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INFLUENCE OF ORGANIZATIONAL JUSTICE ON CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES AND EMPLOYEES' COMMITMENT IN FIRMS LISTED AT NAIROBI STOCK EXCHANGE, KENYA

Andiva, Z. K.,[1] & Mugesani, P. A.[2]

[1]Masinde Muliro University of Science and Technology [MMUST], Kenya
[2]Kaimosi Friends University College [KAFUCO], Kenya

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ABSTRACT
Corporate Social Responsibility is the commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce as well as of the community and society at large. This study looked at the influence of organizational justice on Corporate Social Responsibility activities and employee commitment in firms listed at Nairobi Stock Exchange. Descriptive survey and correlation designs were used. The researchers used both open and closed questions, document analysis and interviews to collect data. The target population was 53,203 employees and simple random, stratified and purposive sampling was used to sample 381 employees. Data was analyzed using descriptive statistics. The Statistical package for Social Sciences was used. Multiple linear regression models were used to determine whether mediating variable significantly influenced Employee Commitment. The findings indicated that Organizational justice had significant and enhanced moderating effect on the relationship between employee commitment and corporate social responsibility activities.

Key Words: *Organizational Justice, Corporate Social Responsibility, Employee Commitment*

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INTRODUCTION

The study sought to establish the influence of organizational justice on corporate social responsibility activities and employees' commitment in firms listed in the Nairobi stock exchange. Specifically the study examined how internal and external corporate social responsibility activities and moderating effect of organizational justice affected employees' commitment to firms listed in Nairobi stock exchange. The negative consequences of globalization such as rising social inequalities, soaring disparities in income, emergence of global environmental problems and the outsourcing of increasingly skilled operations to developing countries have led to demands for protection against the anarchy of unregulated market forces (Levy & Kaplan, 2007) and for companies to take responsibility for their impact on society (Moon & Vogel, 2008). These calls for responsible business practices and corporate contributions are normally framed in terms of corporate social responsibility.

Corporate social responsibility is the duty of the companies to the development of its stakeholders and to the avoidance and correction of any negative consequences caused by business activities (Muthuri & Victoria, 2011) while Duygu, (2009) defines corporate social responsibility as corporate behaviours which aim to affect stakeholders positively and goes beyond its economic interest. Corporate social responsibility is the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large (Moir, 2001). According to Sukserm and Takahashi, (2010) corporate social responsibility is business decision making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment.

A research by Reltab and Mullahi (2009) examined the link between CSR activities and three measures of organizational performance: financial performance, employee commitment and corporate reputation in emerging economies, United Arab Emirates. The results showed that CSR had a positive relationship with employee commitment. In their research to understand why firms engaged in CSR activities and disclosure, (Branco & Rodrigues, 2006) used Resource Based Perspectives (RBP). The result revealed that firms engaged in (CSR) because they believed it will help them to accumulate some kind of competitive advantage. On corporate reputation, they stated that firms with good social responsibility reputation may improve relations with external factors and even attract better employees or increase current employee's motivation, morale, commitment and loyalty to the firm.

Corporate Social Responsibility (CSR) is a global concept and a prominent feature of the international business agenda (Moon, 2007) and its meaning, orientation; relevance and applicability vary across different country contexts (Matten, Moon, 2008). Birch and Moon, (2004) noted that CSR performance varies greatly between countries with a wide range of CSR issues being tackled such as education, environment and employee welfare. Companies across the world exhibit a variety of CSR principles, policies and practices (Baughn, 2007; Kusku &Fraser, 2004) with different levels of intensity (Welford, 2005; Maignan, Ralston, 2002).

Corporate social responsibility started in USA. Many CSR initiatives such as the foreign corrupt practices Act have been implemented by American firms since 1950's (Matten & Moon, 2008). During his presidency in the USA, Bill Clinton's five criteria for the Ran Brown Award for 'good corporate citizenship' included family leave, good health and pension benefits, a safe workplace, training and advancement opportunities and avoiding layoffs (Jie, 2011). The Corporate social responsibility agenda in Latin

America has been heavily shaped by socio-economic and political conditions which have tended to aggravate many environmental and social problems such as deforestation, unemployment, inequality and crime (De Oliveira, 2006). In his study Maignan, (1999; 2001) found that in a sample of American firms, CSR is positively linked with employee commitment and customer loyalty.

