ROLE OF EXTERNAL CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON EMPLOYEES' COMMITMENT IN FIRMS LISTED IN THE NAIROBI STOCK EXCHANGE

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ABSTRACT

This research endeavors to find out the role of external Corporate Social responsibility activities on employees 'commitment in firms listed in the Nairobi stock exchange. CSR is expected to play a significant role in accomplishing the effectiveness of business, the betterment of society and the preservation of the environment. Academics have already identified a few outcomes regarding external CSRs' impact on employees' attitudes and behaviors, however, studies explaining the underlying mechanisms that drive employees' favourable responses to CSR remain largely unexplored. The general objective of this study was to find out the role of external Corporate Social responsibility activities on employee commitment in firms listed in the Nairobi stock exchange. In conducting the study the approach used was descriptive survey. The researcher used questionnaires, document analysis and interviews to collect data which was analyzed using correlation analysis, descriptive analysis, multiple regression, a nova test and T-test. The target population was 53,203 employees and the research used simple random sampling to sample 381 employees. The research used Institutional theory, Resource-based theory and Social identity Theory. The research is useful to companies, surrounding communities, employees, Government and other researchers in the field of human resource management.

Key Words: *External CSR, Employee Commitment, Corporate Volunteerism, Corporate Philanthropy, Environmental Protection*

INTRODUCTION

Over the years this concept of Corporate Social Responsibility (CSR) has gained unprecedented momentum in business and public debate and has become a strategic issue crisscrossing the departmental boundaries and affecting the way in which a company does business. It has become so important that many organizations have rebranded their core values to include social responsibility. Almost all corporate websites, policies and reports talk about their endeavors' for CSR which has become a way of ensuring that the organization is fulfilling all the obligations towards society and thus is eligible for the license to operate. These activities of CSR ranging from small donations to bigger projects for social welfare practices differ from organization to organization depending on the resources available to an organization for undertaking sustainable practices (Suparn et al, 2009)

External CSR refers to corporate socially responsible for local community, business partners and suppliers, customers, public authorities and NGO's representing local communities, and the environment such as philanthropy, volunteerism and environmental protection (European Commission, 2001).Early studies and traditional Corporate practice categorized CSR efforts as discretionary activities (Caroll,1999) currently companies have started putting their concern in issues that are beyond discretionary activities such as philanthropy, volunteerism and protection of the environment (Al bdour et al; 2010).

Employee commitment is regarded as a psychological state characterizing an employee's relationship with the organization that has implications for the employees' decision to remain or leave the organization (Tzai-chenget al, 2007). Duygu, (2011) defines it as the psychological identification that an individual feels towards his or her employing organization while Meyer and Allen (1997), argued that commitment reflects an employee's relations with an organization and has implications for the decision of maintaining membership.

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).

In Kenya, a survey by Muthuri and Victoria, (2011) indicated that the integration of corporate social responsibility principles into core business practices ranged from very centralized to very decentralized in most companies. They found out that corporate social responsibility as a concept is given less attention by companies operating solely within Kenyan than those with headquarters in other countries. This may be reflective of the developing country context where the concept is still new to the business agenda. Their findings indicated that most of the community initiatives such as employee voluntary were one-off events rather than long-term partnership projects strongly linked to the core competencies of the company.

Kenyan companies are relatively small when compared with the international standards and their participation in social activities may not be pegged on their financial capability rather, their willingness and desire for strategic positioning within the society for future economic advantages and as a face saving exercise (Okoth & Cyril, 2009).The companies display different understanding and levels of commitment to CSR as demonstrated by the issues they prioritize, the range of CSR processes they employ (Muthuri &Victoria, 2010) and philanthropic responsibilities feature highly on the CSR agenda.

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. 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). However, to date remarkably little research attention has been devoted to the influence of CSR activities on employees' work attitudes (Brammer, 2007; Peterson, 2004) and it is an area that is under researched, under discussed (Tzai Zang, 2007) and remains unclear (Hae Ryong, Moon, 2010).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 found out the role of external CSR on employee commitment in firms listed in the Nairobi Stock Exchange in order to contribute to our knowledge of employee commitment resulting from CSR.

Study Objective

The general objective of this study was to find out the role of external corporate social responsibility activities on employees' commitment to firms listed in the Nairobi stock exchange. The specific objectives were:-

- To find out if external corporate social responsibility activities affect employees' commitment in firms listed in the Nairobi Stock exchange,
- To establish if the relationship between external corporate social responsibility activities and employee commitment is mediated by

organizational identification in firms listed in the Nairobi Stock exchange,

- To establish the moderating effect of organizational justice on the relationship between external corporate social responsibility activities and employees' commitment in firms listed in the Nairobi Stock exchange.

Study Hypotheses

The study seek to test the following hypothesis.

Hyp$_2$: External corporate social responsibility activities affect employees' commitment in firms listed in the Nairobi Stock exchange,

Hyp$_2$: The strength of the relationship between external corporate social responsibility activities and employee commitment is mediated by organizational identification in firms listed in the Nairobi Stock exchange.

Hyp$_3$: The strength of the relationship between external corporate social responsibility activities and employees' commitment will be moderated by organizational justice in firms listed in the Nairobi Stock exchange.

