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**Relationship between Perceptions of Informational
Justice and Employee Commitment in Health Sector
Non- Governmental Organizations in Kenya**

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Relationship between Perceptions of Informational Justice and Employee Commitment in Health Sector Non-Governmental Organizations in Kenya

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Abstract

Purpose: The purpose of the study was to analyze the relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.

Methodology: The study adopted descriptive and correlational research designs with a statistical sample of 195 employees responsible for key result areas in 17 health sector Non-Governmental Organizations. Justice perceptions were measured using Colquitt's four construct model comprising of distributive, procedural, interpersonal and informational justice while organizational 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: Based on the findings, the study concluded that informational justice perceptions have a positive and significant relationship with affective, continuance and normative commitment in health sector non-governmental organizations in Kenya.

Unique contribution to theory, practice and policy: Organizations should ensure that justification and truthfulness rules are embedded in their human resource management practices. They should also strive to provide timely and sufficient communication.

Keywords: *informational justice perceptions, employee commitment, health sector non-governmental organizations.*

1.0 INTRODUCTION

1.1 Background of 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 (Russell, 2001).

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).

Organisational commitment is the bond employees experience with their organization (Folger & Cropanzano, 1998). Employees who are committed to their organisation generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organisation (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 organizational commitment in three dimensions namely affective, continuance and normative commitments.

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.

Current 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).

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 (Willets, 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 Problem Statement

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 was 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 analyze the relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.

1.3 Research Objectives

To analyze the relationship between perceptions of informational justice and employee commitment in health sector non-governmental organizations in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Human Resource Management Theories

This subsection discusses Social exchange theory, Uncertainty Reduction theory and Social Information Processing theory are 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 (Saks & Ashforth, 1997). Like any organizational members, they are motivated to reduce their uncertainty such that the work environment becomes more predictable, understandable, and ultimately controllable. Uncertainty is reduced through the information provided via various communication channels, notably social interactions with superiors and peers (Bulut & Culha, 2010).

As uncertainty decreases, newcomers become more adept at performing their tasks, more satisfied with their job, and more likely to remain in their organization (Morrison, 1993). 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 (Salancik & Pfeffer, 1997). 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 Empirical Review

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 judgment. 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 (Bies & Moag, 1986; 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 (Shapiro & Buttner, 1988). 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).

2.3 Conceptual Framework

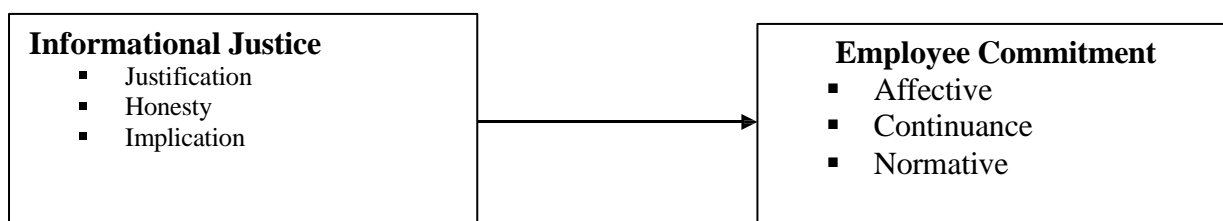


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study adopted descriptive and correlation research design. The study population was 17 Nairobi based health sector NGOs registered with HENNET while the target population was 497 employees with supervisory responsibilities. 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. The study adopted stratified sampling technique due to homogeneity of the population. 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. The study sought to measure employee perceptions using a five point multiple choice ordinal Likert rating scale measurement. Primary data was collected using self-administered questionnaires. 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. Findings on quantitative data were presented using statistical techniques such as tables, pie charts and bar graphs. Qualitative data was presented descriptively.

4.0 RESULTS AND DISCUSSIONS

4.1 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 2: Response Rate

Total number of questionnaires distributed	Total number of valid questionnaires returned	Response rate (%)
195	131	67

4.2 Demographic Characteristics

4.2.1 Gender of Respondents

The gender of the respondents is presented in figure 2 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.