Statement of the Problem

Businesses have recognized that their future profitability and license to operate depend on their willingness to assume responsibility for social and environmental consequences of their global footprint. But as civil society's awareness of the need for CSR increases, and as regulators, and auditors, place increasing pressures on companies and as institutional shareholders become more pressing in their demands for adequate risk management, companies must ensure they put in place social reporting and key performance indicators that will convince the world that they are fulfilling their responsibilities to society (Peterson, 2004).

Companies will fail to convince stakeholders of which one is the employee, that they are serious about CSR unless they can demonstrate that their policies consistently achieve the desired social, environmental and ethical outcomes. It is the employee who is responsible for implementing ethical corporate behavior and hence their loyalty and commitment is imperative for CSR to succeed. Esteban *et al*, (2010), postulate that CSR is complex and multifaceted and hence will be influenced by both the corporate contextual factors like organizational identification and by employee perceptions, hence employee commitment.

The way employees respond to CSR programmes is dependent on first, how they relate to the organization that is, how they derive their own identity from being members of that organization and the degree they can commit to the organization's goals and values. Secondly, their responses to CSR programs depend on their views or perception of justice and fairness. Thirdly, they view CSR depending on how the top management champion CSR activities. Employees can feel proud to belong to and work for a company that is acknowledged for its positive contribution to society (Turban, 1997). Socially responsible firms tend to gain positive public reputation and employees would rather work for a good citizen that contributes to the welfare of society than for a poor citizen that cares only about itself (Fombrun, 1990).

A study by Pirato & Jencati 2008 indicated that despite the considerable research in the area of CSR, literature arising out of it is limited in an important respect i.e. impact of CSR initiatives on the internal stakeholders – the employees. Aguilera *et al* (2007) endorsed this view that employees as a unity of analysis have received limited attention in past CSR literature and despite wide potential relevance of CSR initiatives for employees' attitudes and behaviours, organizational behavior and HRM researchers have under investigated CSR in this area. Becker–Olsen et al (2006) expressed similar views that employees' attitudes about organizations depend in part on those organizations activities engaged in CSR initiatives. In addition research on the relationship between CSR and employee commitment has been carried out in developed economies (De Roeck *et al*; 2014) though CSR is more important in developing countries. Hence this study will answer the call of researchers such as Campbell (2006) who pointed out that there is an imperative need for conducting researchers in developing countries such as Kenya on the relationship between CSR activities and employees' attitude and behavior. Therefore the study sought to establish the influence of organizational justice on Corporate Social Responsibility activities and employee commitment to firms listed at Nairobi Stock Exchange in order to contribute to knowledge on employee commitment resulting from CSR.

Objective of the study

The study intended to understand and establish the influence of organizational justice on corporate social responsibility activities and employees' commitment to firms listed at the Nairobi stock exchange.

The hypotheses were;

$H0_1$: The strength of the relationship between internal corporate social responsibility activities and employees' commitment is moderated by organizational justice in firms listed in the Nairobi Stock exchange.

$H0_2$: The strength of the relationship between external corporate social responsibility activities and employees' commitment is moderated by organizational justice in firms listed in the Nairobi Stock exchange.

LITERATURE REVIEW

Institutional Theory

The Institutional theory has been useful theoretical lens for understanding the effects of the institutional environment on corporate social responsibility behaviors of firms (Aguilera 2003, Campbell, 2007). It advocates posit that organizations are influenced by institutional settings in which they operate and as such economic explanations such as financial performance and competition are insufficient to fully account for organizations corporate social responsibility behaviors (Doh, 2006; Marquis, 2007). Scotts (2006) identified three elements of institutions, regulatory, normative and cognitive to illustrate how institutions define the nature and extent of corporate behaviours. Regulative (legal) elements include rules, sanctions and regulations which tend to codify socially accepted corporate behavior (Muthuuri &Victoria, 2011). The state establishes hard regulations which act as a coercive mechanism for CSR uptake whilst industries establish soft regulation to which their members voluntarily adhere (Campbell, 2007; Marquis, 2007). Governments of developing countries have been accused of refusal to enforce standards and regulations or easing business regulations relating to CSR as an inducement for foreign investment (Campbell, 2007; Moon &Vogel, 2008). Therefore, different regulatory systems can produce different forms of CSR and it requires the active vigilance of all societal actors to ensure the effectiveness of the regulatory institutions (Moon &Vogel, 2008).

