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THE ANTECEDENT OF PERCEPTIONS OF ORGANISATIONAL JUSTICE AND PERFORMANCE OUTCOMES OF EMPOWERING LEADERSHIP IN SPORTS FOR DEVELOPMENT ORGANIZATIONS

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ABSTRACT

Purpose – The primary purpose of this paper was to identify the antecedent of Perceptions of organizational Justice and performance outcomes of empowering leadership in sports for development organizations. The study also examined the mediating role of empowering leadership between Perceptions of organizational justice and performance outcomes.

Design/Methodology/Approach – The research assumed a cross-sectional research design. Data was collected from a total population of 2993 youth/members drawn from three sports development organizations in Kenya. The authors conducted a series of confirmatory factor analyses (CFAs) to verify the validity of the constructs and adopted IBM SPSS AMOS Version 23 to test the hypotheses.

Findings - The authors found that perceptions of organizational justice is an important antecedent of empowering leadership and empowering leadership plays a significant mediating role between perceptions of organizational justice and performance outcomes.

Conclusion / Recommendation - This study concluded that organizational justice has a positive and significant influence on performance outcomes among youth in sports for development organizations in Kenya. Empowering leadership mediates between organizational justice and performance outcomes in sports for development organizations in Kenya. The study recommended that that leaders of the youth beneficiaries in the sports for development organization should ensure that they have systems and policies in place that entrench organization justice in order to achieve performance outcomes.

Keywords: Leadership Empowerment, Organizational Justice, Performance Outcomes

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INTRODUCTION

Research has shown that empowering leadership is critical for promoting youth engagement by development of team members' individual self-leadership and independence (Huch 2014) and by training, team building, building trust and allowing freedom (Diamond & Diamond 2007). The most prevalent studies from Western and Asian contexts have demonstrated that the empowerment yields positive results in various contexts and situations (Harris et al 2014). Study by Qian, et. al (2018) found that the role of feedback-seeking in linking empowering leadership to task performance and found that empowering leadership was positively associated with followers' feedback-seeking. At the same time research titled Links to strengthen leadership capacity and employee engagement: the effects of individual equity and work, individual group equality, and active personality by Cai et al (2018) found that empowering leadership has a positively indirect influence on employees' performance even if the job is appropriate and suitable for a group of people.

According to (NCPD, 2017), the Kenyan government aims at transforming the youth into "active and empowered citizens" in leadership and business in a competitive and prosperous global nation. Furthermore, plans have been made, including Uwezo and the youth development fund, where the youth fund loan identifies young entrepreneurs who can afford credit at market prices to grow their business and create jobs. Skills development and training programs are the most widely used ways to support youth employment in Kenya. The study looked at closing the gap on government priorities provided above by providing a framework for guiding youth-focused sports organizations "to turn young people into "active and empowered citizens". It is clear from the report (of the NCPD, 2017) that the Kenyan government's programs focused exclusively on jobs and entrepreneurship and have failed to achieve the leadership development agenda that is part of its youth goals and which sports for development organizations seek to achieve. Therefore, the authors proposed a hypothetical model as shown in Figure 1.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Perceptions of Organizational justice

Generally, organizational justice is concerned with members of an organization's perceptions of activity-related issues, and particularly how just the members see that decision to be in the organization (Sharom 2020), while Colquitt (2015) described justice as a clear adherence to rules that reflect suitability in decision-making situations, and non-discrimination is defined as a global view of eligibility.

However, in most cases, the words are used differently. Traditionally, scholars have studied the justice and fairness of people, a distinct link between the differences in attitudes and work ethic (Cropanzano, 2016). According to Wan (2016), individuals will hold on to a set of fairness beliefs and test if the decision made in an organization is perceived as being just. They will assess both the outcome and procedural fairness of those judgments, and they will respond accordingly. Organizational justice provides the nutrients that enable members to satisfy their basic needs (Sharom 2020).

Previous research shows the importance of organizational justice, how an organization treats its employees may have a significant impact on their identification with the organization (Edwards, 2009). Not only do some employees have different views of justice than some of their views of fairness may vary from day to day or week to week (Cropanzano, 2016). Perceptions of justice help to meet basic psychological needs because justice signals some certainty regarding an organization's commitment to help members satisfy their needs in the context of work (Sharom 2020).

Organizational-based justice, therefore, the extent to which senior managers appear to act consistently, equally, respectfully, and truthfully in decision-making situations, while justice reflects the degree to which his or her supervisor appears to be impartial (Colquitt, 2015). Organizations may consider organizational justice

climate and perceived organizational support to mitigate turnovers (Samuel 2019) As organizations members care about justice to the extent that it meets some psychological needs (Sharom 2020).

The main feature and key building blocks of organizational justice are distributive and procedural justice, the former relates to the outcomes of organizational decisions, while the latter is about how the decisions are made (Finch 2004). The construction of operational justice includes; procedural justice, distributed justice, social justice, and information justice (Colquitt, 2015).

How sensitive information is communicated in an organization is another dimension of organizational justice (Finch 2004). The fair treatment of members in an organization communicates that members are respected within their group and that they can be proud to belong to the organization (Sharom 2020) while McDonald (2019) posits four types of organizational justice are distributive justice, procedural justice informational justice, and interpersonal justice. The fair treatment of members and their positive perception of the treatment received in the organization leads to more productive behavior and better outcomes (Colquitt, 2015).

Empowering Leadership

Leadership is often defined as the process by which a deliberate influence of other people is used to direct, organize, empower activities and organizations in a group or organization (Yukl, 2013). Empowering leadership is a combination of leader's behaviors that involves improving individual motivation towards a task and delegating responsibility and authority (Cheong et. al 2018) According to Amundsen, S., & Martinsen, Ø. L. (2014) Empowering leadership is unique from other leadership theories like transformational leadership because it focuses on sharing power and facilitates self-leadership, independence, autonomy in an organization.

Empowering leadership strength includes many levels that can produce high and low development results by determining the climate and culture of the organization. Leaders can create ethical standards that guide the behavior (or misbehavior) of groups, and they also seek direct attention from the people by setting the values and characteristics of followers to those of the organization (Dinh et al., 2014). Lord, Day, Zaccaro, Avolio, and Eagly (2017) have seen the power of disciplinary review of a variety of leadership styles, which influences one to develop leadership skills such as initiating and maintaining leadership; leave groups, organizations, or communities better than they found and respond in turn to leadership.

Empowering leadership is a recent theoretical development Caldwell and Dixon (2010). Fulmer and Gelfand (2012) credit the effect of empowering leadership, suggesting that Empowering leadership is described as an archetype of leader behavior characterized by offering support to subordinates through information, training, coaching, emotional support, and encouragement (Fong & Snape, 2015). Lee, Willis, & Tian help this view (2018) the idea of empowering recently has become a matter of growing interest in education. Bester, Stander, and Van Zyl (2015) argue that empowering leaders to share information and share responsibilities, encourage accountability, encourage participation, be an example, and show concern for the attention and listening of followers. It, therefore, promotes the development of team members' individual self-leadership and independence (Huch 2014).

According to Allen (2016), “empowering means taking from the power available to us and sharing it so that followers can grow and work with a greater degree of efficiency”. This therefore implies that an empowering leader's role is to trust, team build, train and allow freedom of the people they lead (Diamond & Diamond, 2007). Empowering leadership thus increases the significance of work by encouraging autonomy, decision-making, and showing belief in follower performance (Auh, Menguc, & Jung, 2014). Empowering fosters the development of the employees (Huch 2014). Empowering leaders strive to create a work environment where staff independence and meaningful work are supported and strengthened (Zhang, Ke, Frank Wang, & Liu, 2018).

