	
	Overall commitment
N	130
Kolmogorov-Smirnov Z	1.312
Asymp. Sig. (2-tailed)	0.064

a Test distribution is Normal.

b Calculated from data.

#### 4.10.2 Multicollinearity Test

Sometimes, the predictor variables used in a regression model are highly correlated. According to Pallant (2010), multicollinearity exists when the independent variables are highly correlated ( $r = 0.9$  and above). The test for multicollinearity results (table 4.59) showed that there was no multicollinearity between the independent variables.

**Table 4.59 Test of Multicollinearity**

<b>Construct</b>	<b>Distributive Justice</b>	<b>Procedural Justice</b>	<b>Interpersonal Justice</b>	<b>Informational Justice</b>
Distributive Justice	1			
Procedural Justice	0.659	1		
Interpersonal Justice	0.513	0.522	1	
Informational Justice	0.517	0.610	0.698	1

### 4.10.3 Sampling Adequacy

Sampling adequacy provides the researcher with information regarding the grouping of survey items. The sampling adequacy was assessed by examining the Kaiser-Meyer-Olkin (KMO) which ranges from 0 to 1. According to (Hair *et al.*,1995) 0.50 is considered suitable for factor analysis. Bartlett's test of Sphericity provides a chi-square output that must be significant. It indicates the matrix is not an identity matrix and accordingly it should be significant ( $p < .05$ ) for factor analysis to be suitable (Hair, *et al.*, 2006; Tabachnick & Fidell 2013). Statistically, if the KMO indicates sample adequacy and Bartlett's test of sphericity indicates the item correlation matrix is not an identity matrix, then a researcher can move forward with the factor analysis (Netemeyer, Bearden *et al.*, 2003).

The study sample was adequate for the independent and dependent variables as shown on table 4.61 was 0.845 and 0.728 respectively. Bartlett test was also significant since all the  $p$ - values were less than 0.05. The study therefore concluded that the factor structures are well defined and useful for further analysis.

**Table 4.60 KMO and Bartlett's test of Sampling adequacy for Dependent**

#### Variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.845
Bartlett's Test of Sphericity	Approx. Chi-Square	728.805
	Df	78
	Sig.	.000

### 4.10.4 Test of Common Method Variance

The veracity of self-reports is often questioned in empirical research due to the potential inflation of correlations between measures assessed through the same method

(Podsakoff, Mackenzie, Lee, & Podaskoff 2003). Harman's one factor statistical test was performed to control for common method. Harman's one factor method has a cut-off point of 50 percent whereby if a single factor explains 50 percent or more of the total variability then there would be a problem of common method bias (Podsakoff & Organ 1986). Table 4.61 shows total variation explained factors for the four variables in the study. The four factors had eigenvalues greater than 1. After rotation, the four factors cumulative explained 69.47% of the variance in the independent variable construct.

**Table 4.61 Total Variance for Independent Variable**

Factor	Initial Eigenvalues			<u>Total Variance Explained</u>			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.206	51.029	51.029	9.921	49.607	49.607	4.473	22.366	22.366
2	2.316	11.582	62.611	2.075	10.376	59.983	3.606	18.032	40.398
3	1.425	7.123	69.734	1.172	5.859	65.842	2.939	14.697	55.095
4	1.01	5.049	74.783	0.726	3.631	69.473	2.876	14.379	69.473

Extraction Method: Principal Axis Factoring.

**Total variance explained for dependent variable (Employee Commitment)**

Table 4.62 shows total variation explained factors for three variables in the independent variable of the study. The three factors had eigenvalues greater than 1. After rotation, the three factors cumulatively explained 54% of the variance in the dependent variable construct. The loading indicate that the three constructs can be used to measure organizational commitment.

**Table 4.62 Total Variance Explained for Independent Variable**

Factor	Initial Eigenvalues			<u>Total Variance Explained</u>			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.019	38.604	38.604	4.645	35.728	35.728	2.693	20.716	20.716
2	2.099	16.144	54.749	1.630	12.542	48.269	2.469	18.992	39.708
3	1.134	8.727	63.475	.693	5.330	53.599	1.806	13.891	53.599

Extraction Method: Principal Axis Factoring.

#### 4.10.5 Heteroscedasticity

Heteroscedasticity is a systematic pattern in the errors where the variances of the errors are not constant. The presence of heteroscedasticity causes the Ordinary Least Squares estimates of the SE to be biased, leading to unreliable hypothesis testing. According to Sazali *et al.*, (2009), a large chi-square value greater than 9.21 would signify the presence of heteroscedasticity.

The study used the Breusch-Pagan / Cook-Weisberg method which tests the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables. As shown on table 4.24, a small chi-square of 4.53 indicated absence of heteroscedasticity.

**Table 4.63 Heteroscedasticity Test Results**

Ho	Variables	chi2	Prob> chi2	
Constant Variance	Distributive, Interpersonal, Justice	Procedural, Informational	4.53	0.0033

#### 4.11 Overall Correlation Analysis

Overall correlation analysis was conducted to test the association between the study variables as shown on table 4.64.

The correlation between distributive justice and affective commitment was highly significant at (0.348,  $p < 0.01$ ); with normative commitment 0.391,  $p < 0.00$ ). The correlation between procedural justice and affective commitment was highly significant (0.406,  $p < 0.00$ ); with normative commitment 0.482,  $p < 0.00$ ). The correlation between interpersonal justice and affective commitment was highly significant at (0.293,  $p < 0.01$ ); with normative commitment 0.352,  $p < 0.00$ ). The correlation between informational justice and affective commitment was highly



significant at (0.287,  $p < 0.01$ ) and 0.377,  $p < 0.00$ ) with normative commitment. The correlation coefficient for human resources management practices and affective commitment was 0.267 and was significant at 1 percent level ( $p < 0.01$ ).