LITERATURE REVIEW

Theoretical Framework

Social Identity Theory

The social identity theory suggests that individuals derive their self-concept in part from their membership in certain social groups (Backhaus & Helner, 2002).The success and reputation of our group contribute to our self-concept (Tajfel, 1982). The employees enjoy the benefits of their employer's positive reputation but also suffer detrimental effects of their firm's negative reputation (Dulton & Harquil, 1994). According to the theory, employees' obtain a positive sense of identity when associated with firms that have positive reputation from investing in CSR and organization that has negative CSR reputation may have detrimental impact on an individual's self-concept (Peterson, 2004).The theory suggests that firms which invest in CSR may be more attractive as employers because employees' expect enhanced self-concept through associations with such firms (Albinger & Freeman, 2000;Greening & Turban, 2000; Peterson, 2000). A core tenet of social identity theory is that people seek to improve their social identity by moving to higher status groups when group boundaries are permeable. People are willing to stay loyal to their group as long as it can provide them with a positive social identity (Baumann, Skitka, 2012). When this is not the case and people are offered the possibility of changing group membership, they are tempted to do so (Doosje & Ellemens, Spears, 1999). Organizational prestige is associated with increased attractiveness of organizations during recruitment (Turban, Cable, 2003) and decreased turnover and turnover intentions (Herrbach, et al, 2004). More recently, an emerging stream of research based on Social Identity Theory (SIT) started to investigate employees' reactions to CSR initiatives and suggested a positive correlation between perceived CSR and employees' attitudes such as organizational commitment (Brammer, 2007; Peterson, 2004; Duygu, 2009).Therefore CSR activities that are highly visible to external stakeholders should be particularly effective at increasing prestige and enhancing employees' social identity. A wide range of corporate activities including philanthropy programs, production of high quality and innovative products and providing jobs for a large number of people in an area may project a positive image of the firm, enhance the firms' reputation and increase positive distinctiveness. When the community views a company in a positive light, employees' are likely to feel a sense of pride and be more likely to remain with the company (Dutton, 1994). According to the theory, if an employee starts to be proud of being a member of socially responsible organization his/her work attitudes can be influenced positively (Peterson, 2004; Duygu, 2005) and may contribute positively to the attraction, retention and motivation of employees because they are likely to identify strongly with positive organizational values (Peterson, 2004). Dutton and Dukerich (1991) found that image perceptions influence employees who use organizational images to evaluate outsiders perceptions of both the organization and themselves. Corporate image as conveyed by CSR can directly contribute to employees’ sense of self-esteem (Riordan, 1997) and may respond to the organizational success as a matter of their own personal success and compare their organization with others. If employees perceive their organization as being a socially responsible member of society, the sense of belonging to this favourable reputable organization can enhance their self-concept (Brammer, 2005; Albinger, 2000; Greening, 2000; Peterson, 2004).

The reviewed studies indicate that social identity theory and its underlying self-enhancement process is a good framework for explaining CSR's impact on employees' attitudes (Brammer, 2007; Peterson, 2004; Duygu, 2009).Specifically these studies argue that CSR initiatives can reflect a positive organizational image that enhances employees' pride and willingness to be associated with such a reputable organization (Peterson, 2004; Duygu, 2009). Individuals want their work to not only meet their own needs, but also the needs of the community and society at large (Benveniste,2000) and organizational membership can become an important dimension of an individual's identity as employees respond to organizational achievements as reflective of their own personal achievements (Duygu, 2009). Social identity theory explains why actual employees care about CSR initiatives developed by companies. CSR activities reveal an organizations character and is not only fundamental and relatively enduring but more distinctive than other corporate activities (Sen & Bhattarcharya, 2001). In this study, the researcher established how external CSR activities enhanced organizational identity of employees' hence their commitment to companies listed in the Nairobi Stock Exchange.