Empowering leadership effectively regulates the relationship between design and performance, while any fullness of leadership softens the relationship. On the other hand, Magni & Maruping (2013) found that when team members experience high levels of overcrowding, empowering leadership is primarily harmful to working and working relationships. According to Qian, Song, Jin, Wang, and Chen, (2018), leadership empowerment is positively associated with the demand for feedback from followers. Employee feedback has linked positive relationships between leadership empowerment and job performance.

The present study suggests a model that incorporates both antecedents and performance outcomes of feeling empowered and reports an empirical test of the model in sports for development organization setting, using a valid and reliable multidimensional measure of empowering leadership tool developed by Hoch (2012) that has three components of team empowering leadership, Individual empowering and Team empowering. The sports for development sector were selected to test the model because it has been an emerging field in the last 10 –15 years (Coakley 2011; Kidd 2008) and focus mainly on youth engagement, which is a critical part of society today globally (UN, 2018).

Performance Outcomes

The following variables, namely organizational citizen behavior (OCB), self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment, delve deeper into the performance outcomes.

Organizational Citizen Behavior

According to a study by Podsakoff, Ahearne, & MacKenzie (1997) conducted in America, it helping sports behavior has a noteworthy effect on performance value. That helpful behavior has a profound effect on performance. OCBs are regarded as flexible employee ethics that can be linked to a formal salary plan or job description and are intended to improve organizational performance (Organ, 1988). Thus, OCB outcomes are based on good working conditions, positive impact, motivating leadership, supportive organizational climate, and others (Organ et al., 2006).

Self-Efficacy

Self-efficacy is a holistic belief that defines, within the framework of a cohesive mindset, the origins of personal work beliefs, their structure and function, the processes by which they operate, and the various effects they face above a small individual process and integrated scale (Bandura, 1977). Self-efficacy is generally a comprehensive and steady concept of individual skills to deal efficiently with various demanding circumstances (Kuzwaouria et al., 2014). Bandura (1986) described "hard work as a belief in one's ability to plan and perform the lessons needed to produce the results."

Self-efficacy is an individual's conviction about their capacity to obtain certain achievements through their own efforts. Experimental, clinical, longitudinal, and correlational studies have attested that self-efficacy beliefs are correlated and contribute to better performance and effective functioning across contexts and ages (Paul Lyons, Randall Bandura, 2018).

Self-efficacy is an indicator of self-belief which is useful in the actual performance and satisfaction with performance (Chan et al. 2017). By understanding how individuals can develop greater self-efficacy, leaders can nurture and reinforce these strengths to raise the performance of their teams (Paul Lyons, Randall Bandura, 2018). Hence the need for this study.

Aspiration

Aspects that distress individuals' motives, come from their own thoughts, confidences, and principles about the future (Hashemi, 2017). Apparently insignificant actions are comprehensible when we have more information about an individual's wishes, about the society he or she sees or contacts, and the gap in the society

around that person who exposes them (Ray 2017). Aspiration can play at least two roles in small-scale human development interventions, the role of skills selection and the role of agency opening (Conradie & Robeyns 2013). Ray (2017) developed a view of community-based aspirations and the interdependence of those aspirations with growth and inequality.

Outstanding challenges in urban slums, some young people end up with high ambitions and seek to accomplish them via education, rebellion, mobility, and faith. On the contrary, some modify their desires to account for limited opportunities. (Kabiru et al., (2013). When socially and poor young people may wish to have an improved quality of life, and might also seek to uphold their poise, be closer to their families, and behave responsibly (Hashemi, 2017). Kabiru et al., (2013) highlighted a good youth agency and emphasized the importance of raising the quality of life in the urban slums. The youth act in a sensible way, but within the boundaries set by their culture, which is an integral part of aspirations (Hashemi, 2017).

Finally, while it is easier to form aspiration among adolescence this should not preclude programmes from targeting older youth and on the contrary research finding have found that aspirations are constant motivators in life and should continue to be engaged throughout the life course (Gardiner, Drew; Goedhuys and Micheline 2020).

Self-Esteem

Self-esteem is an general assessment of the value of oneself or self-worth. Can be viewed as high and low in a continuum, people with low self-esteem tend actively dislike themselves and feel worthless, those with high self-esteem like themselves and believe strongly in their inherent worth as individuals. (Jordan, C.H., Zeigler-Hill, V., Cameron, J.J. 2020). Self-esteem first came to academic radar as a major focus through the study by William James (1890). His definition of self-esteem was the feeling of self-worth brought about by regularly achieving your goals for personally valued activities.

Organizational Perceived Performance

According to Nicholson (1994) the size of a organization that seems to operate is based on all available information; the organization's assets in terms of its resources, profits, assets, investments, and skilled employees; markets, firm capacity, community reach, and base; flexibility and flexibility in corporate governance, management, technology, and personnel, work climate, firm status depending on its behavior friendliness, satisfaction, and shared commitment creates their perception.

It has been contended that perceived organizational support does positively affect employees' creativity by improving organizational commitment, performance, and lowering withdrawal behavior in return for supervisors support and just practices (Rhoades and Eisenberger, 2002). Additionally, psychological empowerment influences individuals' creativity by heightening their inclination to engage in creative processes (Zhang and Bartol 2010). When an individual perception is that their work requirements are crucial and personally important they tend to be motivated to spend more time and effort in understanding the problems from different angles and researching widely for information that could lead to a solution and finally coming up with many alternatives by connecting diverse sources of information (Shalley and Gilson, 2004).

Community Psychological Empowerment

Empowerment is a public policy based on a well-organized and comprehensive landscape and a practical approach to addressing social problems caused by powerlessness (Miguel, 2015). The network of intellectual property naming is a tangible object consisting of human interactions, interactions, and behaviors (Zimmerman, 1995). Christens (2011) added a fourth component, strengthening relationships or interactions, to Zimmerman's naming network for psychological empowerment.

According to Miguel (2015) to be an empowered community one needs to initiate efforts to improve, respond to threats of life, and offer opportunities for participation for its members. Psychological empowerment helps individuals to develop abilities, cope with work pressure, and maintain future work performance (Hackman & Oldham, 1976; Humphrey, Nahrgang & Morgeson, 2007). Psychological empowerment more recently has been associated with volitional work behaviors, and which is a multidimensional measure of intrinsic motivation (Chamberlin et al., 2018).