These findings are consistent with other studies (Meyer & Allen, 1997; Colquitt, 2001; Turgut *et al.*, 2012). However, and unlike in other studies, correlation analysis of the study variables showed that there was no relationship between organizational justice perceptions and continuance commitment amongst health sector non-governmental organizations employees. The study attributed this finding to the project based nature of employment in the sector where employment terms are largely contractual with a known end date. Besides, such contracts also include availability of funds as a conditional rider to the employers' fulfilment of the employment agreement. The absence of correlation between justice perceptions and commitment would appear to suggest that the project based contractual model of employment does not promote feelings of continuance attachment to the organization amongst employees.

**Table 4.64 Correlation Coefficients Between Independent and Dependent Variables**

Organizational Justice	Employee Commitment		
	Affective Commitment	Continuance Commitment	Normative Commitment
Distributive Justice	0.348 (0.000)	0.025 (0.775)	0.391 (0.000)
Procedural Justice	0.406 (0.000)	0.038 (0.672)	0.482 (0.000)
Interpersonal Justice	0.293 (0.001)	-0.070 (0.430)	0.352 (0.000)
Informational Justice	0.287 (0.001)	-0.016 (0.856)	0.377 (0.000)
Human Resources Management Practices	0.267 (0.002)	0.138 (0.117)	0.172 (0.052)

#### 4.12 Multiple Regression Model before Moderation

The study conducted an overall regression model without the moderating effect of human resource management practices. The model goodness of fit as revealed by an R squared results is presented in Table 4.65. The results of the model summary showed that all justice components; distributive justice, procedural justice, interpersonal justice and informational justice accounted for 34.1% of the variation in employee commitment.

**Table 4.65 Model Summary for Multiple Regression Model before Moderation**

Model	1
R	.5839a
R Square	0.341
Adjusted R Square	0.313
Std. Error of the Estimate	0.57045

**Table 4.66 ANOVA- Multiple Regression Model before Moderation**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.239	4	5.369	5.042	.001 <sup>b</sup>
	Residual	132.042	124	1.065		
	Total	136.281	128			

a. Dependent Variable: Employee Commitment

Predictors: (Constant), Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice

**Table 4.67 Regression Coefficient for Multiple Regression Model before Moderation**

	B	Std. Error	Beta	t	Sig.
(Constant)	1.867	0.432		5.235	0.000
Procedural Justice	0.248	0.103	0.184	4.209	0.000
Distributive Justice	0.199	0.087	0.02	3.155	0.001
Informational Justice	0.194	0.107	0.058	2.414	0.003
Interpersonal Justice	0.179	0.094	0.025	2.910	0.005

a Dependent Variable: Overall Commitment

$$\text{Employee Commitment} = 1.867 + 0.248X_1 + 0.199X_2 + 0.194X_3 + 0.179X_4 + \varepsilon$$

Where;

$X_1$  = Procedural Justice Perception

$X_2$  = Distributive Justice Perception

$X_3$  = Informational Justice Perception

$X_4$  = Interpersonal Justice Perception

$\varepsilon$  = Error term

In the overall model, distributive justice, procedural justice, interpersonal justice and informational justice were found to have a positive and significant relationship with overall commitment.

#### **4.13 Multiple Regression Model after Moderation**

The study sought to test whether human resource practices moderate the relationship between organization justice and employee commitment. To achieve this, human resource practice mean score was multiplied with the mean score of organization justice and the resulting joint variable added to the regression model. Results on Table 4.68 revealed that the goodness of fit as measured by the R squared only increased marginally by 2.1%.

**Table 4.68 Model Summary- After Moderation**

Model	1
R	.6016a
R Square	0.362
Adjusted R Square	0.324
Std. Error of the Estimate	0.58045

Results on Table 4.70 indicated that the moderating variable (Human resources management practices) had insignificant influence on overall commitment of employees in health sector non-governmental organizations in Kenya. This was revealed by a regression coefficient of 0.011 and a p-value of 0.255 which was higher than the critical value of 0.05.

The ANOVA results ( Table 469) revealed an F statistic of 5.532 and a p value of 0.001. The F statistic was larger than the critical F statistic while the reported p value was less than the critical p value of 0.05. This implied that the model was significant.

**Table 4.69 ANOVA for Multiple Regression Model with Moderation Effect**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.239	5	5.891	5.532	.001 <sup>b</sup>
	Residual	132.042	123	1.065		
	Total	136.281	128			

a. Dependent Variable: Employee Commitment

Predictors: (Constant), Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice

**Table 4.70 Regression Coefficient for Multiple Regression Model with Moderation Effect**

	B	Std. Error	Beta	t	Sig.
(Constant)	2.263	0.432		5.235	0.000
Procedural Justice	0.125	0.103	0.184	3.209	0.002
Informational Justice	0.044	0.107	0.058	2.414	0.021
Interpersonal Justice	0.018	0.094	0.025	2.910	0.008
Distributive Justice	0.013	0.087	0.02	2.155	0.027
Moderating Effect of HRM practices	0.011	0.000	0.231	1.144	0.255

a Dependent Variable: Overall Commitment

$$\text{Commitment} = 2.263 + 0.125X_1 + 0.044X_2 + 0.018X_3 + 0.013X_4 + 0.011X^* X_5 + \varepsilon$$

Where;