Resource Based Theory of the Firm

A theoretical perspective which seems to be helpful in analyzing the contribution of corporate social responsibility to organizational commitment of employees is the Resource-based view of the firm (Dooreward, 2000).The Resource based view of the firm grew out of Edith Penrose's (1959) book *The theory of the growth of the firm*. She recognized that firms had resources or capabilities that were unique to them, depending on, among other things the origins of the firm and the paths firms had taken in their growth (Falkenberg, 2012). The Resource based perspective suggest that firms generate sustainable competitive advantage by effectively controlling and manipulating their resources and or capabilities that are valuable, rare, cannot be perfectly imitated and for which no perfect substitute is available. Human resource activities including that which improve employee attitudes on workplace quality are seen as fulfilling these four characteristics (Ballou, 2003, Fulmer 2003, Wright, 2001). A resource is valuable if it enables the firm to respond to environmental threats and opportunities, to exploit opportunities and neutralize threats. A rare resource is one that is controlled by only a small number of competing firms while inimitability is when a resource is not able to be obtained or developed by firms not possessing it. The firms' policies and procedures should be organized to support the exploitation of its valuable, rare and costly to imitate resources. When a resource or capability is valuable, rare and non-imitable it leads to a firm’s strategic advantage, if it is organizable, then strategic advantage can be sustainable (Barley, 1991). Resource based theory suggest that sustained competitive advantage is based on the attraction, accumulation and retention of resources that are difficult to substitute and hard to imitate (Hart 1995, Prahalad; 1990) and the retention of workers is seen as central to the maintenance of a firm' specific advantages (Lado, 1994; Pfeffer, 1994). Roberts and Dowling (2002) believe that CSR activities can lead to high quality intangible assets such as reputation, which can be linked to sustained superior performance in line with the resource based view (Barney, 1991). In effect CSR can have positive effects on employees' motivation and morale as well as on their commitment and loyalty to the firm (Branco, 2006). Socially responsible employment practices such as fair wages, clean and safe working environment, training opportunities, health and education benefits for workers and their families, provision of childcare facilities, flexible work hours and job sharing can bring direct benefits to a firm by increased morale and productivity while reducing absenteeism and staff turnover thus saving for recruitment and training of new employees (Branco, 2006). CSR activities that result in developing a good reputation for a firm are often hard to imitate. Reputation is an accepted and valued intangible asset (Vilanova, 2009). For reputation to be hard to imitate implies that it is not based on a single CSR activity but a program of activities often based in the values of the firm. Firms that have a good reputation for their CSR activities have leveraged that resource and thus can expect to achieve sustainable competitive advantage. Firms need to recognize that the inimitability as well as the leveraging of CSR activities needed for leading sustainable competitive advantage may be related to reputations built on a program of CSR activities (Falkenberg, 2012). From a Resource based theory, corporate social responsibility is seen as providing internal or external benefits or both. Investments in socially responsible activities may have internal benefits by helping a firm to develop new resources and capabilities which are related namely to know how and corporate culture (Branco, 2006). In effect, investing in social responsible activities and disclosure has important consequences on the creation or depletion of fundamental intangible resources namely those associated with employees. Firms with good social responsibility reputation may improve relations with external actors and attract better employees or increase current employee's motivation, morale, commitment and loyalty to the firm. Firms need to evaluate their CSR activities to find out if they add value (Porter, 2006) if they do not, they can lead to strategic disadvantage because the resource used can be better placed elsewhere. The essential test that should guide CSR is not whether a cause is worthy but whether it presents an opportunity to create shared value that is a meaningful benefit for society that is also valuable to the business (Porter, 2006). Firms must evaluate their CSR activities in terms of the value these activities create, both for the firm and the society. If no value is created, then CSR activities will not lead to higher performance but can lead to lower performance. This research applied the Resource based theory to establish the mediating effect of organizational identification on the role of external corporate social responsibility activities on employees' commitment to firms listed in the Nairobi stock exchange.

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). The growing literature linking CSR and institutional theory focuses mainly in two areas: Macro-institutional pressures that influence firms to engage in CSR and evidence of institutionalization (Bondy, 2012). Different societal actors in the profit, non-profit and public sectors encounter define and influence the institutional norms, values and regulation in the institutional environments they operate and only when these actors accept a shared definition of socially responsible behavior can we say that institutionalization has occurred (DiMaggio & Powell, 1983). Institutions provide the logistics of appropriateness and instrumentality for implementation and evaluation of CSR (Sethi, 1979). Institutional determinants for socially responsible corporate behavior include: public and private regulation, the presence of NGO's and other independent organizations that monitor behavior, associative behaviour amongst corporations themselves and organized dialogues amongst corporations themselves and their stakeholders (Campbell, 2007; Matten & Moon, 2008).These institutions determinants affect the uptake and practice of CSR and promote or hinder CSR agendas (Muthuri & Victoria, 2011). Studies focusing on macro-institutional pressures tend to investigate broad societal pressures on corporate engagement in CSR and use these to demonstrate how CSR varies in particular contexts. They illustrate the influence of such things as high-impact industries (Jackson& Apostolakou, 2010), health of the economy (Campbell, 2007) or features of particular stakeholders such as communities (Marquis, 2007), activist groups (Denhond & Debakker, 2007) and governments (Gond, 2011) on corporate engagement with CSR activities. Business is not considered to be an active participant in creating these pressures (Tempel &Walgenbach, 2007) which receive and then respond to pressures for particular CSR activities coming from outside the organization. Those making exceptions to these theorize that in the absence of strong external pressures, managers will either adopt certain CSR-like activities to enhance the firms' reputation or ignore it altogether (Campbell, 2007).;/While mainstream CSR literature recognizes the value-based approach where business engages in CSR based on the values of particular employees' (Maignan & Ralston, 2002; Windsor,2006; Aguilera, 2007) it is under-represented in the literature linking CSR and institutional theory. The existing CSR and institutional theory literature suggests that CSR is done either by passive firms pressured by stakeholders or because it improves profitability. Therefore, the researcher established whether CSR has been institutionalized in firms listed in the Nairobi stock exchange hence commitment of their employees.