Figure 1

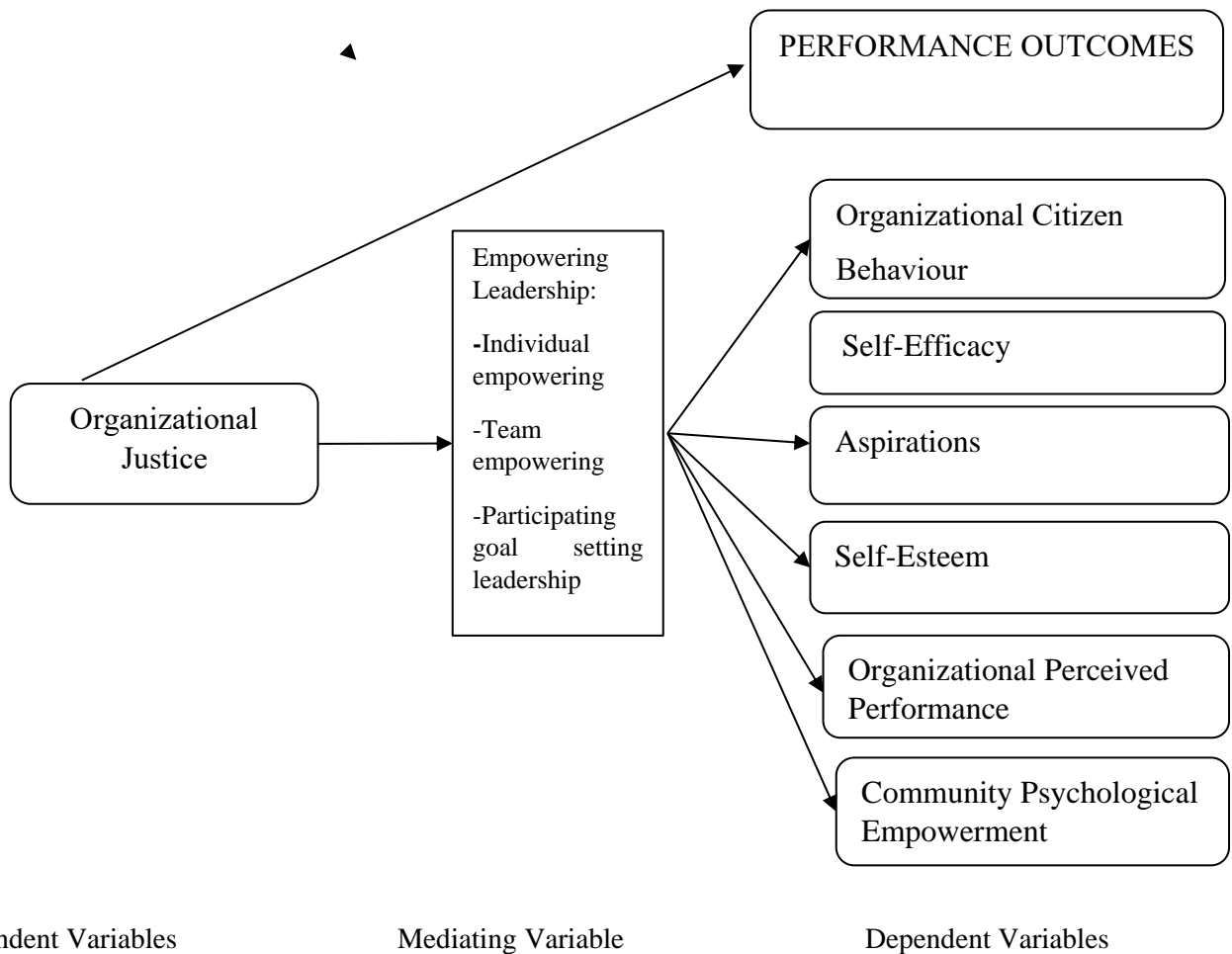


Figure 1: Conceptual Framework

METHODOLOGY

Sample and procedure

The overall sets of all items from a sample were selected from the population (Bryman, 2012, p. 714). The target population is that which the researcher used to generalize the results of the study (Creswell, 2014). The target population was 2993 youth/members drawn from three sports for development organizations, namely Mathare Youth Sports Association (MYSA) in Nairobi County, Moving the Goal Post (MTG) in Kilifi County and Transforming Young Stars of Africa (TYSA) in TransNzoia County.

The study focus was the youth who are beneficiaries of the selected sports for development organization and this youth population was the one that was targeted in this research. In purposive sampling, the researcher randomly chooses the participants based on their unique characteristics or perceptions (Cooper & Schindler, 2014).

Survey research was used as the main methodology and used the structured questionnaire to solicit responses from the respondents. This study applied the procedural method to control the common method bias. This was done by randomizing the questions in the questionnaire and administering them all at once.

A total of 346 questionnaires were returned and only 6 respondents failed to return their completed questionnaires. This resulted in a response rate of 98.3 %. However, on examination of the completeness of the questionnaires, there was no case that had at least 20% of the overall questionnaire incomplete. Therefore, no case was omitted from the preliminary analysis. According to Fincham (2008), response rates approximating 60 percent for most research should be the goal of researchers.

Measures

All ratings were made via a 5 – point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree). Active membership was measured using the 7-item Verhees scale, Sergak & Dijk (2015). Response options will start at 1, strongly contradictory to 5, I strongly agree. For example, I consider myself an active member of this organization. (Cronbach alpha .86).

Empowering leadership was measured using the Hoch (2012) scale of 12 items in three categories (team empowering leadership, individual empowering and team empowering) with responses ranging from 1 strongly disagree with 5 strongly agree. Example - My team leader encourages me to work collaboratively with others who are part of the team. (Cronbach alpha .93).

The behavior of the citizen of the organization was measured using the Podsakoff, Ahearne & MacKenzie (1997) scale of 13 items with 1-response responses strongly disagree with 5 strongly agree. An example is- Help each other when someone falls behind in their work (Coefficient alpha = 0.807).

Self-efficacy was measured using Kuzwaouria, Gurău & Torrès (2014) a 4-item scale with 1 response, I strongly disagree with 5 strongly agree. Example - It is easy for me to stick to my goals and achieve my goals (Coefficient alpha = 0.86).

The aspirations was measured using the McLaughlin, Shoff & Demi (2014) scale of 27 items and response options ranging from 1 strongly disagree to 5 strongly agree. An example is I will have enough food (Coefficient alpha = 0.86).

Self Esteem was measured using the Nguyen & Hale (2017) 8-item scale with response options based on 1 strongly disagree with 5 strongly agree. Exemplary- I am an important person (Coefficient alpha = 0.86).

The perception of organizational performance was measured using the three-item scale Nicholson & Brenner (1994) (1994) with responses ranging from 1 strongly disagree with 5 strongly agree. Exemplary- This year the organization's activities were meaningful and useful to the community (Coefficient alpha = 0.86).

Public psychological empowerment will be measured using Miguel, Ornelas & Maroco (2015) a scale of 31 items with responses ranging from 1 strongly disagree with the 5 most agreeable. Example- I would like to live with other young people living in this community (Coefficient alpha = 0.86).

RESULTS

Testing measurement model

Developing a measurement model is part of the two steps in a structural equation modeling analysis that includes the indicators (observable measures) for each construct that is (latent variables), to make it possible to assess the construct's validity and reliability (Thakkar 2020). The scales are well-defined in the literature and were pretested in the pilot study. This study investigated the relationship between antecedents of empowering leadership and performance outcomes of Kenyan youth sports for development organizations.

The measurement scales for the second-order construct included organizational justice, and empowering leadership. The measurement scales for the first-order constructs included Empowering leadership (TEL/TE/IEL), Organizational Citizen behavior (HB/SB/CB), Support and emotional connection in the community (SEC), Community Activism (ACT) Aspirations-Achievement importance (AI), Procedural Justice (PJ), Relational empowerment-Support and emotional connection in the community (SECP/SECC), community opportunities for influence (OFF) information justice (IJ/INJ), self-efficacy (SE), Organizational perceived performance (OPP), Self-esteem (SC), Community-Sense of belonging (SOB). Factor analysis was used to reduce the constructs into factors that would be used in the structural equation model generation (Field 2000, Mac Callum et al., 2001 and Thankerr 2020).