$X_1$  = Procedural Perception

$X_2$  = Informational Justice Perception

$X_3$  = Interpersonal Justice Perception

$X_4$  = Distributive Justice Perception

$X^* X_5$  is Moderating effect of Human resources management practices

$\varepsilon$  = Error term

#### 4.13.1 Hypothesis Testing- Objective 5

**Objective 5: To determine the moderating effect of human resource management practices on the influence of organizational justice on commitment of employees in health sector non-governmental organizations in Kenya.**

Simple linear regression was conducted to investigate the null hypothesis which stated that:  $H_0$ : *Employee perceptions of human resource management practices do not significantly affect their organizational justice perceptions and its influence on commitment in health sector non-governmental organizations in Kenya.*

The reported t statistic of 1.144, p value 0.225 on table 4.70 indicated that the calculated t statistic is less than the critical t statistic reported in the t distribution table. Furthermore, the p value is larger than the critical p value of 0.05. The results indicate that the moderating effect of human resource practice on the relationship between organization justice and overall commitment is insignificant. The study therefore failed to reject the null hypothesis and concluded that there is no statistically significant moderating effect of human resource practices on the relationship between justice perceptions and commitment.

#### **4.14 Optimal Model**

A multicollinearity analysis (Table 4.71) was conducted so as to guide the development of the optimal model. According to Pallant (2010), multicollinearity exists when the independent variables are highly correlated ( $r = 0.9$  and above). Correlation coefficients of more than 0.9 are indicators of severe multicollinearity. Correlation coefficients which are lower than 0.9 indicate that the level of multicollinearity is of no consequence and should therefore be ignored in developing the optimal model. In case of severe multicollinearity, the variable that is most affected should be dropped (Cooper and Schindler, 2006; Kothari, 2008; Mugenda & Mugenda, 2008). The test for multicollinearity results (table 4.69) showed that there was severe multicollinearity between the independent variables and the moderating variables (0.912, 0.954, 0.902, 0.931). The study therefore dropped the moderating variable in the development of the optimal model.

**Table 4.71 Multicollinearity Test for Purpose of Optimal Modelling**

<b>Construct</b>	<b>Distributive Justice</b>	<b>Procedural Justice</b>	<b>Interpersonal Justice</b>	<b>Informational Justice</b>	<b>HRM Practices</b>
Distributive Justice	1				
Procedural Justice	0.659	1			
Interpersonal Justice	0.513	0.522	1		
Informational Justice	0.517	0.610	0.698	1	
Human Resource Practices	0.912	0.954	0.902	0.931	1

A regression analysis which included only the variables without multicollinearity was conducted in developing the optimal model. Results in Table 4.72 reveal that the goodness of fit for the model was satisfactory. The results indicate that 34.1% of the variation in commitment can be explained by the variation in the independent variables.

**Table 4.72 Model Summary- Optimal Model**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.0583 <sup>a</sup>	.341	.313	0.57045

a. Predictors: (Constant), Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice

b. Dependent Variable: Employee Commitment

ANOVA results were used to test the overall model significance. The results presented on Table 4.73 revealed that the overall model was significant. This finding was supported by an F statistic of 5.042 and a p-value of 0.001.

**Table 4.73 ANOVA- Optimal Model**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	4.239	4	1.060	5.042	.001 <sup>b</sup>
	Residual	132.042	124	1.065		
	Total	136.281	128			

a. Dependent Variable: Employee Commitment

Predictors: (Constant), Distributive justice, Procedural justice, Interpersonal Justice, Informational Justice

The results presented in Table 4.74 revealed that organizational justice perceptions have a significant relationship with employee commitment. The study found out that distributive justice perception has a positive and significant relationship with employee (B=0.199, p=0.001). The study also found out that procedural justice perceptions are positively related to employee commitment (B=0.248, p=0.000). Further, the findings showed that interpersonal justice perceptions have a positive and significant relationship with employee commitment (B=0.179, p=0.005). Finally, the study found that informational justice perception was positively and significantly related to (B=0.194, p=0.003).

**Table 4.74 Regression Coefficient for Overall Model**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	1.867	0.432		5.235	0.000
Procedural Justice	0.248	0.103	0.184	4.209	0.000
Distributive Justice	0.199	0.087	0.02	3.155	0.001
Informational Justice	0.194	0.107	0.058	2.414	0.003
Interpersonal Justice	0.179	0.094	0.025	2.910	0.005

a Dependent Variable: Overall Commitment



$$\text{Employee Commitment} = 1.867 + 0.248X_1 + 0.199X_2 + 0.194X_3 + 0.179X_4 + \varepsilon$$

Where;