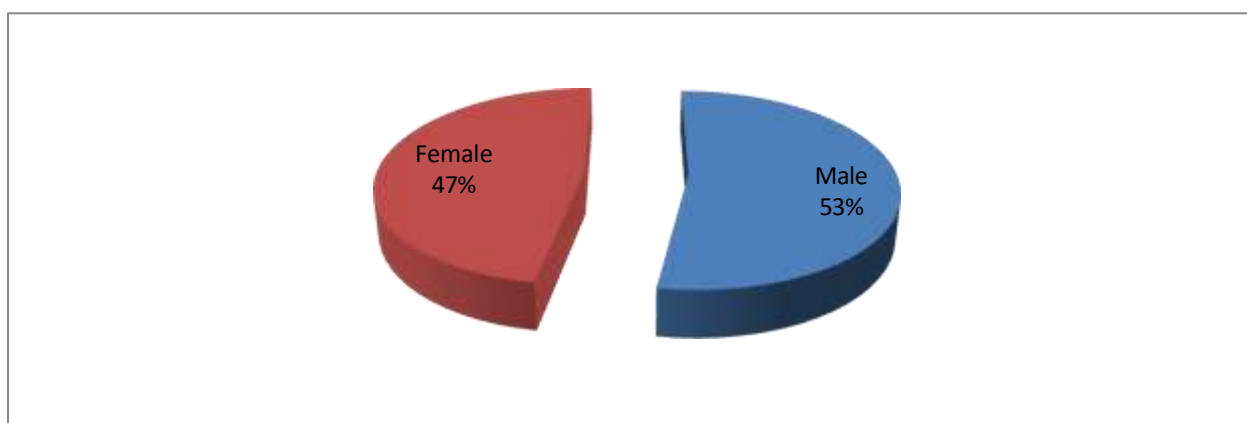


Figure 2: Gender of Respondents

4.2.2 Response by Job Category

The study targeted various categories of employees as shown on table 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 3: Response by Job Category

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

4.2.3 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 3, 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.

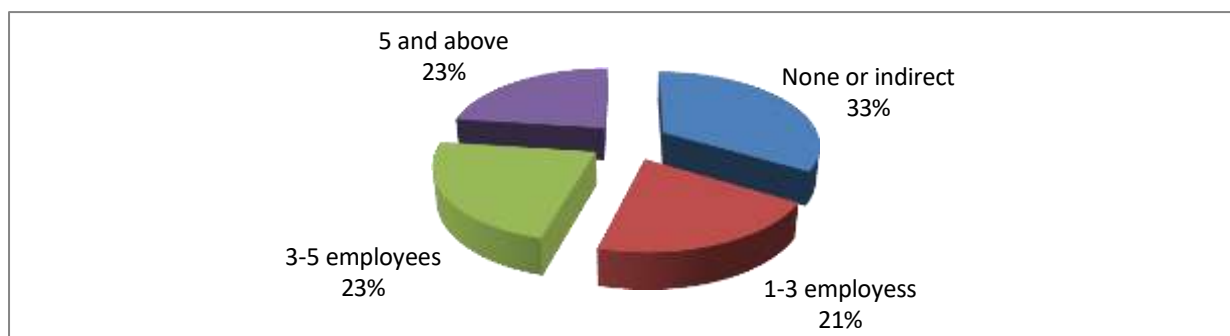


Figure 3 Number of Staff Supervise

4.2.4 Response by Period Worked with Current Employer

In terms of length of service (table 4), 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 0: Response by Period Worked With Current Employer

Period worked	Frequency	Percentage (%)
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
Total	131	100

4.2.5 Response by Age

Figure 4 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.