Exploratory Factor Analyses

Exploratory Factor Analyses (EFA) were conducted using AMOS 23 to test the underlying patterns of the measurement scales. To assess the factorability of items, two indicators were examined, which were the Kaiser Meyer-Olin (KMO) Measure of Sampling Adequacy and Barlett's Test of Sphericity (Snedecor & Cochran, 1989). The KMO statistics vary between 0 and 1 (Argyrous, 2005).

A value of zero indicates that the sum of partial correlations is large relative to the sum of correlations, indicating diffusions in patterns of correlations, hence factor analysis is likely to be inappropriate (Costello & Osborne, 2005). A value close to one indicates that the patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors (Cooper & Schindler, 2014).

Eigen values were used to determine the factor loadings for each component. The larger the Eigen value, the more important the associated principal component (Graham & Midgley, 2000). For every EFA, higher values of Kaiser Meyer-Olin Measure of Sampling Adequacy (close to 1.0) generally indicates that a factor analysis may be useful for the data.

Small p values ($p < 0.05$) of the significance level of Barlett's Test of Sphericity indicate that a factor analysis may be useful in the data. Community values to measure the variability of each observed variable that could be explained by the extracted factors were checked (Field, 2000).

A low value for communality, for instance, less than 0.3, indicates that the variable does not fit well with other variables in its component, and is undesirable (Pallant, 2010). This study employed variance percentage, Kaiser's criterion, to determine the number of factors that can be best used to represent the interrelations among the set of variables (Hair et al., 2021). The principal component analysis extracted factors, and factor loadings greater than 0.5 were retained (Hair et al., 2021).

The reliability and internal consistency of the items constituting each construct were estimated. This measure of reliability indicates the extent to which a set of items can be treated as measuring a single latent variable. The recommended value of Cronbach alpha at 0.7 and above was used as the cutoff point to ensure internal consistency of values. The measurement scales in the first order constructs met the threshold requirement and attained Cronbach alpha of 0.7 and above. Scale refinement was assessed using item to total correlations analysis, with indicators with an item to total correlation threshold of 0.3 and higher being maintained

for further analysis (Hair et al., 2021). Reliability for the second order constructs was also assessed using Cronbach's Alpha.

Confirmatory Factor Analysis

A confirmatory factor analysis (CFA) was carried out to test the adequacy of the measurement model. The assumptions of CFA were specified as recommended by Hau et al., (2004) (1) the mean values of the error terms be 0; (2) there should be no correlation between error terms and factors; and (3) the error terms in the measurement equations should not be related to each other. and (4) there be no correlation between the residual error in the structural equation and the factors and error terms in the measurement equations. Structural equation modeling (SEM) was performed using IBM SPSS AMOS 23 to test the hypothesized mediation model with latent variables.

The bootstrapping method was used to generate 95% confidence intervals will estimate the size and significance of the indirect effect; this is recommended as a more powerful analysis for the examination of mediation models and more robust to violations of distribution (Shrout & Bolger, 2002). Previous literature argue that fairly, large samples are needed both at individual and group levels to conduct multi-level analyses (Hox 1998). For example, suggests the 50/20 rule (more than 50 groups with at least 20 individuals per group) and the 100/10 rule (more than 100 groups with at least 10 individuals per group). Analyzed data was then presented in charts, graphs and tables. Interpretation and formulation of generalization was done through analytical interpretive and writing skills. Analysis and reports were done concurrently and in continuous prose.

Model Fits Assessment

In structural equation modeling, the fit indices establish whether, overall, the model is acceptable, and if so, researchers then establish whether specific paths are significant. Marsh, Balla, and Hau (1996) recommend that individuals utilize a range of fit indices. Yet others posit that although χ^2 is the traditional measure used in assessing overall model fit, it tends to be unreliable when sample sizes larger than 200 are used, and so alternative fit indices could be used as there is no agreement on the best single approach for evaluating model fits (Thakkar 2020). This study considered absolute fit indices and incremental fit indices which are the two types of fit statistics that are commonly used (Hair et al., 2021).

Testing of the hypothesis of the study variables

Upon validation of the measurement model, the next step was to assess the validity of the structural model and its matching hypothesized relationships (Hair et al., 2021). First, descriptive statistics analyses were done for each of the first order constructs and then for the second order constructs, summarizing the demographic details of the participating respondents. The data was then tested for the spread of variables using IBM SPSS AMOS Version 23. The overall fit of the structural model was then evaluated using the same criteria as the measurement model. The individual parameter estimates that represent each specific hypothesis was then examined. If the model showed good fit and the hypothesized paths were found to be significant and, in the direction, hypothesized, then the structural model was supported.

To establish the mediating effect of empowering leadership analysis of the descriptive statistics was done using, exploratory factor analysis, confirmatory factor analysis, and developing a structural equation model testing the mediating effect between the antecedents of organizational justice and the performance outcomes of the study. A Sobel test was also conducted to find out the significance of the mediation effect in the model. The study on making the decisions on the Ho: if the P- value is less than 0.05 rejected the hypothesis.

H_{A1}: Perceptions of Organisational justice have a positive relationship on performance outcomes (i.e., organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment).

Descriptive Analysis For Organizational Justice

The study sought to establish the relationship between member perception of organizational justice and performance outcomes variables. To achieve this, the respondents were asked to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strong disagreement and 5 represented strong agreement. The data were analyzed using descriptive statistics of mean and standard deviation. Variables with a mean close to 5.0 represented “strongly agree” while those with a mean close to 3.0 represented “neutral” and those with a mean of 2.0 and below represented disagree and strongly disagree. At the same time, standard deviation was used to indicate the consensus of the respondents. The following table presents findings of descriptive analysis for member perception of organizational justice in sports for development organizations in Kenya.

Table 1: Descriptive Analysis for Organizational Justice Procedures

		SD	D	N	A %	SA	Mean	Std.
	Procedural justice	%	%	%		%		Deviation
OJ1	I am able to express my views during those procedures?	1.5	3.8	14.7	47.8	32.2	4.05	0.869
OJ2	I can influence the decisions arrived at by those procedures?	1.2	5.9	19.8	45.1	28.0	3.93	0.904
OJ3	Are those procedures applied consistently?	1.8	7.4	26.9	39.9	24.0	3.77	0.956
OJ4	Are those procedures free of bias?	2.1	6.3	28.0	45.5	18.2	3.71	0.905
OJ5	Are those procedures based on accurate information?	1.5	5.0	23.0	49.9	20.6	3.83	0.862
OJ6	Are you able to appeal the decisions arrived at by those procedures?	1.8	5.6	22.5	47.3	22.8	3.84	0.902
OJ7	Do those procedures uphold ethical and moral standards?	0.6	2.1	24.6	43.5	29.3	3.99	0.822
	Composite						3.87	0.89

Table 1 showed that the respondents had the organizational justice procedural justice of I am able to express my views during those procedures as having the highest mean score of 4.05 out of the possible 5, while the procedures being free of bias. Had the lowest mean score with 3.71. This shows that most of the respondents strongly agreed that they are able to express my views during organizations procedures was the top for the respondents. The procedures being applied consistently had the highest standard deviation at SD = 0.956, while the procedures upholding ethical and moral standards had the lowest standard deviation at SD = 0.822.

This shows that the procedures upholding ethical and moral standards was found to be the organizational procedural justice which was the most concentrated around the mean.

Most of the score were neutral approaching 4. Means more effort required to get them to mean of 4.