$X_1$  = Procedural Justice Perception

$X_2$  = Distributive Justice Perception

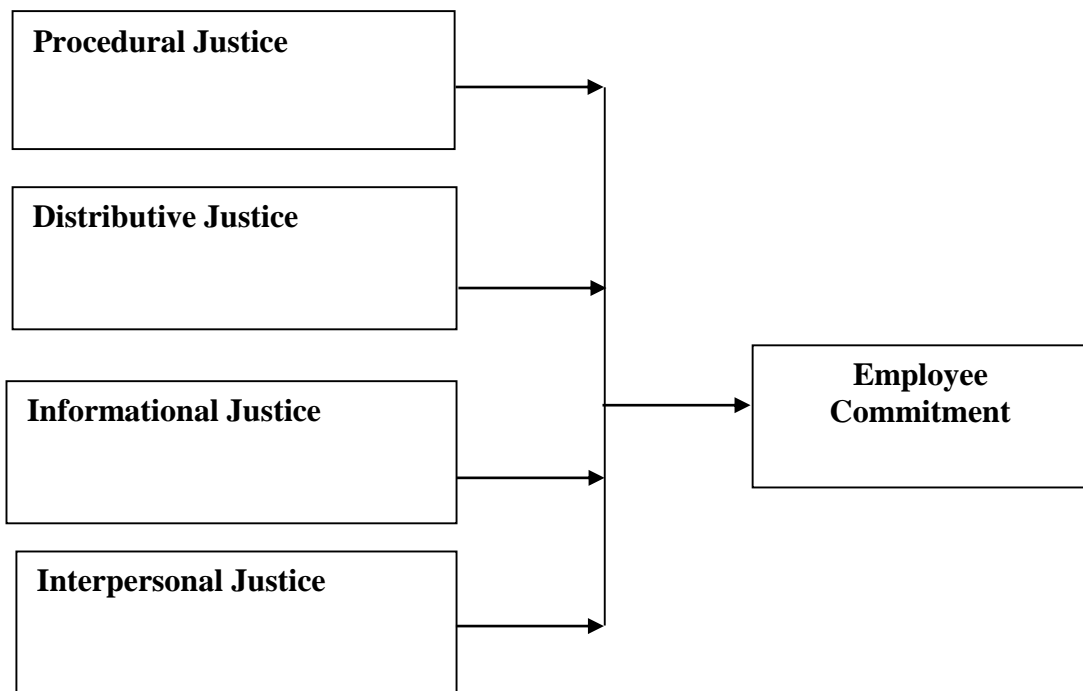
$X_3$  = Informational Justice Perception

$X_4$  = Interpersonal Justice Perception

$\varepsilon$  = Error term

#### **4.15 Revised Conceptual Framework**

Regression analysis indicated that the moderating effect of HRM Practices suffered from severe multicollinearity therefore, it was excluded in the validated conceptual framework. The revised conceptual framework presented on figure 4.6 should be of interest to scholars studying the relationship between organization justice and employee commitment. Scholars and practitioners in the NGO sector should give more weighty consideration to practices which enhance procedural justice followed by distributive justice, informational justice and interpersonal justice in that order.



**Figure 4.6 Revised Conceptual Framework**

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study sought to contribute to existing knowledge and understanding of the influence of organizational justice perceptions on employee commitment. The analysis of previous research suggested that organizational justice perceptions have a positive influence on employee organizational commitment. This chapter summarizes the study findings and the implications based on the objectives of the study. Major conclusions that can be drawn from the study are also discussed followed by key recommendations and suggestions for further research.

#### **5.2 Summary of Major Findings**

The study was premised on the assumption that the concept of organizational justice is applicable in the Kenyan NGO sector and relevant for assessment of the effects of justice perceptions on commitment. In concordance with the previous research findings, the study hypothesized the existence of a statistically significant relationship between distributive justice, procedural justice, interpersonal justice and informational justice and commitment.

##### **5.2.1 Specific Objective One: Influence of Distributive Justice Perceptions on Commitment**

The study sought to establish the relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organizations in Kenya. Distributive justice refers to outcomes being distributed proportional to inputs as postulated in the equity principle. Outcomes in a work context might take the form of salaries, job security, promotion and career opportunities, while inputs would include education, training, experience and effort (Baldwin, 2006).

Distributive justice is concerned with the reality that not all workers are treated alike and the allocation of outcomes is differentiated in the workplace. When a reward is allocated or a decision is made, people often make a judgment whether or not the outcome was fair. Work place distributive justice judgment is usually made with respect to some referent standard (Greenberg, 1990).

Majority of the study respondents agreed with the importance of distributive justice perceptions at the level of a great extent. The linear regression results showed that distributive justice perceptions have a significant influence on affective, continuance and normative forms of work place commitment. Previous findings have shown that employees in Europe and the US prefer allocation decisions based on proportional contributions, thus the equity rule is the most prevalent there (Chen, 1995). In contrast, equality appeared to be more important for many employees in the health NGO sector where employees received a consolidated salary with no reward for performance. As a result, equality, rather than equity was a more important rule as it is said to build teamwork. This is consistent with research by Tyler *et al.*, (1998) and Colquitt and Jackson (2006) who studied a team context in the US and found that equality emerged as an important rule.

### **5.2.2 Specific Objective Two: Influence of Procedural Justice Perceptions on Commitment**

The second research objective was to study the effect of employees perceptions of procedural justice on employee commitment in health sector non-governmental organizations in Kenya. Procedural justice refers to an employees' perceptions of fairness in the means and processes used to determine the amount and distribution of resources (Saks, 2006). Higher perceptions of procedural justice by employees are more likely to reciprocate with greater organizational engagement and an employees' positive evaluation of their supervisor (McFarlin & Sweeney, 1992).

Majority of the study respondents agreed with the importance of distributive justice perceptions at the level of to some extent. This finding suggests that employees

working in the health sector NGOs are concerned with the means and processes used to arrive at a decision as well as in their implementation. The linear regression results showed that procedural justice perceptions have a significant influence on affective, continuance and normative forms of work place commitment.

The study finding is in line with the voice principle of procedural justice (Greenberg, 2002). An organization that provides knowledge to employees about procedures demonstrates regard for employees concerns. Decision-making processes that are unclear to employees violate procedural fairness and trust thereby damaging the employer-employee relationship.

### **5.2.3 Specific Objective Three: Influence of Interpersonal Justice Perceptions on Employee Commitment**

The third specific objective of the study was to assess the extent of the relationship between perceptions of interpersonal justice and employee commitment in health sector non-governmental organizations in Kenya.