Conceptual Framework

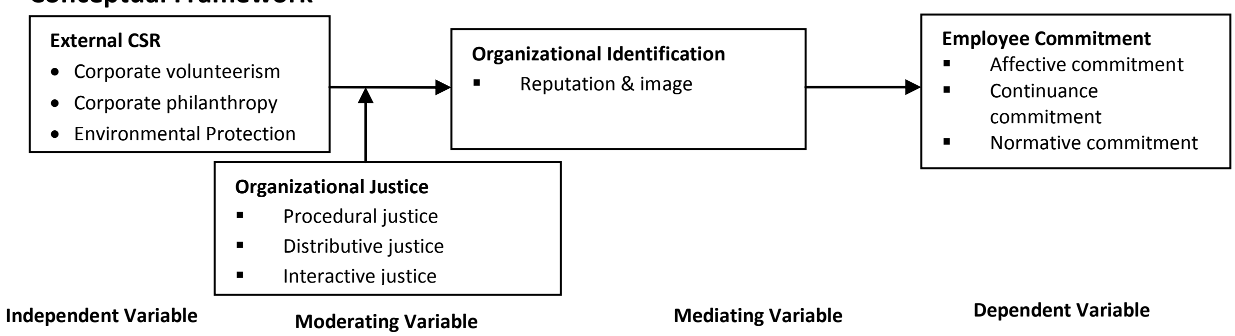

Figure 1: Conceptual Framework

Corporate philanthropy

Corporate philanthropy is synonymous with the monetary and non-monetary contributions, corporate sponsorship of community and non-profit events, and donation of material or services in kind (Albdour et al; 2010). Caroll (1991) states that philanthropic responsibilities encompass those actions that are in response to society's expectation that businesses be good corporate citizens. Corporate philanthropy may occur in many forms for example direct contributions to non-profit institutions, developments of partnership with selected non-profit institutions or non-governmental entities strategic to their business and social goals, cause-related marketing, employee matching gift programs, scholarship programs, contribution of employer management or technical expertise and the provision of in-kind services (Genest, 2005). It focuses more on issues within the corporation's discretion to improve the quality of life of employees, local communities and ultimately society in general (Mattila, 2000).

Companies may be involved in corporate philanthropy for various reasons (Albdour et al; 2010). For example some corporations are of the opinion that philanthropy can benefit top managers by enhancing their reputation within their social circles or furthering their political and career agendas.

Werbel et al 2002 concludes that giving programs can be planned to improve brand name recognition, activate productivity of critical employees, enhance corporate reputation among investors, moderate regulatory scrutiny and ensure community cooperation. Besides (Haley, 1991) stated that corporate involvement with philanthropic actions leads to improved image and reputation for the concerned corporations. Choi et al (2007) indicated that such positive social image and reputation lead to enhanced morale among employees and greater loyalty among suppliers and customers and may also influence regulators and government officials in ways that benefit corporations financially. Corporate philanthropy is a catalyst for positive development for both the company and the concerned community (Albdour et al; 2010).

Choi and Wang (2007) discovered that corporate involvement with philanthropic actions led to a positive image and an improved reputation for the corporations concerned. It was also proven that such positive social image and reputation lead to enhanced morale among employees and greater loyalty among suppliers and customers and they may also influence regulations and government officials in ways that benefit corporation financially.

Environmental protection

Environmental protection is a practice of protecting the environment on an organizational level, for the benefit of the natural environment and (or) humans (Wikipedia 2009). Society is increasingly aware of companies CSR performance and therefore environment protection becomes one of the core elements of CSR where within the pyramid of corporate social performance (Caroll 1991). Environment protection can be placed within the layer of legal responsibilities. Legal responsibility is required by business by society to obey all laws, adhere to all regulations, environmental and consumer laws, and laws protecting employees (Caroll et al; 2006).

Stakeholders are influencing corporate preference and motivating corporate decision makers to pay more attention to environmental issues such as enhanced regulatory compliance to reduce the corporations negative environmental impacts of hazardous emissions in the communities where they are located, adoption of pollution prevention and clear manufacturing practices to prevent pollution from occurring, redesign of products and processes to achieve more beneficial environmental impacts for customers and communities, materials reduction and recycling and reuse and resource conservation (Rondinelli et al; 2000). According to Schiebel et al; 2003 environment protection led to many favourable outcomes such as enhanced organization reputation, reduced costs, managed risks associated with environmental problems and improved financial performance.

Corporate Volunteerism

The contribution of human resources, time and skills to benefit the community and non – profit organizations or events is known as corporate volunteerism. Corporate volunteerism may involve the corporations directly volunteering to participate in community initiatives or even where the employees themselves volunteer out of their own accord. Based on the fact that corporate volunteerism is capable of offering many benefits, many companies today have established programs to encourage employees to volunteer in the communities in which they operate. The objectives are to build goodwill for the company in the community, provide employee training and skill building experience and strengthen employee recruitment, morale and loyalty (Albdour et al; 2010).

Companies may encourage their employees to get involved in voluntary work by providing a range of incentives for volunteering including paid time off, companywide volunteer days or weeks, recognition programs and matching contributions to non-profit organizations where volunteers contribute. The effects of volunteerism are positive and can lead to higher employee morale, which in turn leads to higher productivity. In addition, 'giving back' to the local community might make it easier to attract desirable employees. Companies strive to become good corporate citizens and encourage employee volunteerism because it makes good business sense and shows current and would be employees the value of the organization (Walker, 2007).