Table 2: Distributive Justice

	Distributive justice	SD	D	N	A %	SA	Mea	Std.
		%	%	%		%	n	Deviation
OJ8	Do those outcomes reflect the effort you have put into your work?	1.8	4.7	19.5	47.2	26.8	3.93	0.899
OJ9	Are those outcomes appropriate for the work you have completed?	1.2	6.2	17.8	47.3	27.5	3.94	0.898
OJ10	Do those outcomes reflect what you have contributed to your work?	1.8	4.1	18.9	46.4	28.7	3.96	0.896
OJ11	Are those outcomes justified, given your performance?	1.2	4.4	20.6	45.7	28.0	3.95	0.877
	Composite						3.94	0.89

Table 2 showed that the respondents had the organizational justice attribute distributive justices; the outcomes reflecting what the respondents have contributed to their work as having the highest mean score of 3.96 out of the possible 5, while the outcomes reflecting the effort you have put into your work. Had the lowest mean score with 3.93. This shows that most of the respondents strongly agree that outcomes reflect what they have contributed in their work was the top for the respondents. The outcomes reflect the effort you have put into your work had the highest standard deviation at SD = 0.899, while the outcomes being justified, given their performance had the lowest standard deviation at SD = 0.877. This shows that outcomes being justified, given their performance was found to be the organizational justice outcome which was the most concentrated around the mean. Most of the score were at 4 Mean and a little more effort in the area is required.

Table 3: Interpersonal Justice

Interpersonal justice	SD %	D %	N %	A %	SA %	Mean	Std. Deviation
OJ12 Does he/she treat you in a polite manner?	0.9	2.4	12.1	43.2	41.5	4.22	0.814
OJ13 Does he/she treat you with dignity?	0.6	2.1	11.5	44.7	41.2	4.24	0.779
OJ14 Does he/she treat you with respect?	0.0	1.8	10.4	45.9	42.0	4.28	0.719
OJ15 Does he/she refrain from improper remarks or comments?	2.1	3.6	17.6	48.8	28.0	3.97	0.887
Composite						4.18	0.80

Table 3 showed that the respondents had the organizational justice on the interaction with your leaders, being treated with respect as having the highest mean score of 4.28 out of the possible 5, while refraining from improper remarks or comments by. Had the lowest mean score with 3.97. This shows that most of the respondents strongly agree being treated with respect was the top for the respondents. On interaction your leader refrain from improper remarks or comments had the highest standard deviation at sd = 0.877, while on interaction, your leader treat you with respect had the lowest standard deviation at sd = 0.719.

This shows that the interaction of being treated with respect was found to be the organizational justice interaction which was the most concentrated around the mean. Leaders do make an effort to not make improper comments to the respondents.

Table 4: Information Justice

Informational Justice	SD %	D %	N %	A %	SA %	Mean	Std. Deviation
OJ16 Is he/she candid when communicating with you?	1.8	3.6	17.4	53.9	23.4	3.93	0.843
OJ17 Does he/she refrain from improper remarks or comments?	0.6	5.3	20.7	46.7	26.6	3.93	0.859
OJ18 Does he/she explain decision-making procedures thoroughly?	0.6	3.5	12.4	51.3	32.2	4.11	0.794
OJ19 Are his/her explanations regarding procedures reasonable?	0.3	1.8	13.5	51.8	32.6	4.15	0.735
OJ20 Does he/she communicate details in a timely manner?	0.9	2.4	13.8	47.6	35.3	4.14	0.804
OJ21 Does he/she tailor communications to meet individuals' needs?	0.6	4.4	13.8	49.1	32.1	4.08	0.827
Composite						4.06	0.81

Table 4 showed that the respondents had the organizational justice on the communication by your leaders, regarding explanations regarding procedures reasonable as having the highest mean score of 4.15 out of the possible 5, while both leader being candid when communicating with the respondent and leader refraining from improper remarks or comments, had the lowest mean score with 3.93. This shows that most of the respondents strongly agree explanations by their leaders, regarding procedures being reasonable was the top for the respondents. On Communication by your leader refrain from improper remarks or comments had the highest standard deviation at SD = 0.859, while the leader explanations regarding procedures being reasonable had the lowest standard deviation at SD = 0.735.

This shows leader communication regarding procedures being reasonable was found to be the organizational justice explanation which was the most concentrated around the mean. Leaders generally do a good job in communicating but can improve on making improper comments and being candid.

Exploratory Factor Analysis For Organizational Justice

The second-order latent variable of organizational justice was measured using 9 items first order items in the questionnaire. To assess the underlying factors that could explain organizational justice variable, the researcher employed Exploratory Factor Analysis. Tests conducted before exploratory factor analysis included Kaiser-Meyer-Olkin (KMO) and Bartlett test of Sphericity, the total variance explained by the components and the pattern matrix of the extracted components. To test goodness fit, the researcher constructed scree plots and employed both absolute and incremental fit indices. The validity of this measurement model demonstrated that the degree of model was adequate. Table 5 summarizes the findings of the KMO and Bartlett's for the constructs of organizational justice.

Table 5: KMO and Bartlett's test for organizational justice

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	1427.907
	df	36
	Sig.	.000

As indicated in table 5, the KMO measure of sampling was 0.881, which is greater than the acceptable 0.5. This indicated that the data collected was adequate for exploratory factor analysis. The Bartlett's test of sphericity was significant (Chi square = 1427.907, df = 36, p < 0.5). These findings demonstrated that the correlation patterns of the items to the components were effective, and factor analysis for the items evaluating organizational justice variable should provide consistent and dependable factors. Table 6 provides a summary of the findings for the total variance explained.

Table 6: Total Variance explained for organizational justice.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	4.557	50.638	50.638	4.557	50.638	50.638	4.043
2	1.361	15.124	65.762	1.361	15.124	65.762	3.498
3	.650	7.226	72.988				
4	.542	6.019	79.007				
5	.506	5.622	84.629				
6	.410	4.558	89.187				
7	.375	4.164	93.351				
8	.302	3.358	96.709				
9	.296	3.291	100.000				

Table 6 showed 9 components were extracted. The 2 components with greater 1 were responsible for 65.762 percent of the total variance in the organizational justice variable in the sports for development organizations in Kenya. Further Scree plot of the variable of organizational justice variable was developed for comparison. Figure 2 provided a summary of the results.