Interpersonal justice focuses on the conduct of those who enforce the procedures, such as whether they are respectful and polite to those affected by the procedures (Wenzel, 2005). Interpersonal justice refers to the quality of interpersonal treatment employees receive when procedures are implemented (Greenberg, 1993). Interpersonal justice deals with whether and how employees are treated with politeness, dignity and respect by those who execute procedures and outcome distribution details in a respectful and proper manner, and justified decisions using honest and truthful information.

Descriptive analysis of perceptions of interpersonal justice showed that employees are to a great extent concerned with the interpersonal treatment that they experience at the work place. Correlation and regression analysis showed significant levels of relationship between interpersonal justice perceptions and commitment. The overall results of the study showed that interpersonal justice perceptions have a significant influence on affective, continuance and normative forms of work place commitment.

Based on these findings, it can be argued that fair treatment by organizational leaders during the enactment of decisions creates a closer, open ended social exchange relationship. Employees who perceive that they have been interpersonally fairly treated will feel obligated to repay their supervisor or organization through increased commitment.

#### **5.2.4 Specific Object Four: Influence of Informational Justice Perceptions on Employee Commitment**

Objective four of the study sought to analyze the relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya. Informational justice emphasizes the principle that authorities should share sufficient information on the process and outcome with those affected by their decisions (Sindhav *et al.*, 2006).

Informational justice has been operationalized primarily as providing explanations or accounting for decisions made. Majority of the respondents' agreed with the statement on the relevance of informational justice to a great extent level. This finding supports Colquitt *et al.*, 2001) on the importance of sharing relevant information with employees. Correlation and regression analysis showed significant levels of relationship between informational justice perceptions and commitment. The overall results of the study showed that informational justice perceptions have a significant influence on affective, continuance and normative forms commitment

Work place informational justice is enhanced through provision of timely and honest explanations to people about the procedures that concern them (Greenberg, 1993). It is fostered when those in authority adhere to specific rules of fair interpersonal communication.

### **5.2.5 Specific Objective Five: Moderating Role of Human Resource Management Practices**

The study sought to determine the moderating effect of human resource management practices on the influence of organizational justice on commitment of employees in health sector non-governmental organizations in Kenya.

The moderating analysis examined whether human resource management practices moderate the influence of organizational justice perceptions on employee organizational commitment. The study findings showed that human resource management practices did not have a significant moderating effect on the influence of organizational justice perceptions on employee commitment. Therefore, even though socialization, involvement and training and development are key HRM practices which contribute directly towards building a committed workforce, they do not moderate the relationship between organization justice and employee commitment in health sector non-governmental organizations in Kenya.

### **5.3 Conclusions**

The overall objective of the study was to establish the influence of organizational justice on commitment of employees in Health Sector Non-Governmental Organizations in Kenya. The results of the study revealed that organizational justice have a significant relationship with employee commitment. The study revealed that justice perceptions have a varied influence on employee commitment and human resource management practices have no moderating effect on the relationship.

The findings of the study yielded a number of important insights, thereby helping advance theory and inform practice on the process of building commitment in Non-governmental organizations. The study advanced discussions on the validity of the justice constructs and three forms of employee commitment by demonstrating their applicability in the NGO sector. In addition, the study findings provide support to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experience as just or unjust treatment. This justice

perception in turn impacts on their affective, normative and continuance feelings of commitment toward the organization. This finding demonstrate the importance of treating employees fairly. In addition, fair treatment of employees makes legal, ethical and business sense.

Unlike in other studies, correlation and regression analysis of the study variables showed that there was no relationship between organizational justice perceptions and continuance commitment amongst health sector non-governmental organizations employees. The study attributed this finding to the project based nature of employment in the sector where employment terms are largely contractual with a known end date. Besides, such contracts also include availability of funds as a conditional rider to the employers' fulfilment of the employment agreement.

Overall, the study findings point to the need for organizations to take both an anticipatory and retrospective approach to injustice. Some of these strategies include: revising systems and procedures to eliminate the potential for gross injustices altogether; implementing HR policies aimed at promoting fairness, for example standardized salary scales and development programmes; providing a controlled, accessible, responsive, non-retributive means for employees to access help and support to tackle unforeseen or one-off instances of injustice.

#### **5.4 Recommendations**

A committed workforce is a necessary condition for the realization of organizations' strategic objectives. Employees who perceive unfairness in the workplace may exhibit varying degrees of negative behaviour. It is therefore important for employers to provide employees with organizational justice in order reap the positive outcomes of highly committed employees.



When employees have favourable distributive justice perceptions, they are likely to have more positive emotions and more favorable attitudes and behaviours directed toward the organization that has provided the outcomes. The study recommends that health NGOs promote employee commitment by designing employment terms that are internally commensurate with employee's efforts and externally competitive. These include establishing clear pay rules establishing the degree to which one is paid fairly relative to co-workers, and the degree to which pay raises and promotions are fairly administered, pay levels demonstrating that salaries paid are fair compared to those paid outside the organization and fair pay administration where supervisors are perceived to be fair in executing rules for raises and promotions.

The study findings suggest that employees' commitment with an organization could be significantly increased by enhancing organizational fairness, particularly procedural justice. NGO leaders and managers should first improve the procedural justice and hence increase overall levels of perceived justice by involving employees in the procedures used in making decisions and allocating rewards. Procedural justice can be fostered further through employee involvement which gives them a voice during a decision-making process, influence over the outcome or by adherence to fair process criteria, such as consistency, lack of bias, correctability, representation, accuracy, and ethicality.