CSR initiatives being voluntary investments made by companies for the welfare of community, consumers and employees, these investments for the welfare of others are signals that induce expectations that the company will treat employees with the similar level of care and benevolence in the future (Rego etal; 2010).Studies have shown that employees' contribution for time and talent, involvement in social activities and volunteer programs enhances the organization's reputation and public image (Hess, 2002; Peterson & Wild, 2004). Employees' expectations and beliefs that their organization will treat them with care in the future and that their organization will not take any action detrimental to their interest invoke an emotional attachment and commitment of employees to their organization (Omer et al; 2013). Therefore in this research it is hypothesized that:

Hyp 1: External corporate social responsibility activities affect employees' commitment in firms listed in the Nairobi Stock exchange.

CSR and Organizational Identification: Corporate Reputation and Image

Organizational identification can be defined as the degree to which organizational members perceive that an organization shares their defining attributes (Ashforth & Mael, 1989;Pratt, 1998). A survey even suggested that MBA's were willing to forgo financial benefits in order to work for a corporation with a good reputation for CSR (Montgomery & Ramus, 2003). CSR can therefore, be seen as a useful marketing tool for attracting the most qualified employees and is an important component of corporate reputation (Fombrun & Sharley, 1990). According to Collier and Esteban (2007) employees can evaluate attractiveness of the company's identity and form identification in two ways: (a) Self-evaluation in which employees' identify themselves with a company if they perceive that its attributes are attractive and (b) Reflected evaluation in which employees' believe that outsiders have a positive perception of their company, therefore they are able to feel proud in their affiliation with their company and in turn intensify their identification with the company. Many companies have realized that in order to stay competitive they must manage the identification their employees' have with the company (Cardador & Pratt, 2006). Researchers have found that the degree to which employees' identify with a company is based on others admiration of the company (Bartels, 2007; Larson, 2008). Corporate identity entails a reputation more so when companies develop their identity and communicate it to employees' these companies acquire a good reputation (Dowling, 2004). Organizational membership is an important dimension of an individual's identity (Duygu, 2009) and according to social identity theory; employees obtain a positive sense of identity when associated with a firm that invests in CSR. According to Social identification theory, social identification corresponds to the psychological process through which individuals classify themselves into various social groups of reference (nation, organization, political or religious affiliations) in order to reinforce their self-esteem and overall self-concept (Hogg & Terry, 2001). Corporate social responsibility affects organizational identification because it can influence the amount of value similarity or dissimilarity people perceive between themselves and the organization. Activities that demonstrate commitment to specific values such as philanthropy, support for particular causes, environmental stewardship and efforts to promote diversity within the company are likely to have the greatest impact on employees' who share those values (Baumann & Skitka, 2012). Employees who feel that they truly belong to an organization internalize responsibility for its success and are willing to work hard to achieve the organization's goals. Therefore CSR that satisfies belonging needs should be positively associated with performance and organizational citizenship behavior (Podsakoff & Mackenzie, 2006). Stawiski et al (2010) proposed that in order to yield maximum benefits of CSR, employees should be involved in decision making regarding which actions should be undertaken relating to environment, community, employees themselves and the likewise. The more employees are influenced by CSR actions, the higher will be their commitment and consequently it will enhance their productivity. Moreover, CSR itself is having positive effects on organizational performance by building positive reputation of the corporations with other stakeholders including customers, investors, suppliers, government, which results in favourable decisions by these stakeholders in respect of corporation. Carmeli et al (2007) demonstrate that perception of CSR positively influence organizational identification which in turn impacts job performance. Rodrigo and Arenas (2008), Jones (2010), Roeck and Delobbe (2012) and Clavas and Godwin (2012) suggest that CSR has a positive influence on organizational identification. The study of corporate identity has attracted increasing interest from scholars and practitioners due to its potential strategic value for companies (Melawan, 2006). In addition CSR initiatives enhance the employees' commitment to the organization (Brammer, 2007; Peterson, 2004) and their identification with the company (Collier &Esteban, 2007; Rodrigo & Arenas, 2008). Although a few quantitative studies have begun to demonstrate that the CSR initiatives of a firm also generate employee-company identification (Berger, 2006) little is known about the role of CSR initiatives on employee company identification. Moreover, with a few exceptions (Bhattacharya, 2008) the relationship between employee-company identification and commitment to the firm has not been emphasized in a CSR context. Recent studies have shown evidence of positive relationships between corporate involvement in social causes and reputation and company image (Hess et al; 2002, Sen & Bhattacharya, 2001).In addition, many companies show an eagerness to display their CSR policies and initiatives with a view to enhance their corporate image (Maignan &Ralston, 2002). In addition, many companies readily perceive the accruing benefits of being seen as socially responsible and attach importance to reporting their CSR activities even using different media channels to communicate their activities to stakeholders (Sweeney & Coughlan, 2008).Organizational image promotes the identification of employees with their organization (Smidts et al; 2001) as an employee is likely to develop a strong bonding to his/her organization that holds a favorable prestige (reputation). Since social identity theory indicates that employees will be proud to identify with organization with a positive reputation (Maignan & Ferell, 2001), a positive relationship between organizational identification and CSR may therefore be posited. A powerful tool like CSR not only enhances the brand image and reputation of the business but also leads to improvement in sales and customer loyalty and increased ability to attract and retain employees' (Suparn et al; 2009). Hence the research hypothesizes that:

Hyp$_2$: The strength of the relationship between external corporate social responsibility activities and employee commitment is mediated by organizational identification in firms listed in the Nairobi Stock exchange**.**

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 et al (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 working conditions, establishing fair wages and nondiscrimination policies. Employee justice perceptions theory (Cropanzano 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 (Aguilera et al; 2007). 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 Snyder (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. Many studies have demonstrated that employees, who feel underpaid, tend to steal company property in order to counteract the company's perceived unfairness (Greenberg 2002).This study therefore hypothesizes that:

Hyp$_3$: Organizational justice moderates the relationship between external CSR and employee commitment.