Figure 2 represents a scree plot for organizational justice

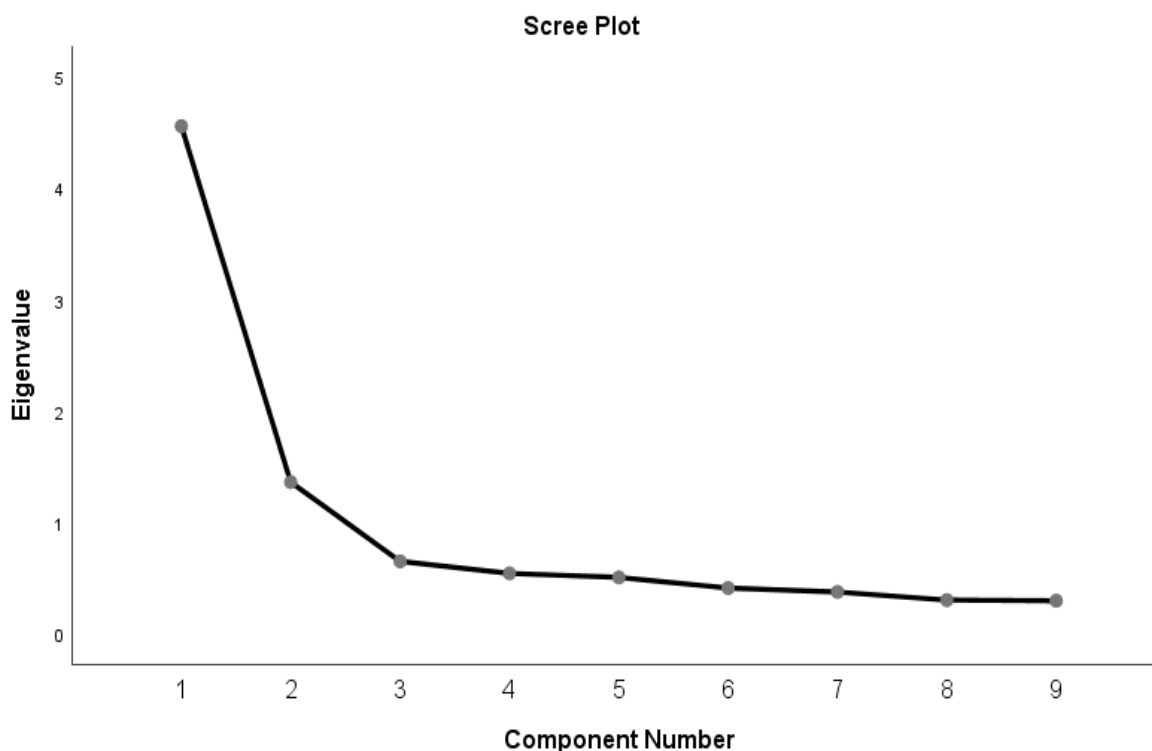


Figure 2: Scree plot for organizational justice

Figure 2 showed the scree plot that was developed indicating the number of components generated from factor analysis. The inflexion point was discovered to be factor 3. This demonstrates that two components in the organizational justice variable was generated. Table 7 showed the pattern matrix for these two factors or components and the items in the questionnaire that relate to them.

Table 7: pattern Matrix for organizational justice

	Component	
	1	2
PJ74	.753	
PJ75	.801	
PJ76	.853	
PJ77	.830	
PJ78	.820	
IJ86		.843
INJ87		.848
INJ88		.819
INJ90		.680

The results summarized in table 7 showed that component 1 had five items, while component 2 was comprised four items. The findings implication is that organizational justice variable of youth sports for development organizations in Kenya could be measured using two measures; component 1 (Procedural justice), and component 2 (Information justice).

Confirmatory Factor Analysis For Organizational Justice

The researcher conducted CFA to examine the extent that the collected data for the organizational justice variable fitted the study's empirical model. This section provides results of the CFA for organizational justice variable and fits a CFA model to indicate how well the observed constructs explained the latent variable of organizational justice. There were 21 items (OJ1 to OJ 7) used to measure procedural justice, (OJ8 to OJ11) used to measure rewards or outcome justice, (OJ12 to OJ 15) used to measure interactions Justice, (OJ16 to OJ21) used to measure explanation justice . Scale purification was conducted and items with loadings below 0.5 towards their respective latent variable were eliminated from further analysis. Therefore 12 items were excluded and only 9 items with loadings above 0.5 were maintained. Figure 3 Indicated how these items explained the performance outcomes variable.

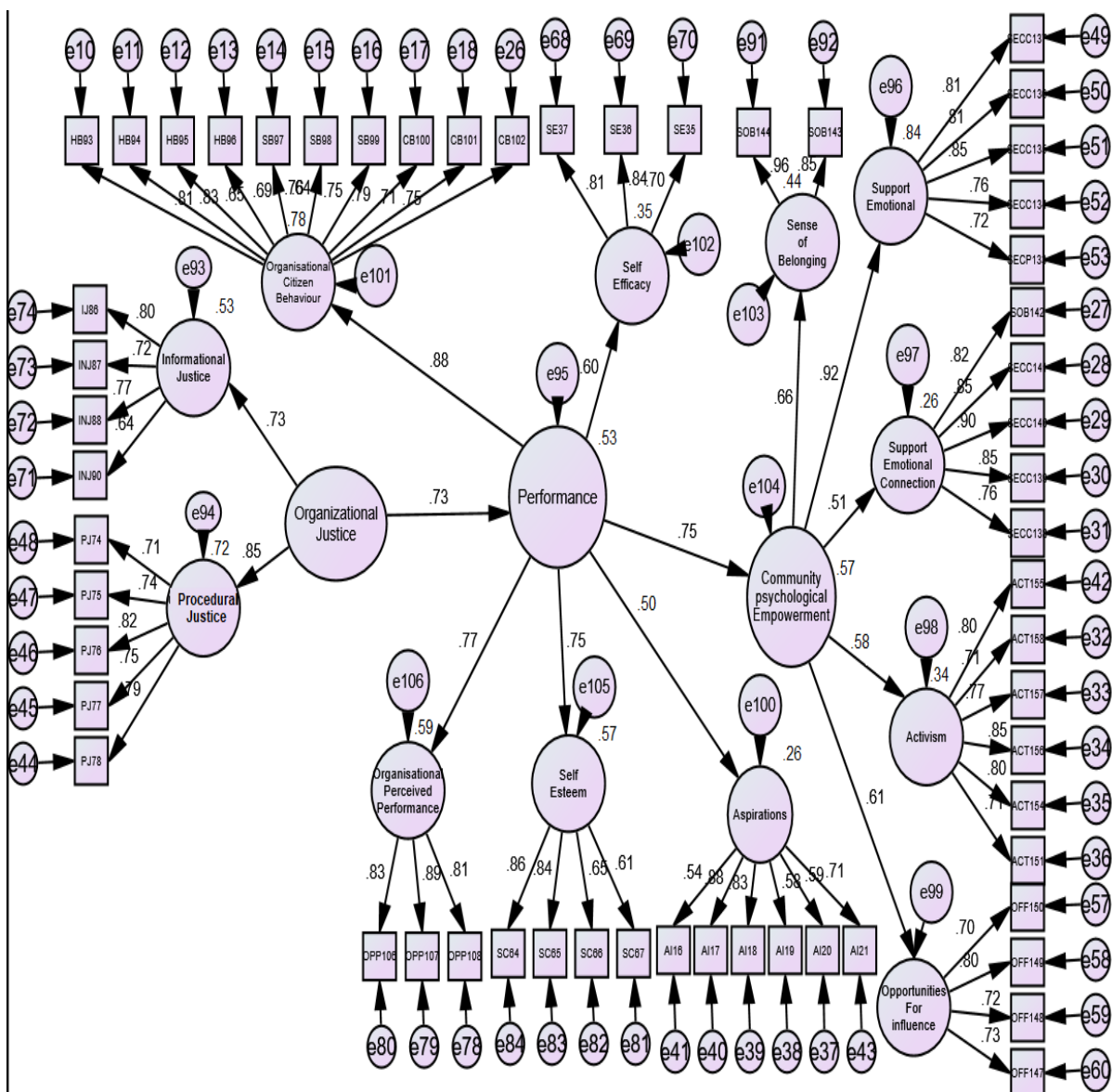


Figure 3: SEM model for the relationship between organizational justice and performance.