Day-to-day, interpersonal encounters are frequent in organizations. The study findings indicates that there is a need to promote interpersonal justice amongst health NGOs. Interpersonal justice should therefore be promoted through treatment of employees with politeness, respect and dignity by their supervisors and other organizational leaders. This way, organizations will not only benefit from a committed workforce, but also improve employee relations and thereby minimize the consequences of retributive justice emanating from employee workplace deviance actions.

The study findings indicates that there is a need to promote informational justice amongst health NGOs. Informational justice is enhanced through provision of timely and honest explanations to people on issues that affect them, their work and employment. It is fostered when authorities adhere to specific rules of fair interpersonal communication.

Human resource management practices signal an organization's willingness to invest in their employees, which in turn affects employees' perceptions of the individual-organization exchange relationship. Even though socialization, involvement, training and development were shown not to be significant moderators of the relationship between organizational justice and employee commitment, the study suggests that implementation of HRM practices can make a significant direct contribution to enhancing commitment although the moderating effect is found to be absent.

### **5.5 Policy Implications**

The study findings will inform development of work place policies which promote fairness in order to enhance employee commitment and consequent performance. The management of health NGOs will significantly benefit from the findings in that it helps them appreciate the role of justice and its influence on commitment of employees. This enhanced understanding should lead to the development and application of appropriate human resource management practices in the organizations.

### **5.6 Recommendations for Further Research**

The findings show that the four constructs of justice influence organizational commitment. This finding suggests that the constructs of justice have distinct differences in how the individual responds and, as such, this finding has implications for future research.

The study contributed to the continuing debate on organizational justice and employee commitment by testing all four organizational justice constructs propounded by Colquitt (2001) and Meyers' (1990) three dimension model of commitment in one study.

There is a need to undertake further studies in order to widen the generalizability of the findings and also establish reasons for the variations in the findings on the low influence of justice perceptions in the NGO sector in Kenya compared to the strong influence reported in studies conducted in other sectors in the rest of the world. In particular, investigations into the contributing factors for the lack of continuance commitment would identify the factors which influence employee continuance commitment in the NGO sector.

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**APPENDICES**

**Appendix I: Letter of Authorization to Conduct Survey**

**PATRICK M. GICHIRA  
P.O. BOX 2102-00100  
NAIROBI  
Email: pgichira@gmail.com  
Mobile: 0722790241/0733790241  
November, 2014**

**To:.....**

**Organization:.....**

Dear Sir/Madam

**RE: AUTHORITY TO COLLECT SURVEY DATA FROM EMPLOYEES**

I am a PhD candidate at the Jomo Kenyatta University of Agriculture and Technology specializing in Human Resource Management. I am conducting a research study amongst employees working with health NGOs in Kenya as part of my PhD study requirements.

Your organization has randomly been selected as one of the participating organizations in the study. The purpose of this communication therefore is to seek official permission/authorization to administer my survey questionnaire in your organization.

Attached please find a copy of an introduction letter from the university and the questionnaire to be administered. I intend to administer the questionnaire the month of November 2014.

I look forward to your support.

Yours faithfully



## **Appendix II: Survey Questionnaire**

### **INFLUENCE OF ORGANIZATIONAL JUSTICE ON COMMITMENT OF EMPLOYEES IN HEALTH SECTOR NON-GOVERNMENTAL ORGANIZATIONS (NGOs) IN KENYA**

This study seeks to establish the Influence of Organizational Justice Perceptions on Commitment of Employees in Health Sector Non-Governmental Organizations (NGOs) in Kenya.

The information that you provide will be treated with utmost confidentiality. No individual data will be reported in the study findings and your response will remain anonymous.

Your co-operation is highly appreciated.

#### **PART 1: BACKGROUND INFORMATION**

*This section of the questionnaire refers to background or biographical information.*

##### **1.1 Please indicate your gender by ticking against the relevant box**

Male       Female

##### **1.2 Which of the following categories best describe your current job position? ( Please tick one)**

- Administrative Assistant
- Programme Officer / Project Officer /Project Assistant
- Adviser/Professional ( e.g. HR, Finance, IT, Programmes)
- Manager
- Director

##### **1.3 How many staff do you directly supervise? (Tick one)**

None    1-2    3-5    >5

##### **1.4 How long have you worked for your current organization? (Tick one)**

0- 2 years    2-4 yrs    4-6 yrs    6-8 yrs    8-10 yrs    > 10 yrs

**1. 5 What is your Age in Years? (Tick one)**

18- 25  26-30  31-40  41-50  51-60  > 61 yrs

**1. 6 What is the highest level of education you have completed? (Tick one)**

- Secondary School/O levels
- Diploma/Higher Diploma
- Bachelor's degree/ Professional Qualification ( Finance, HR, IT)
- Master's degree
- Doctorate degree

**1.7 What are your current employment terms?**

- Contractual: *(Please tick one)*  0-2 yrs  3-4 yrs  5-6 yr  Over 6 yrs
- Open ended contract

**PART 2: ORGANIZATIONAL JUSTICE (FAIRNESS) PERCEPTION**

**2.1 PERCEPTIONS ON DISTRIBUTIVE JUSTICE**

*Distributive justice refers to the perceived equity of outcomes for individuals, for example, whether the performance appraisal process results in what the individual perceives to be a fair evaluation.*

***To what extent:***

**i) Does the decision made by your employer organization reflect the effort you have put into your work?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**ii) Is the outcome appropriate/in line with your responsibilities?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iii) Does the outcome reflect what you have contributed to the organization?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iv) Is the outcome justified, given your performance?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**Please list any other information or views that you may have with regard to distribution of rewards like compensation and other resources in organizations.**

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**2.2. PERCEPTIONS ON PROCEDURAL JUSTICE**

*Procedural justice refers to employee perceptions on the fairness of methods, policies and procedures employed by organizations in making employment related decisions.*