CSR and Employee Commitment

Meyer and Allen (1997) defined Organizational commitment as the psychological identification that an individual feels towards his or her employing organization. It reflects on employee's relations with an organization and has implications for the decisions of maintaining membership. Employee commitment as an empirical construct is regarded as a psychological state characterizing an employee's relationship with the organization that has implications for the employees' decision to remain or leave the organization (Tzai, 2001).This form of commitment reflects the employee's acceptance of the goals of the organization and willingness to engage in behavior that are specified in the job description as well as those that are considered to be beyond the job expectations. Research has shown that employee commitment is related to a number of organizational outcomes (Albinger & Freeman, 2000; Peterson, 2004). A study by Dawkins (2004) stated that corporate social responsibility contribution attracts motivated potential employees and improves commitment level of existing employees. Brammer (2007) noted that CSR increased employee commitment which is a force that binds individual to a course of action that is of relevance to a particular target. Employee commitment has been treated as three dimensional construct involving Affective, Continuous and Normative components (Perez & Rodrigues, 2011). Affective commitment refers to an employee's positive emotional reaction to the organization (Watson & Clark, 1997). According to Perez and Rodrigues (2011) affective commitment is an emotional attachment to, identification with and involvement in the organization. Affective commitment (want to remain) is driven by attachment to the organization and based on personal identification, value congruence with the target (Collier & Esteban, 2007) and covers the individual's attachment to social relationships and the organization (Smeenk, Eisinga &Dooreward, 2007). It develops when an individual becomes involved, recognizes the value driven relevance of and/or derives his/her identity from the organization. Turker's study (2009) on employees' affective commitment, demonstrates that CSR initiatives directed at different stakeholder groups (customer, employees, government, environment) can influence employees' attitudes. Affective commitment is related to employee performance when judged by employees and supervisors or measured using objective indicators (Meyer & Herscovitch, 2001; Sliders & Dharwadkar, 2001) as well as employee withdrawal (Carmel & Gefen, 2003) and turnover intentions. Research shows that affective commitment has the strongest positive correlation with job performance, organizational citizenship behavior and attendance, (Meyer, 2004). Peterson (2004) found that perceived CSR was a better predictor of affective commitment than was organizational tenure, gender, age and firm size. Herbach and Mignonac (2004) highlighted that perceived external prestige can be related to employees' affective commitment which is based on the identification suggesting that good reputation is the symbolic rewards' of organizational membership. Consequences of affective commitment include altruism, compliance, support of one's supervisor and motivation to engage in organizational citizenship behavior (Meyer & Schoorman,1992; Shore &Wayne, 1993).If employees' see that the company has self-defining values such as being a good citizen they see themselves as part of it (Rodrigues &Arenas, 2008). Brammer (2007) observed that CSR and affective commitment remained significant after controlling for job satisfaction. Employees with strong affective commitment stay with an organization because they are emotionally attached to the organization (Tzai-Zang et al; 2007).Meyer and Allen (1984) reported that older workers exhibited more affective commitment while Kooij, Jansen, Dikkers and Delange (2009) suggested that older workers may exhibit higher organizational commitment because they have fewer alternative employment opportunities but Vitell and Singhapakali (2008) reported that age only affects organizational commitment through job satisfaction. The link between affective component and CSR is more precise based on the social identity theory (Duygu, 2009). Being a member of favorably reputable organization can enhance employees' social identity and influence affective component (Duygu, 2007). Continuance commitment refers to employees' perceptions of the costs associated with leaving an organization (Tzai-Zang et al; 2007).Employees with high extroversion tend to be more socially active, develop more social contacts and get more chance of promotion than introverts. Hence, the costs of leaving firms are increased which result in the significant impact of extroversion on continuance commitment.