Cognitive frameworks encompass shared beliefs about what constitutes responsible corporate behavior. Managers interpret these cognitive schemes and create common definitions of socially responsible behavior (Muthuri &Victoria, 2011). Corporations that conform to established cognitive frameworks exhibit behaviours that are culturally acceptable in the institutional environments in which they operate (Kostova & Zahear, 1999). Marquis (2007) suggested that corporations would identify and support arts as a social issue if the community identifies with and values cultural artifacts. Normative (social) elements set the standards for and encourage conformity to that which is deemed to be acceptable corporate behavior (Campbell, 2006). Normative elements are the values and social norms that define what is the right thing to do, (Marquis, 2007). Normative values are set by a variety of social factors including the media, institutional investors, NGOs, educational and professional associations and social movement organizations (Muthuri &Victoria, 2011). These factors validate CSR based on existing normative frameworks, exert pressure on corporations to confirm to social norms, encourage and influence the adoption of certain structures, practices or procedures deemed socially responsible (Campbell, 2007; Matten & Moon, 2008). Companies become responsive to the stakeholders needs and in return the stakeholders confer both social-political and cognitive legitimacy to corporations that adhere to societal norms (Muthuri & Victoria, 2011).

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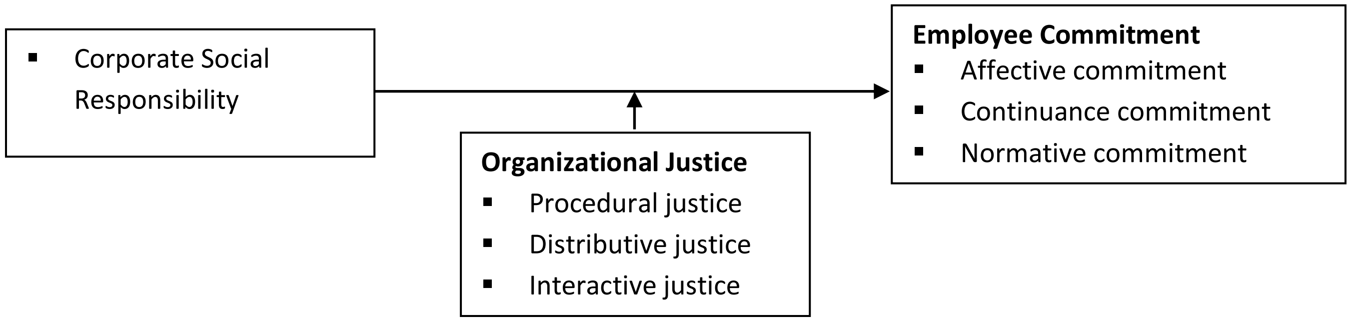

Independent variable **Moderating Variable** **Dependent Variable**

Figure 1: Conceptual Framework

Organizational Justice

Perceptions of organizational policies and practices have been found to influence employees such as perceived organizational support and organizational justice (Colquitt, 2001). Rupp Canapathi, Aguilera and Williams (2006) posit that the traditional focus of organizational justice be expanded to include individual's perception of how others are treated. If organizational justice leads to perceptions of fairness, then how others are treated also signals to an employee the fairness of organizational policies and practices (Baumen *et al*; 2012). Einsenberger and Rhoades (2001) found that when organizations supported employees, they felt obligation to reciprocate, thus increased affective commitment. The construct of organizational justice is generally said to contain three components: distributive justice, procedural justice and interactional justice (Colquitt, Woe, & Jackson, 2002).

Distributive justice relates to the feeling that decisions are just and proper and is based on the assumption that the method of exchange is grounded in the perceived fairness of the rewards people receive in exchange for their efforts. Thus, in the organizational framework, distributive justice refers to the perceived fairness of resource allocation in respect to the balance between employees' contributions and rewards (Lee, 2001), a perception derived from a comparison of the distribution of resources to comparable others and to oneself (Cropanzano, *et al*; 2001). On the other hand, Procedural justice relates to the perceived fairness of the procedures through which decisions are needed and the employees' feelings about the process of organizational decision making (Cropanzano *et al*; 2001).

Interactional justice is divided into two main components: interpersonal justice, that is, the nature of the employee – organization relationship and the degree to which employees are treated properly and respectfully by the organization and its managers (Tyler & Bies, 1990); and informational justice, i.e. the nature of the information and explanations conveyed to employees. Employees use an overall fairness heuristic to decide about relationships with their organization (Trevino & Weaver, 2001). Justice is a primary social expectation that guides employees' evaluations of organization's and their subsequent behaviours. Perceptions of CSR can influence employees' perceptions of justice in two ways (Swan Valerie *et al*; 2010).