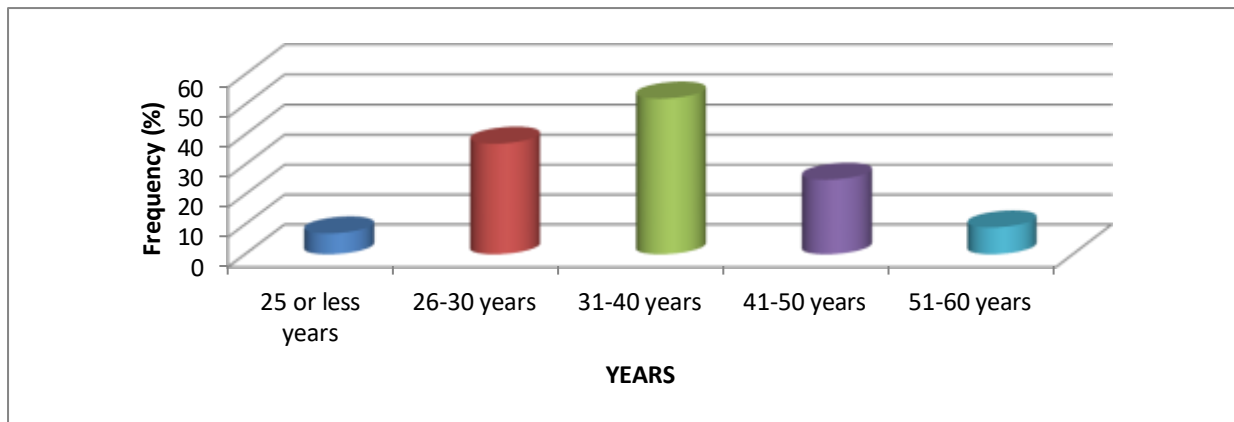


Figure 4: Response by Age

4.2.6 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.

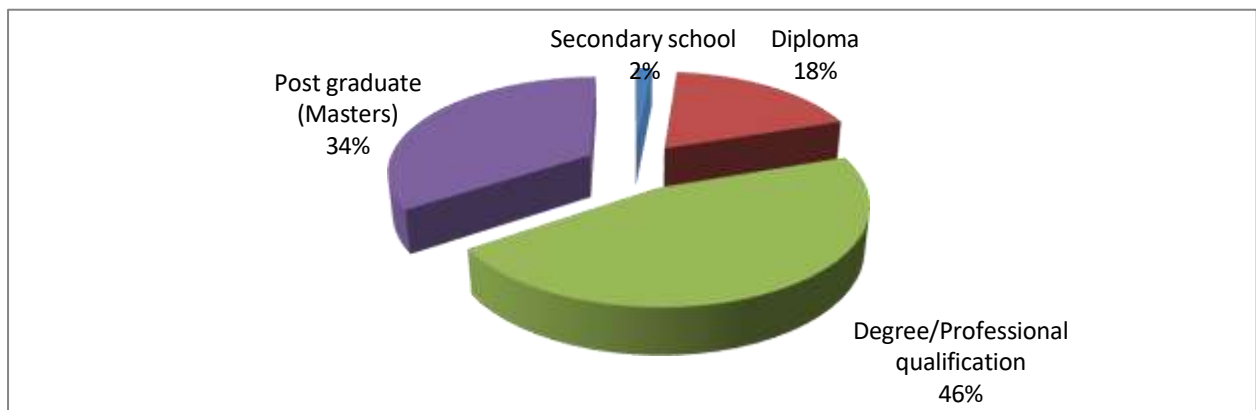


Figure 5: Response by Level of Education

4.2.7 Response by Type of Employment

As shown in figure 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).

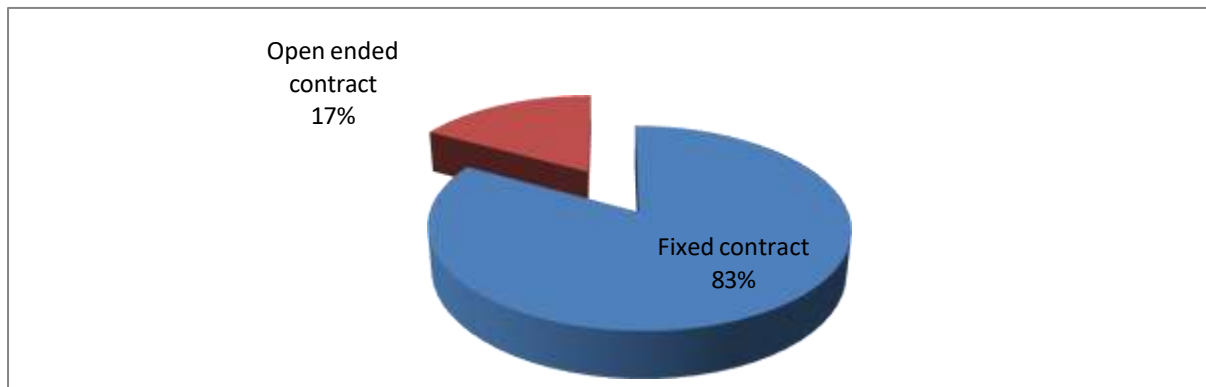


Figure 6: Response by Type of Employment

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

4.3 Descriptive Statistics

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

Table 5: Perceptions on Informational Justice

Informational justice	Very little extent (%)	Little extent (%)	Some extent (%)	Great extent (%)	Very great extent (%)
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
Average %	2	13	28	44	13

Respondents agreed with the statement that to a great extent; their supervisor has been candid in his/ her communication with the respondent (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.