The SEM fit statistics of the overall measurement model for study variables was then extracted as shown in Figure 3. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

Table 8: Model fit measures organizational Justice

Measure	Estimate	Threshold	Interpretation
CMIN	3375.673	--	--
DF	1525	--	--
CMIN/DF	2.214	Between 1 and 3	Excellent
CFI	0.943	>0.95	Acceptable
SRMR	0.074	<0.08	Excellent
RMSEA	0.059	<0.06	Excellent
PClose	0.095	>0.05	Excellent

Finding summarized in table 8 indicated the summary of the fit indices provided by SEM output. The Chi-Square /df was 2.214 which was below the recommended value of 3, showing acceptable model fitness. Moreover, the value for CFI, an incremental fit index, was 0.943, which is over the critical value of 0.90 and therefore acceptable. Furthermore, the RMSEA value was 0.059, which is less than the maximum acceptable value of 0.08 and hence indicating the model was a good fit. These results show that the developed paths and coefficients modelling the influence of organizational justice on performance outcomes are reliable and efficient.

Table 9: Dimensions for Organizational Justice

Path		Unstandardiz ed Estimate	Standardized Estimate (Beta)	S. E.	C. R.	P	R ²	
Informational Justice	<-- -	organizational justice	1.092	0.729	0.13	8.392	** *	.53
Procedural Justice	<-- -	organizational justice	1.072	0.852	0.077	13.86 3	** *	.72

*** P<0.05

Table 9 indicated that in Procedural justice was the most important dimension of organizational justice with (Beta = 0.852, p<0.05, R²=0.72), followed by informational justice with (Beta =0.729, p<0.05, R²=0.53) The dimensions of organizational justice which has been insufficiently addressed in prior studies, are significant for the formation of performance outcomes.

Table 10: SEM Regression weights/ coefficients for the relationship between organizational justice and Performance

Path		Unstandardized Estimate	Standardized Estimate (Beta)	S.E.	C.R.	P	
organizational justice	<--	Performance	1.204	.726	0.162	7.418	***

*** P<0.05

This study found that there was a positive path coefficient (beta = 0.726) between organizational justice and Performance outcomes. In this regard, the relationship between organizational justice and Performance outcomes was significant, Since the T value was 7.418 ($p < 0.05$) as shown on table, the study rejects the null hypothesis and accept the alternative hypothesis and concludes that organizational justice positively and significantly affects performance outcomes in Kenyan youth sport for development organizations. organizational justice explained 53% ($R^2 = 0.53$) of the variance in performance outcomes in Kenyan youth sports for development organizations.

H_{A2}. There is a partial mediating effect of empowering leadership on the relationship between Perceptions of organizational justice and performance outcomes (i.e., organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment).

Descriptive Analysis For Empowering Leadership and organizational justice

The study investigated empowering leadership via a survey of three Kenyan sports development organizations that participated in the study. To achieve this, the respondents were asked to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strong disagreement and 5 represented strong agreement. The data were analyzed using descriptive statistics of mean and standard deviation. Variables with a mean close to 5.0 represented “strongly agree” while those with a mean close to 3.0 represented “neutral” and those with a mean of 2.0 and below represented disagree and strongly disagree. At the same time, the standard deviation was used to indicate the consensus of the respondents. The following table 11 presented findings of inferential analysis for the mediating role of empowering Leadership on the relationship between organizational justice and performance outcomes in Kenyan youth sport for development organizations.

Table 11: SEM Regression weights for Mediating role of empowering Leadership on the relationship between organizational justice and performance outcomes in Kenyan youth sport for development organizations.

Path	Unstandardized Estimate	Standardized Estimate (Beta)	S.E.	C.R.	P
Empowering Leadership <-- Organizational Justice	0.829	0.599	0.12	6.928	***
Performance <-- Organizational Justice	0.686	0.425	0.13	5.294	***
Performance <-- Empowering Leadership	0.604	0.517	0.079	7.607	***

*** $P < 0.05$, Sobel test: $Z = 5.126$, $p = 0.000 < 0.05$

Results indicated that organizational justice was a significant predictor of performance, Beta = .425, T = 5.294, $p < .05$, and that Empowering Leadership was a significant predictor of performance, Beta = .517, T = 7.607, $p < .05$. These results support the mediational hypothesis. organizational justice was a significant predictor of Empowering Leadership after controlling for the mediator, Perceived value, B = .599, T = 6.928, $p < .05$. Approximately 71% of the variance in organizational justice was accounted for by the predictors ($R^2 = .71$).

A Sobel test was conducted and found partial mediation in the model ($z = 5.126$, $p < .05$). These results rejected the null hypothesis and concluded that Empowering Leadership partially mediated the relationship between organizational justice and performance outcomes in Kenyan youth sport for development organizations.

Confirmatory Factor Analysis for Empowering Leadership and organizational justice

The researcher conducted CFA to examine the extent that the collected data for the empowering leadership variable fitted the study’s empirical model. This section provides results of the CFA for empowering leadership variables and fits a CFA model to indicate how well the observed constructs explained the latent variable of the organizational justice and performance outcomes. There were 5 items (TEL1 to TEL5) used to measure team empowering leadership, 5 items (IEL1 to IEL5) used to measure individual empowering leadership and 4 items (TE1 to TE4) used to measure team empowering leadership. However, scale purification was conducted and items with loadings below 0.5 towards their respective latent variable were eliminated from further analysis. Therefore 4 items were excluded and only 9 items with loadings above 0.5 were maintained. Figure 4 Indicated how these items explained the organizational justice and performance outcomes variable.

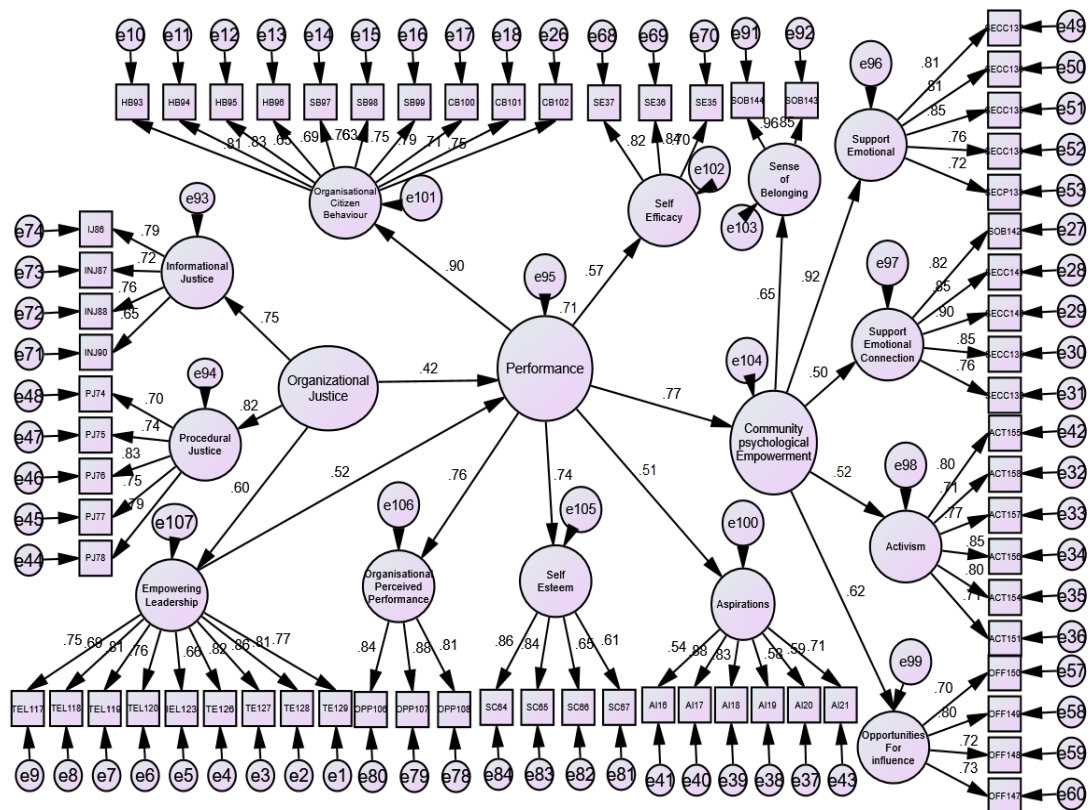


Figure 4 SEM model for the Mediating role of empowering Leadership on the relationship between organizational justice and performance outcomes in Kenyan youth sport for development organizations.