Empirical Review of Literature

Recently a handful of studies have begun to explore the impact of CSR from the perspective of internal stakeholders including employees. Research by Omer et al (2013) established a strong positive relationship of commonly focused CSR actions with organizational identification and trust. Hae-Ryong kim, Moon and Namin (2010) study revealed that when a company’s CSR initiatives satisfy-employees psychological needs, people tend to identify themselves with the company. The researchers suggested that CSR initiatives are strategically valuable especially when firms try to establish identification with their employees. Ample research is available on the influence of corporate social responsibility on employee commitment. Studies by (Turban & Greening, 1996; Albinger & Freeman, 2000; Greening & Turban, 2000; Backhaus, 2002; Peterson, 2004; Dawkins, 2004) indicated that corporate social contributions improve commitment level of existing employees. The study by Duygu (2009) indicated that employees prefer to work in socially responsible organizations and their organizational commitment level is positively affected by CSR to society, natural environments, next generations, non-governmental organizations, employees and customers. The growing importance of internal CSR is evident in many academic researches. In his findings, (Welford, 2005) maintains that a clear set of internal CSR includes non-discrimination, equal opportunities and fair wages, vocational education, association and human rights.Al-bdour, Ellisha, & SohKeng (2010) examined the relationship between corporate internal social responsibility and organizational commitment. The study called future studies to pay greater attention to such internal social responsibility practices as education and training, human rights, safety and wellbeing life-work balance and variety in the workplace (Self Obeid et al, 2011). Recent studies on organizational justice have dwelt on how employees perceive the treatment of both the self and others by the organizational stakeholders and also how the organization treats the external stakeholders (Cropanzano et al; 2001). Rupp (2011) while devising for organizational justice studies says that employees' will "look in", "look around" and "look out" when forming perceptions about organizational justice "looking in" refers to how employees perceive the treatment of self by stakeholders, including the organization, the supervisor, coworkers, customers. "looking around' refers to the interactions between the organization's members and how these interactional processes lead to collective justice perceptions. "Looking out" refers to how organizational employees perceive treatment of others by the organization. They are formed when employees witness an organizational affiliate fall victim to injustice. This is often third party in (justice) perceptions. Positive perceptions formed by a "looking in" employee can boost organizational attractiveness; attract high quality potential employees, lead to employee organizational commitment, job satisfaction and improved employee performance (Booth et al; 2009). Positive perceptions formed by a "looking around" employee can lead to psychological feelings of belongingness (Rupp, 2011) and provide opportunities for more employee involvement in CSR activities like employee volunteerism and personal contributions to various causes (Aguilera, 2010). Such activities will tighten the bond between the employees and employers leading to overall organizational success. Third party justice ("looking out") can be viewed from the moral perspectives whereby organizations are expected to do the right things to their external stakeholders (Rupp, 2011). When employees perceive anything to the contrary, they are bound to react negatively hence affect the organization's performance in one way or another.

RESEARCH METHODOLOGY

In order to understand and establish reliable results, 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. This 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

Correlation analysis of external corporate social responsibility and employee commitment.

The objective of the study sought to find out if external corporate social responsibility activities affect employees' commitment in firms' listed in the Nairobi stock exchange. The visual examination of the scatter plot in Figure 4.3 shows that there is a positive linear relationship between external corporate social responsibility and employee commitment. These imply that employee commitment increases with increase in employees' participation in external corporate social responsibility activities and decrease in external corporate social responsibility activities will lead to decrease employee commitment.

These findings agree with those of Brammer et al (2007) which showed a positive link between external CSR and employee commitment. They suggested that since external CSR is discretionary and has no direct positive effect on employees, the link to organizational commitment must be through enhanced personal identity as described in social identity theory.

Figure 2: Scatter plot of the relationship between external corporate social responsibility and employee commitment.

Pearson correlation test was conducted to verify existence of corporate social responsibility activities and employee commitment. The findings in Table 1 show a positive and significant correlation of 0.125 between external corporate social responsibility and employee commitment. This implies that an increase in external corporate social responsibility will lead to an increase in employee commitment.

Table 1: Correlation between external corporate social responsibility and employee commitment

Equation	Pearson Correlation	Parameter Estimates					
		R Square	F	df1	df2	Constant	b1
Linear	.125	.016	5.157	1	327	22.670	.224
Sig.	.024			.024		.000	.024

The results of regression analysis revealed that there is a significant positive relationship between external corporate social responsibility activities and employee commitment. Table 1 provides the R and R^2 Values. The R^2 Value of 0.16 indicates how much of the variations in dependent variable, "Employee commitment " can be explained by the independent variable, "external corporate social responsibility", In this case, 16% can be explained by external corporate social responsibility while the rest of the variation 84 percent could be explained by other variables such as organizational justice and organizational identification. The R^2 in linear regression also tells how the regression line fits the data.

The F statistic of F 5.157(P-Value=0.001) indicated that the model was significant. This indicates that the overall the model applied can statistically significantly predict the outcome variable.

The regression equation is presented as follows;

Employee commitment = 22.670+0.224 ECSR

Conclusion

Therefore $\mathbf{H_I}$ that external corporate social responsibility activities affect employees' commitment in firms listed in the Nairobi stock exchange is supported.

Organizational justice moderating external corporate social responsibility against employee commitment.

Table 2 provides the R and R^2 Values. The R^2 value of 0.787 indicates 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 2: 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 2 indicate that the model predicts the outcome variable significantly well. This indicates the statistical significance of the regression model that was applied. An F statistic 401.481(P-Value=.001) indicated that the model was significant. This indicates that the overall the model applied can statistically significantly predict the outcome variable.

ANOVA results in Table 3 indicate 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(P-Value=.001) indicated that the model was significant. This indicates that overall the model applied can statistically significantly predict the outcome variable.

Table 3: 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 3 provides 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 is 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 is 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.