First, CSR can impact how employees personally perceive fairness. A company dedicated to CSR can create a friendly and ethical working environment, which reflects organizational practices with moral consequences. Employees are likely to feel that organizational authorities treated them fairly (Naumann &Bennett, 2000), especially if CSR initiatives include employees issues such as improving

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working conditions, establishing fair wages and nondiscrimination policies.

Employee justice perceptions theory (Cropalizano *et al*; 2001) posits that employees derive general justice perceptions of firms based on the level of fairness demonstrated by these firms. Research has shown that in work environments that are perceived to be fair, employee wellbeing is positively affected, such as in the areas of job satisfaction and stress (Colquitt *et al*; 2001). Research shows that work environments that are perceived as being fair have positive effects on organizational outcomes as well, by means such as lower employee absenteeism and higher levels of employee commitment (Colquitt *et al*; 2001). On the other hand, work environment that are perceived as being unjust lead to lower employee performance and even vengeful behaviours on the part of employees (Ambrose *et al*; 2002). CSR signals to employee's essential information on which they judge the fairness of a firm. When fairness is perceived, employees are happy and work harder. However, under unjust conditions, employees reciprocate through lowered performance and vengeful behaviours (Ambrose, 2001). In a meta-analysis perceptions of organizations being fair towards and caring for the well-being of the employee directly have been found to be related to job satisfaction, organizational commitment, organizational citizenship behavior and performance (Colquitt *et al*; 2001).

Second, CSR actions can affect how employees collectively perceive fairness. Research has shown that employees can as third parties, form justice judgements and react to how the company treats other people (Colquilt, 2004). There is some evidence that in layoff situations, survivors' reactions can be stronger than victims' responses as they can withhold productivity or engage in sabotage (Brockner & Greenberg, 1990).

Employees focus on justice judgments that provide key information that shapes the degree to which people regard their group as having high status, regard themselves as having high status in their group and identify with the group by merging their sense of self with the group (Tyler & Blader, 2000). When organizations treat employees with dignity and consider their needs, employees feel valued which enhances their perception of justice (Bies, 2005). This reassures employees about their status in the organization and thus helps secure their sense of identity (Tyler & Blades, 2000). Justice judgments represent a plausible basis for employees' assessment of their organizations and their status within them. Hence Employees will identify with high status organization in which they feel that they have status (Tyler & Blader, 2000).

CSR may be viewed as a natural extension of organizational ethics (Valentine *et al*; 2008). According to Aguilera *et al* (2007), a CSR policy meets employees' need for fairness and perceived organizational justice. Moreover, the response of employees to CSR activities has been found to directly affect their perception of the organization's justice and fairness (Collier & Estaban, 2007), and CSR activity has been shown to enhance the image of the organizational fairness in the eyes of employees and CSR toward clients to enhanced employee satisfaction (Galbreath, 2010). The employee justice perception theory (Cropanzano *et al*; 2001) holds that employees rate organizational justice according to the degree of justice which the organization manifests. According to the social identity theory, the perception of a firm as a socially responsible member of society is likely to afford employees and enhance self-image as well as pride in the organization (Peterson, 2004).

Employees may view a socially engaged organization as one that is concerned about all people, both internal and external to the organization. The logic is that if an organization has a general concern for fairness (respect and care for the environment, for working conditions) employees may deduce that chances are conditions will be fair for them, thus satisfying their need for control (Aguiller &Jackson, 2003).

CSR fosters positive social relationships both within and between organizations and communities and therefore, relational needs become highly relevant (Rupp *et al*; 2002). Clary and Snider (1999) note that CSR allows for the creation and strengthening of social relationships and, the reduction of negative feelings associated with an alleged bad relationship between an organization and its community. Employees have a psychological need to belong and to be legitimate members of valued social group in organizations they often rely on the justice perceptions to deduce if they have such standing and thus if their needs for belongingness are being met (Lind, 2001). Employees desire that organizations act in a socially responsible manner not only because CSR gives them a general sense of the organization's concern for treating all people fairly but also because CSR initiatives require employees and management to work together toward a greater good, providing employees with additional experiences with which to judge both management's social concerns and relational quality (Aguilera *et al*; 2007)

Employees will seek to work for, remain in and set attached to organizations whose organizational strategies are consistent with the employees moral or ethical frameworks and this preference may, at times, supersede employees' instrumental and relational motives (Folger, Cropanzano & Gulman, 2005). Moral motives influence employees participation in various CSR initiatives meaning they desire to be involved not only with initiatives seen as directly affecting themselves or groups they identify with but also with causes they feel are fundamentally just and relevant to the establishment of a moral community.