The SEM fit statistics of the overall measurement model for study variables was then extracted as shown in Figure 4. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

Table 12: Model fit measures empowering leadership relationship between organizational justice and performance outcomes.

Measure	Estimate	Threshold	Interpretation
CMIN	4783.434	--	--
DF	2063	--	--
CMIN/DF	2.319	Between 1 and 3	Excellent
CFI	0.926	>0.95	Acceptable
SRMR	0.074	<0.08	Excellent
RMSEA	0.032	<0.06	Excellent
PClose	0.109	>0.05	Excellent

Finding summarized in table 11 indicated the summary of the fit indices provided by SEM output. The Chi-Square/df was 2.319 which was below the recommended value of 3, showing acceptable model fitness. Moreover, the value for CFI, an incremental fit index, was 0.926, which is over the critical value of 0.90 and therefore acceptable. Further, the RMSEA value was 0.032, which is less than the maximum acceptable value of 0.08 and hence indicating the model was a good fit. These results show that the developed paths and coefficients modelling the influence of empowering leadership between organizational justice and performance outcomes are reliable and efficient.

Summary of The Hypotheses Tests

This section provided the summary of the hypothesis test results and the new road map that was derived from the hypothesis tests. The summary of the hypothesis and the tests conducted was provided in Table 13.

Table 13: Summary of the Study Models

Study variable	Study Hypothesis	Type of Analysis	Hypothesis Test Results
Organizational justice	HA1: There is a significant Influence of organizational justice on performance outcomes	Structural Equation Modeling (SEM)	Fail to Reject H01 (p < 0.05).
Influence of empowering leadership on Organizational Justice and performance outcomes	HA2: Empowering leadership partially mediates the relationship between organizational Justice and performance outcomes.	Structural Equation Modeling (SEM)	Reject H02 (p < 0.05).

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Theoretical Implications

The findings of this study postulate that organizational justice positively influences performance outcomes of youth sports for development organizations in Kenya. The study, therefore, rejects the null hypothesis hence organizational justice was found to influence performance outcomes in youth sports for development organizations in Kenya.

Organizational justice is concerned with members of an organization's perceptions of activity-related issues, and particularly how unbiased the members see that decision to be in the organization (Sharom 2020). The study confirmed that organizational justice did have a significant relationship with performance outcomes.

Previous research shows the importance of organizational justice, how an organization treats its employees may have a significant impact on their identification with the organization (Edwards, 2009). Sports for development organizations Kenya the study showed their members respondent feedback that organization justice aspect feeling they receive adequate communication justice is significant.

Perceptions of justice help to meet basic psychological needs because justice signals some certainty regarding an organization's commitment to help members satisfy their needs in the context of work (Sharom 2020). Members who participate in sports for development organization showed there was a positive influence of organizational justice in the performance outcomes. For example, psychological need of Self- esteem was exhibited by the respondents in this study.

Organizational-based justice, therefore, the extent to which senior managers appear to act consistently, equally, respectfully, and truthfully in decision-making situations, while justice reflects the degree to which his or her supervisor appears to be impartial (Colquitt, 2015). The study showed that study shows a positive influence of organizational justice specifically relating to providing explanation for issues to the members in the performance outcomes sports for development organizations.

Organizations may consider organizational justice climate and perceived organizational support to mitigate turnovers (Samuel 2019) this was confirmed in this study by a high percentage of beneficiary who have been with the organization for over 80% have been with the organization for over 4 years.

The construction of operational justice includes; procedural justice, distributed justice, interpersonal justice, and information justice (Colquitt, 2015). The study showed that there was a positive influence of organizational justice constructs of procedural justice, distributed justice, interpersonal justice, and information justice in the performance outcomes sports for development organizations.

The study also found that the most important dimension for perceptions of organizational justice was informational justice with (Beta = 0.852, $p < 0.05$, $R^2 = 0.72$), followed by Procedural justice with (Beta = 0.729, $p < 0.05$, $R^2 = 0.53$). Which means that to achieve the desired level for perceptions of organizational justice informational justice should be prioritized followed by procedural justice in the organization.

Perceptions of justice help to meet basic psychological needs because justice signals some certainty regarding an organization's commitment to helping members satisfy their needs in the context of work (Sharom 2020). This study agreed with the above finding on organizational justice and further confirms that empowering leadership does partially mediates between perceptions of organizational justice and performance outcomes in sports for development organizations in Kenya.

Managerial Implications

Organisational Justice And Performance Outcomes.

On the influence of organizational justice and performance outcomes, this study concludes that organizational justice has a positive and significant influence on performance outcomes among youth in sports for development organizations in Kenya. Specifically, the study concluded that the youth beneficiaries of sports for development organizations being exposed to organizational justice, in order to achieve performance outcomes of organization.

Mediating Role Of Empowering Leadership Between Organisational Justice And Performance

On the mediating influence of empowering leadership on the antecedents and performance outcomes this study concluded that empowering leadership partially mediates the relationship between the antecedents of perceptions of organizational justice and performance outcomes.

Suggestions for Improvement

Perceptions of organizational justice and Performance Outcomes.

It was recommended that leaders of the youth beneficiaries in the sports for development organization, ensure they have systems and policies in place that entrench organization justice attributes of procedural justice, outcomes rewards justice, interaction justice and communication or explanation justice to be able to achieve performance outcomes of organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment. Particularly focus on the constructs that comprise to organizational justice that was tested and confirmed in this study as follows informational justice was the most important dimension of organizational justice with (Beta = 0.852, $p < 0.05$, $R^2 = 0.72$), followed by Procedural justice with (Beta = 0.729, $p < 0.05$, $R^2 = 0.53$).

Mediating Role Of Empowering Leadership Between Antecedents And Performance outcomes

The study recommended that leaders of the youth beneficiaries in the sports for development organization adopt empowering leadership style and particularly ensure they encourage it across the organization at all levels. There is a partially mediating influence of empowering leadership between antecedents of perceptions of organizational justice and performance outcomes of organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment.

Suggestions for future research.

Research could also be conducted in others SFD in other countries or continents to see the convergence or otherwise. At the same time this same study can be in organizations that use another sport to see if that will affect the outcome. The study was conducted in organizations that only use football and operate largely in setting with poor populations. Another study could be conducted in organizations that operate in more affluent regions or countries.

Finally, because this study is one of the first studies of antecedents of perceptions of organizational justice and performance outcomes of empowering leadership in the sports for development organizations in Kenya, there remains a need to cross-validate the findings in future research.

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