**Procedural Justice Rating**

*The following items refer to the procedures used to arrive at your outcome reviewed in 2.1 above.*

**To what extent:**

**i) Have you been able to express your views and feelings during those procedures?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**ii) Have you had influence over the (outcome) arrived at by those procedures?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iii) Have those procedures been applied consistently?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iv) Have those procedures been free of bias?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**v) Have those procedures been based on accurate information?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**vi) Have you been able to appeal the (outcome) arrived at by those procedures?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**Procedural Justice Rating**

*The following items refer to the procedures used to arrive at your outcome reviewed in 2.1 above.*

**To what extent:**

vii) **Have those procedures upheld work place ethical and moral standards?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**Please list any other information or views that you may have with regard to employment based decision making procedures in your organization.**

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**2.3 PERCEPTIONS ON INTERPERSONAL JUSTICE**

*Interpersonal justice refers to the degree to which people are treated with politeness, dignity and respect by authorities or third parties involved in implementing organizational decisions, procedures or allocating organizational resources.*

**Interpersonal Justice Rating**

*The following items refers to the authority figure (e.g. immediate supervisor) who implements organizational decisions/ procedures).*

**In your view, to what extent:**

i) **Has (he/she) treated you in a polite manner?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

ii) **Has (he/she) treated you with dignity?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iii) **Has (he/she) treated you with respect?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iv) **Has (he/she) refrained from improper remarks or comments?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent



**Please list any other information or views that you may have with regard to appropriate treatment of employees by those in authority over them**

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#### **2.4. PERCEPTIONS ON INFORMATIONAL JUSTICE**

*Informational justice relates to provision of justification for decisions made, timely information and honest communication to employees on matters that affect them or their work.*

##### **Informational Justice Rating**

*The following items refer to (the authority figure (e.g. immediate supervisor) who implements organizational decisions/ procedures).*

**To what extent:**

**i) Has (he/she) been candid in (his/her) communications with you?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**ii) Has (he/she) explained the procedures thoroughly?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iii) Were (his/her) explanations regarding the procedures reasonable?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iv) Has (he/she) communicated details in a timely manner?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**v) Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

*Please list any other information or views that you may have with regard to communication to employees on organizational decisions that affect their employment and work.*

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**2.5 MODERATING EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE INFLUENCE ORGANIZATIONAL JUSTICE PERCEPTIONS ON COMMITMENT**

*Employees interpret human resource management practices through the lens of fairness. It is believed that this has a moderating effect on their perceptions of organizational justice and its influence on commitment.*

**2.5.1 Moderating effect of HRM practices on Distributive justice Perceptions**

Is it your expectation as an employee that your employer distributes employment benefits like rewards, promotion opportunities, workload, etc. fairly amongst employees?

Yes  No

**2.5.2 Moderating effect of HRM practices on Procedural justice perceptions**

As an employee, is fairness of the procedures used while making decisions that affect your employment or work an important factor?  Yes  No

**2.5.3 Moderating effect of HRM practices on Interpersonal Justice perceptions**

As an employee, do you have expectations as to how you should be treated by your supervisor or other persons with authority in your organization?  Yes  No

**2.5.4 Moderating effect of HRM practices on Informational Justice perceptions**

As an employee, does it matter to you whether you are provided with timely and honest information about employment decisions and procedures that affect you and your work?

Yes  No

**Human Resource Management Practices Rating** (*Socialization, Involvement, Training and Development*)

*To what extent do you agree with the following statements on the moderating effect of perceived fairness of HRM practices on organizational justice perceptions?*

- i) **The experiences (socialization) that I have gone through since joining this organization come into play whenever I have to evaluate a situation requiring my decision as to whether am treated fairly or unfairly.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

- ii) **My faith in the good intentions of my organization's HRM practices to treat employees fairly guides me whenever I have to evaluate a situation requiring my decision as to whether am treated fairly or unfairly.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

- iii) **Involvement/consultation of employees on matters affecting their employment and work promotes a feeling of fair treatment**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

- iv) **Regular (or lack of) praise, appreciation and positive feedback from my supervisor and colleagues creates a sense of fair treatment**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

- v) **The investments made by my organization in training and development of employees promote a feeling of being valued.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

- vi) **I feel indebted to my organization whenever I am given the opportunity to enhance my knowledge and skills.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

*Please list any other information or views that you may have with regard to effective human resource management practices and their influence on employee*

*commitment*

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### **PART 3: COMMITMENT**

Commitment refers to employees degree of identification with, and devotion to his or her organization. Organizational commitment is measured using three attitudinal dimensions: **Affective, Continuous and Normative.**

#### **3.1 AFFECTIVE COMMITMENT**

Affective commitment describes the extent to which an employee willingly wants to be a part of an organization.