When employees feel they are treated fairly by their organization they are more likely to trust the organization, to feel supported by it (Taylor, 2004) and to perceive high quality social exchange relationships with the organization or management (Rupp & Cropanzano, 2002). Research shows that when organizational authorities are trustworthy, unbiased, and honest, employees feel pride and affiliation and behave in ways that are beneficial to the organization (Tyler *et al*; 1996). Under certain circumstances, employees reciprocate the positive treatment they receive from the organization. In fact, the repayment obligation depends on how employees value CSR actions, motives and resources of the organization. This study therefore hypothesized that:

$H0_1$: Organizational justice moderates the relationship between internal CSR and employee commitment.

$H0_2$: Organizational justice moderates the relationship between external CSR and employee commitment.

METHODOLOGY

The researcher adopted both the use of the qualitative approach and quantitative methods. Data was mainly acquired through descriptive survey. The population of this research consisted of sixty two companies listed in the Nairobi Exchange with internal Corporate Social Responsibilities activities. The research employed three types of research tools: interviews, questionnaires and documentary evidence. Primary data was conducted using questionnaire while secondary data collection technique was interview method. The researcher used regression analysis to analyze the data as a number of empirical studies on corporate social activities' and its effect on employee commitment (Aguilera, Rupp, Ganathi &William, 2006; Peterson, 2004; Brammer, 2007; Duygu,2009; Valentine & Fleishman, 2008) used it to analyze their data.

FINDINGS AND DISCUSSION

Organizational Justice

Factor analysis of organizational justice was carried out to ascertain the suitability of all variables. On organizational justice; one item had a loading factor of less than 0.4 and was therefore eliminated as shown in Table 1.

Table 1: Factor analysis results for organizational justice (procedural justice (PJ), distributive justice (DJ) and interactive justice (IJ)

Statement	Component Matrix[a]			
		Component		
	Grouping	1	2	3
As employees in this firm we strictly adhere to the code of conduct and ethics of the company	PJ	.783		
This company does not employ under age children	PJ	**.237***		
Employees and managers in this company comply with the law	PJ	.685		
Employees follow the law to prevent discrimination in places of work	PJ	.751		
Our company provides equitable rewards for employees	DJ		.807	
The company has put in place a formal equality policy which is strictly adhered to	DJ		.761	
Promotion in the company is solely based on qualification and experience	DJ		.735	
Employees are provided with equal pay for equal work done	DJ		.671	
Employees in our company are treated with dignity	IJ			.613
This company allows employees to engage in open and flexible communication amongst themselves	IJ			.609
Fairness towards coworkers and business partners is an integral part of the employees evaluative process in the firm	IJ			.556
There is no forced labour in this company	IJ			.487

***Item dropped**

Descriptive statistics on organizational justice

Findings in the study showed that (18.2%) of the respondents strongly disagreed that employees and managers in their company complied with the law, 14.6% disagreed, 1.5% were neutral, 47.4% agreed while 18.2% strongly agreed. In study by Muthuri *et al* (2011) only 44.4% of companies listed in Nairobi stock exchange mentioned compliance with the law. The results of the study indicated that (18.5%) of the respondents strongly agreed that employees follow law to prevent discrimination in place of work, 29.8% agreed, 0.9%were neutral, 23.7% disagreed while 27.1% strongly disagreed. Earlier evidence suggests that women are subject to significant discrimination in organizations which is reflected in both their representation in senior management and board positions (Singh, 2001). Because women face gender discrimination in the workplace it has been suggested that they will place particular value on ethical treatment within the workplace (Smith *et al*, 2001).

The study established that (11.2%) of the respondents strongly agreed that as employees they strictly adhered to the code of conduct and ethics of their companies, 35.6% agreed, 2.4% were neutral, 18.5% disagreed while 32% strongly disagreed. A study by Muthuri *et al* (2011) established that codes of conduct were adopted mostly by 40.7% of the companies listed at Nairobi stock exchange. These were mostly the foreign international companies (63.2%) as compared to 21.5% of the domestic and 37.5% of the Kenyan international companies. Previous research by Kohl and Boo (2001) indicates that there is a relation between organizational ethics and job relation of employees. Peterson (2004) reported that organizational performance in the ethical domain may have the greatest impact on employee commitment because employees assume that if their organization is ethical it will also treat them in an ethical manner .Conversely, organizations that are not perceived as ethical might also be viewed as unlikely to treat their employees ethically resulting in a low level of employee commitment (Oloko *et al* 2013).