4.4 Inferential Statistics

4.4.1 Influence of Informational Justice Perceptions on Affective Commitment

The study tested the relationship between informational justice perceptions on affective commitment. A linear regression model was adopted to link the independent variables to the dependent variable.

Table 6: Model summary- Informational Justice on Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.209 ^a	.044	.005	.970

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

b. Dependent Variable: Affective Commitment Index

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 this model were not significant predictor of affective commitment hence the overall model was insignificant.

Table 7: ANOVA- Informational Justice n Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.266	5	1.053	1.119	.354 ^b
	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 8: Coefficients- Informational Justice n 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 this study contradict with Kernan and Hanges (2002) who conducted a study on the antecedents and consequences of informational justice survivor reactions to reorganization. Kernan and Hanges (2002) 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.

4.4.2 Influence of Informational Justice Perceptions on Continuance Commitment

The study similarly, sought to establish the relationship between informational justice constructs and continuance commitment. The findings of the regression model used to link the informational justice constructs and continuance commitment are presented below.

Table 9: Model summary- Informational Justice on Continuance Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.176 ^a	.031	.000	1.032

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

b. Dependent Variable: Continuance Commitment Index

The r-square for the regression model was 0.031 which simply implies that the informational justice variables accounted for 3.1% of the variation in continuance commitment. These findings further imply that there is a weak relationship between informational justice perception variables and continuance commitment. The F-statistics result further indicates that model was statistically insignificant which imply that the variables used in the model were not good predictors of continuance commitment.

Table 10: ANOVA- Informational Justice on Continuance Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.239	4	1.060	.995	.413 ^b
	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 11: Coefficients- Informational Justice on 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 Index

All the variables in the model were positively and insignificantly related to continuance commitment. The findings of this study contradict with Kernan and Hanges (2002) who conducted a study on the antecedents and consequences of informational justice survivor reactions to reorganization. Kernan and Hanges (2002) 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.

Cohen- Charash & Spector, (2001) findings strongly suggested that it is not only the procedures used to determine outcomes that influence perceptions of informational justice but also the explanations for those procedures.

4.4.3 Influence of Informational Justice Perceptions on Normative Commitment

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

Table 12: Model summary- Informational Justice on Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.161	.126	.777

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

b. Dependent Variable: Normative Commitment Index

The results of the model summary 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.

Table 13: ANOVA- Informational Justice on Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.847	5	2.769	4.589	.001 ^b
	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 14: Coefficients- Informational Justice on 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 of this 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.

4.4.4 Overall Influence of Informational Justice Perception on Organisational Commitment

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

Table 15: 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 organisational 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 organisational commitment.

Table 16: Coefficients for Overall Model

	B	Std. Error	Beta	t	Sig.
(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 organisational commitment.

The findings of this study concur with Wiesenfeld *et al.*, (2007) who also argued that 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.

4.4.5 Hypothesis Testing

The study sought to test the hypothesis; H₀: There is no statistically significant relationship between perceptions of informational justice and employee commitment in health sector non-

governmental organizations in Kenya. This null hypothesis was rejected at a significance level of 0.05, therefore, 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;

Organisational Commitment = 2.093 + 0.194 (*informational justice perceptions*) + e

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

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 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. The results of the study showed that informational justice perceptions were significantly correlated to affective and normative commitment.

5.2 Conclusions

Based on the findings, the study concluded that informational justice perceptions have a positive and significant relationship with affective, continuance and normative commitment in health sector non-governmental organizations in Kenya.

5.3 Recommendations

Informational justice perceptions are based on the quality of explanations and information an employee receives from their supervisors and other organizational authorities. Organizations should therefore ensure that justification and truthfulness rules are embedded in their human resource management practices. They should also strive to provide timely and sufficient communication.

The study findings showed that though positive, informational justice has a low explanatory power on affective and normative commitment and none on continuance commitment. This finding 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.

5.4 Areas for Further Research

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. Such studies are also likely to identify what are, if any, the other factors which influence employee commitment in the NGO sector.

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