**3.1.1** In your view, does your employer organization:

i) Support its employees?  **Yes**  **No**

ii) Treats employees fairly?  **Yes**  **No**

iii) Value your individual contribution?  **Yes**  **No**

**3.1.2** Do you currently fee emotionally attached to your employer organization?

**Yes**  **No**

#### **3.1.3 Affective Commitment Rating**

*To what extent do you agree with the following statements on your present feelings about your employer organization? (Please mark the selected option with √)*

**i) I would be very happy to spend the rest of my career with this organization.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**ii) I really feel as if this organization's problems are my own**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**iii) I feel a strong sense of belonging to my organization. (R)**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iv) **I do not feel "emotionally attached" to this organization. (R)**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

v) **I do not feel like "part of the family" at my organization. (R)**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**Please provide any other affective explanations you may have for your current employer organization together with their causes.**

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**3.2. CONTINUANCE COMMITMENT**

*Continuous commitment refers to employees' perceptions of the risks and costs associated with leaving their current employer organization*

**Q3.2.1 Which of the following factors can in a way explain your continued employment with your current employer organization? (Tick all that is applicable):**

- i)  Leaving now can lead to penalty/ personal sacrifice
- ii)  There are no or limited alternatives/ inability to transfer skills

**3.2.2 Continuance Commitment Rating**

*To what extent do you agree with the following possible reasons for your continued stay with your current employer organization? (Please mark the selected option with √)*

i) **Right now, staying with my organization is a matter of necessity as much as desire.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

ii) **It would be very hard for me to leave my organization right now, even if I wanted to.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iii) **Too much of my life would be disrupted if I decided I wanted to leave my organization now.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iv) **I feel that I have too few options to consider leaving this organization.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

v) **If I had not already put so much of myself into this organization, I might consider working elsewhere.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

vi) **One of the few negative consequences of leaving this organization would be the scarcity of available alternatives**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**Please give a description of any other reasons that may be contributing to your continued stay in your current employment**

.....  
.....  
.....

### .....3.3. NORMATIVE COMMITMENT

*Normative commitment refers to employees' feelings of obligation to their employer organization.*

**3.3.1** Would you say that your current employer always considers your interests while making decisions that impact on your work/employment?)  
 Yes      No?

**3.3.2** Has your employer supported you in any way in the last one year? (e.g. personal development, training, education, friendly loan)  Yes  No?

#### **Q3.3.3 Normative Commitment Rating**

*To what extent do you agree with the following statements on your present feelings about your employer organization? (Please mark the selected option with √)*

i) **I do not feel any obligation to remain with my current employer (R)**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

ii) **Even if it were to my advantage, I do not feel it would be right to leave my organization now.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iii) **I would feel guilty if I left my organization now.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

iv) **This organization deserves my loyalty**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

v) **I would not leave my organization right now because I have a sense of obligation to the people in it.**

Very Little Extent  Little Extent  Some Extent  Great Extent  Very Great Extent

**Please give examples and causes of any other feelings of obligation that you may have towards your current employer organization**

.....

**END**

**THANK YOU FOR PARTICIPATION**

### **Appendix III: HENNET Membership List**

1. Action AID
2. Aids Healthcare Foundation (AHF)
3. Action Africa Help International (AAHI)
4. African Population and Health Research Center (APHRC)
5. Aga Khan Foundation
6. African Medical Research Foundation (AMREF)
7. Basic Needs Kenya (BNK)
8. Catholic relief service
9. CARE International
10. Cooperative Housing Foundation - International (CHF)
11. Cooperative League of USA (CLUSA)
12. Consortium for National Health Research
13. Health Rights International, USA
14. Elizabeth Glaser Pediatric AIDS
15. Family Health International
16. Food for the Hungry International
17. Fred Hollows
18. Goal Kenya
19. Handicap International
20. Health Rights Advocacy Forum (HERAF)
21. Hope World Wide Kenya
22. International Committee for Development of People (CISP)
23. International Centre for Reproductive Health (ICRH)
24. International Medical Corps
25. Internews Network
26. Intrahealth International
27. Liverpool VCT, Care and Treatment
28. Malteser International
29. Merlin International
30. MSF-Belgium
31. Pathfinder International
32. Planned Parenthood Federation Africa (PPFA)
33. Programme for Appropriate Technology in Health (PATH)
34. Population Services International (PSI)
35. Samaritans Purse
36. Save the Children-Kenya
37. Sight Savers International
38. World Friends
39. WOFAK
40. World Neighbors, EA
41. World Relief
42. World Vision



43. African Development and Emergency Organization (ADEO)
44. Afri Afya
45. African Institute for Health and Development (AIHD)
46. Association for Physically Disabled in Kenya (APDK)
47. Beacon Of Hope (BOH)
48. Centre for Study of Adolescence (CSA)
49. Christian Health Association of Kenya (CHAK)
50. Christian Partners Development Association (CPDA)
51. C-MEDA Kisumu
52. Engender Health
53. DEAF AID
54. Family Health Options Kenya
55. Family Support Institute
56. Great Lakes University Kisumu (GLUK)
57. Health Policy Initiative (HPI)
58. Help Age - Kenya
59. I Choose Life Africa
60. JHPIEGO Kenya
61. Kenya AIDS NGOs Consortium (KANCO)
62. Kenya Association for the Welfare of Epileptics (KAWE)
63. Kenya Association of Muslim Medical Professionals (KAMMP)
64. Kenya Association of Professional Counselors (KAPC)
65. Kenya Community Based Health Financing Association (KCBHFA)
66. Kenya Consortium to Fight AIDS TB and Malaria (KECOFATUMA)
67. Kenya Episcopal Conference (KEC)
68. Kenya NGOs Alliance Against Malaria (KeNAAM)
69. Kenya Red Cross Society (KRCS)
70. Kenya Society for the Blind (KSB)
71. Kenya Women Living with AIDS (KENWA)
72. KICOSHEP
73. Life Care and Support Centre (LICASU)
74. Mama na Dada Africa
75. Map International
76. Marie Stopes International Kenya
77. Matibabu Foundation
78. Mild May - Kisumu
79. National Empowerment Network of People Living with HIV/AIDS in Kenya
80. National Organization of Peer Educators (NOPE)
81. SOWED
82. Provide International (PI)
83. Ripples International
84. Rural Aids Prevention and Development Organization (RAPADO)
85. Sustainable Aid in Africa (SANA)

Source: HENNET