The study established that (39.2 %) of the respondents strongly agreed that employees were provided with equal pay for equal work done, 20.4 percent agreed, 2.4 percent were neutral, 18.8 percent disagreed while 19.1 percent strongly disagreed. The study by Fields *et al* (2000) revealed that distributive justice had significant effect on Hong Kong employees' intent to stay. It is logical to predict that when employees perceive that they are treated unfairly in terms of outcomes or procedures they intend to leave their current organization to seek a fairer alternative. Distributive unfairness such as underpayment inequity can cause psychological problem as stress related sleep disorder (Greenberg, 2006) which causes a number of undesired organizational outcomes such as turnover intentions, job dissatisfaction, absenteeism and lower performance.

The results of the study showed that (44.1%) of the respondents strongly disagreed that their companies provided equitable rewards to employees, 30.1% disagreed 1.2% were neutral, 14.3% agreed while 10.3% strongly agreed. Arif (2002) suggested that fair distribution of reward and fair treatment of employees in the process of allocation significantly reduced the turnover rate of employees. Choi (2008) found that when employees' perceived that the organization was supporting them, they believed the organization was being fair and therefore responded positively through increased job satisfaction and organizational commitment (Rhoades & Elsenberg, 2002).

The study showed that (42.9 %) of the respondents strongly disagreed that promotion in the company was solely based on qualification and experience, 29.2% disagreed, 1.2% were neutral, 19.1% agreed and 7.6% strongly agreed. Omid *et al* (2015) suggested that facilities, salaries, promotion opportunities, improvement of programs of working life, quality, work volume, working responsibilities should be distributed among employees in order to develop perceived distributive justice. A study by Arif (2002) indicated that when employees perceived a fair chance of obtaining promotions in the organization compared to other organizations (external equity), it significantly contributed to their attitudinal commitment. Therefore management must emphasize to its employees' that their promotion opportunities are equivalent and even higher than the opportunities available in other organizations.

The study established that (40.4%) of the respondents strongly disagreed that their companies had put in place a formal equality policy which was strictly adhered to, 33.4 % disagreed, 0.9% were neutral, 14.0% agreed while 11.2% strongly agreed. According to Rupp *et al* (2006), formal policies and company programs that directly addressed issues such as employee benefits, working conditions and development programs could demonstrate a company's general commitment to its employees and

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judgements of general fairness and attributions of corporate morality, build trust in the company, and reduce fears of exploitation.

The study found out that (43.2%) of the respondents strongly disagreed that their companies allowed them to engage in open and flexible communication amongst themselves,18.2% disagreed, 2.4% were neutral, 20.7% agreed while 15.2% strongly agreed. Results of the Study by Smidts *et al* (2001) showed that employee communication augments perceived external prestige and helped to explain organizational identification. The study showed that the strength of identification appeared to be influenced strongly by the communication climate. This means that when a communication climate is open, when employees feel they are being taken seriously by top management and coworkers and when they feel they have a voice, organizational identification is increased. This corroborates with Bartels (2006) study of identification and the role of employee perceived participation through access to information specially the sort that relates to the workplace and functions.

The study found out that (33.7%) of the respondents strongly disagreed that fairness towards co-workers and business partners was an integral part of the employees evaluative process in their firm, 35.0% disagreed, 3.0% were neutral, 22.2% agreed and 6.1 % strongly agreed. Fair treatment is something that employees who invest their time and energies in an organization expect (Eberlin & Tatum, 2005). Research by Muhamad *et al* (2012) revealed that perceived fairness in job decisions, job responsibilities and workload leads towards strong organizational commitment. The study by Prutina (2016) concluded that when employees perceived their organization as just and fair in dealing with them, they were likely to stay with the organization, but that the effect on commitment was slightly stronger when they engaged in CSR. Individuals who perceive the outcomes and procedures of a firm as fair and unbiased are likely to identify themselves with their organization (Tyler and Blader, 2000, 2003).

The study established that (68.4 %) of the respondents strongly agreed that there was no forced labour in their company, 29.2% agreed, 0.3% were neutral, 0.6% disagreed while 1.5% strongly disagreed. In a meta-analysis, perceptions of organizations being fair towards and caring for the well-being of the employee have been found to be related to job satisfaction and organizational commitment of employees' (Colquilt, 2001). The results of the study established that (38.3%) of the respondents strongly disagreed that they were treated with dignity, 11.6% disagreed, 2.4% were neutral, 29.8% agreed while 17.9% strongly agreed. It is generally agreed that work-related outcomes, the procedures that determine those outcomes, the provision of voice and explanations and the respect and dignity that is received from others all have a significant impact on the context and magnitude of fairness perceptions (Johnson *et al*, 2006).

Table 2: Descriptive analysis for Organizational Justice

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees and managers in this company comply with the law	18.20%	14.60%	1.50%	47.40%	18.20%
Employees follow the law to prevent discrimination in places of work	27.10%	23.70%	0.90%	29.80%	18.50%
This company does not employ under age children	2.40%	4.30%	0.00%	24.30%	69.00%
As employees in this firm we strictly adhere to the code of conduct and ethics of the company	32.20%	18.50%	2.40%	35.60%	11.20%

Employees are provided with equal pay for equal work done	19.10%	18.80%	2.40%	20.40%	39.20%
Our company provides equitable rewards for employees	44.10%	30.10%	1.20%	14.30%	10.30%
Promotion in the company is solely based on qualification and experience	42.90%	29.20%	1.20%	19.10%	7.60%
The company has put in place a formal equality policy which is strictly adhered to	40.40%	33.40%	0.90%	14.00%	11.20%
This company allows employees to engage in open and flexible communication amongst themselves	43.20%	18.20%	2.40%	20.70%	15.20%
Fairness towards coworkers and business partners is an integral part of the employees evaluative process in the firm	33.70%	35.00%	3.00%	22.20%	6.10%
There is no forced labour in this company	1.50%	0.60%	0.30%	29.20%	68.40%
Employees in our company are treated with dignity	38.30%	11.60%	2.40%	29.80%	17.90%

Table 2 presented means for the three variables of organizational justice i.e. procedural justice, distributive justice and interactive justice. Taking into account that the scale used for organizational justice was 1 to 5 with 2.5 as the middle point, the table shows that firms listed in Nairobi Stock exchange the most on procedural justice (mean=3.5) followed by interactive justice (mean=3) and distributive justice (mean=2.3).This means that on average, firms listed in Nairobi stock exchange adopts organizational justice with (mean= 2.9)

Table 3: Mean of organizational justice

Variable	Mean
Procedural justice	3.5
Distributive justice	2.3
Interactive justice	3

Organizational justice moderating internal corporate Social responsibility against employee commitment

Table 4 provided the R and R^2 values. The R^2 values of 0.711 indicates how much of the variations in moderating variable ”Organizational justice”, can be explained by the independent variable, “internal corporate social responsibility”. In this case, 71.1% can be explained by internal corporate social responsibility while the remaining 28.9% can be explained by the other variables in the study. The R^2 in linear regression also tells how the regression line fits the data.

Table 4: Model summary of Organizational justice and internal CSR

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.845[a]	.714	.711	6.9007136

ANOVA results in Table 4 indicated that the regression model predicts the outcome variable significantly well. This indicates the statistical significance of the regression model that was applied. An F statistic of 270.497 indicated that the model was significant and overall the model applied could statistically significantly predict the outcome variable.

Table 5: ANOVA for organizational justice and internal corporate social responsibility

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	38643.125	3	12881.042	270.497	.000[a]
	Residual	15476.451	325	47.620		
	Total	54119.576	328			

Table 5 provided the information needed to predict organizational justice and internal corporate social responsibility. Both the constant and organizational justice contributed significantly to the model. The regression equation was presented as follows:

Y=β0+aX+βZ + CXZ +e

Z=moderation

XZ=interaction term

If C is significant then Z has a moderation effect

Y= 49.421+1.792X1+2.764Z+0.156X1Z

Since p-value for X_1Z coefficient was less than 0.005 then organizational justice has a significant and enhanced moderating effect on the relationship between employee commitment and internal corporate social responsibility**.** According to Flynn (2005, CSR can enhance specific employees' attitudes at work (organizational justice, organizational commitment and satisfaction at work) through identification. CSR can also affect the social exchange dynamics between employees and the corporation through its alteration of the identification processes. As a result, CSR can ultimately affect employees' behaviors and consequently corporate organizational performance.

Table 6: Coefficient determination of organizational justice and internal corporate social responsibility

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
(Constant)	49.421	1.627		30.369	.000
Internal Corporate Social Responsibility	1.792	.101	.788	-17.807	.000
Organizational Justice	2.764	.132	1.265	-20.869	.000
Internal Corporate Social Responsibility * Organizational Justice	.156	.006	2.096	27.902	.000

Organizational justice moderating external corporate social responsibility against employee commitment

Table 7 provided the R and R^2 Values. The R^2 value of 0.787 indicated how much of the variations in moderating variable' "Organizational justice", can be explained by the independent variable, "external corporate social responsibility ".In this case, 78.7% can be explained by external corporate social responsibility" while the remaining 21.3% can be explained by the other variables of the study. The R^2 in linear regression also tells how the regression line fits the data.

Table 7: Model summary for organizational justice and external corporate social responsibility

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.887[a]	.787	.785	13.2917175

ANOVA results in Table 8 indicated that the model predicted the outcome variable significantly well. This indicated the statistical significance of the regression model that was applied. An F statistic 401.481 indicated that the model was significant and overall the model applied could statistically significantly predict the outcome variable.

Table 8: ANOVA for organizational justice and external corporate social responsibility

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	212,788.857	3	70,929.619	401.481	.000[a]
	Residual	57,594.340	326	176.670		
	Total	270,383.196[b]	329			

Table 8 provided the information needed to predict organizational justice from external corporate social responsibility. Both the constant and organizational justice contributes significantly to the model. The regression equation was presented as follows;

$Y=\beta_o+aX_2+\beta Z+ cXZ +e$

Z=moderation

XZ=interaction term

If C is significant then Z has a moderation effect.

$Y= 49.421+1.376\ X_2+1.455Xz+0.068X_2Z$

Since p-value X_2Z coefficient was less than 0.05 then organizational justice has a significant and enhanced moderating effect on the relationship between employee commitment and external corporate social responsibility. Organizational justice in a study by Akuzum (2014) had positive and significant relations impact (β=0.55; p<0.05) on employee commitment while in a study by Krutika *et al* (2016) perceived organizational justice mediated the relationship between overall CSR and job satisfaction.

Table 9: Coefficient determination of Organizational justice and external corporate social responsibility

Coefficients[a,b]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
External Corporate Social Responsibility	1.376	.159	.721	8.635	.000
Organizational Justice	1.455	.110	.794	13.218	.000

External Corporate Social Responsibility * Organizational Justice	.068	.009	.652	-7.926	.000

CONCLUSIONS AND RECOMMENDATIONS

The study established that organizational justice had significant and enhanced moderating effect on the relationship between employee commitment and internal corporate social responsibility activities in firms listed in Nairobi stock exchange.

The study established that organizational justice had a significant and enhanced moderating effect on the relationship between employee commitment and external corporate social responsibility. This study is in agreement with the study by Lambert (2003) which concluded that organizational justice indicates the respect that the managers have for their employees and eventually builds a bridge of trust that strengthens employees' commitment to their organization. These comply with other research results by (Cihangiroglu, 2011.Ali &Jan, 2012, Bagci, 2013, Buluc &Gunes, 2014) which revealed that organizational justice affects employee commitment positively and organizational justice predicts employee commitment. It can be said that common ground of all these studies are that justice perception is considered important by employees and giving place to fairness in organizational applications has a strong effect on employees' commitment. What is important is to maintain real justice in organizations.

The research results showed that organizational justice has a positive and significant relation with employees' commitment. To reinforce organizational justice managers should attempt to plan future programs by employees' consultation and collaboration. Moreover to improve employees' commitment, it is necessary to make the factors of organizational justice clear and determined and necessary explanations should be given regarding implementing or not implementing each section. It is suggested that facilities, salaries, promotion opportunities, improvement of programs of working life quality, working responsibilities should be distributed among employees in order to develop perceived distributive justice. To improve procedural justice managers and supervisors decisions should be just, non -emotional and unbiased. To improve interactional justice, it is suggested that employees should be treated patiently and respectfully concerning their wishes and demands. Furthermore, opinion polls should be carried out to enable employees' to participate in the firms' decisions and know their views. Organizational justice issues in organizations should therefore be well managed since they are important determinants of employee commitment.

The study covered the role of organizational justice on the relationship between Corporate Social Responsibility and employee commitment to firms' listed in Nairobi stock exchange. Future studies may extend the research to one particular sector of the companies listed in Nairobi Stock exchange to obtain the generality of the findings. Second for purposes of causality, it would be interesting to replicate this study in a longitudinal design so that it could be determined if employees' participation in CSR activities on employee commitment can be sustained. Lastly future research may consider the mediating effect of Organizational culture on employees' participation in CSR activities and employee commitment.

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