Various studies conducted in different countries and cultures have already documented a positive relationship between organizational justice perceptions and organizational commitment (Lambert et al, 2007). A study by Akuzum (2014) indicated that organizational justice had positive and significant relations impact (β=0.55; p<0.05) on employee commitment. An increase in organizational justice causes increase in employee commitment (Loi et al, 2006) while a decrease cause a decrease in commitment. Brammer et al (2007) study indicated positive relationship between justice and employees job satisfaction. A study by Krutika et al (2016) showed that perceived organizational justice mediates the relationship between overall CSR and job satisfaction .According to the authors this suggests that CSR signals the organizations investment in acting in a fair and just manner thereby leading to positive work attitudes.

Table 4: Coefficient determination of Organizational justice and external corporate social responsibility. Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	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

Organizational identification mediating external corporate social responsibility against employee commitment

STEP ONE: Test if X (External CSR) predicts Y (Employee commitment)

To test if X predicts Y X (External CSR) predicts Y (Employee commitment) the regression equation is presented as follows:

Y (Employee commitment) =a + b X (External CSR)

Y =22.670 +.224X (External CSR)

Since p-value for the coefficient of X (External CSR) is less than 0.05,it is clear that X(External CSR) predicts Y(Employee commitment).

Table 5 :Correlation between organizational identification and external corporate social responsibility

Equation	Pearson Correlation	Parameter Estimates R Square	F	df1	df2	Constant	b1
Estimate	.125	.016	5.157	1	327	22.670	.224
Sig.	.024			.024		.000	.024

STEP TWO: Test if X (External CSR) predicts Z (Organizational identification)

To test if X (External CSR) predicts Z (Organizational identification) the regression equation is presented as follows:

Z (Organizational identification) = a + b x (External CSR)

Z (Organizational identification) =9.953 +.121X (External CSR)

Since P-Value for the coefficient of X (External CSR) is less than 0.05, it is clear that X (External CSR) predicts Y (Employee commitment)

Table 6: Regression analysis between organizational identification and external corporate social responsibility

Equation	Pearson Correlation	Parameter Estimates R Square	F	df1	df2	Constant	b1
Estimate	.145	.021	7.065	1	327	9.953	.121
Sig.	.030			.008		.000	.008

STEP THREE: Test if X (External CSR) still predicts Y (Employee commitment) when Z (Organizational identification) is in the model

To test if X (External CSR) still predicts Y (Employee commitment) when Z (Organizational identification) is in the model, the regression equation is presented as follows:

Y (Employee commitment) = a +bX (External CSR) +CZ (Organizational identification)

Y (Employee commitment) =3.362 + - 0.011(External CSR) +1.940(Organizational identification)

X (External CSR) still predicts Y (Employee commitment) when Z (Organizational identification) is in the model

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897[a]	.805	.804	5.6891542

Table 8: ANOVA for organizational identification and external CSR

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	43568.105	2	21784.053	673.044	.000[a]
	Residual	10551.471	326	32.366		
	Total	54119.576	328			

Table 9:Coefficient determination of organizational identification and external corporate social responsibility.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.362	.849		3.961	.000
	External Corporate Social Responsibility	-.011	.045	-.006	-.243	.808
	Organizational Identification	1.940	.053	.898	36.334	.000

Conclusion

Therefore organizational identification mediates the relationship between external corporate social responsibility and employee commitment. Various researchers have shown that there exists a correlation between perceived external prestige and organizational identification (Bergami & Bagozzi, 2000, Smidts et al 2001). Each of the study specifies that the more positively employees think that the status and prestige of their organization is viewed by the outside world ,the more positive they are towards their organization and the stronger they identify with it (Bartels et al,2007).

This agrees with the study by Rodrigo and Arenas 2008), Jones (2010), Roeck and Delobbe (2012) and Glavas (2012) which suggested that External CSR has a positive influence on organizational identification. The study agrees with the study by Osveh et al (2015) which showed that organizational identification mediates the relationship between external CSR and employee engagement and the mediation effect was statistically significant.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

The study established a positive linear relationship between external CSR activities and employees commitment. This study agrees with findings by MIAO LI (2012) which indicated significant positive relationship between CSR and employee organizational commitment as a whole and found positive relationship between each aspect of CSR and different dimension of organizational commitment.

The study established that organizational identification completely mediates the relationship between external corporate social responsibility and employee commitment. The findings agreed with by MIAO LI (2012) that organizational identification plays intermediary role between the relationship of corporate social responsibility and employee commitment.

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.

Managerial implication of the Study

The Managers in companies listed in Nairobi stock exchange should encourage employees to actively participate in external corporate social responsibility activities such as cultural arts, sports and other voluntary activities. This will improve the reputation and image of the firms which will lead to attraction of potential employees and retention of the current staff. There is need for companies to start mentorship programme to enable staff to share their management and technical skills. In addition, the companies should also consider sponsoring bright and needy students of member's' of staff by establishing staff dependents scholarship programmes.

Companies should build and improve information communication mechanisms of Corporate social responsibility activities in order to promote employees participation in CSR. The managers of companies listed in Nairobi Stock Exchange must involve the employees in the design and implementation of CSR activities .This will enhance their sense of unity and togetherness. When employees are involved in the design and implementation of CSR they will view the CSR activities as their own therefore ensuring their success and commitment to their firms.

This research indicates that when employees perceive that their organization takes part in socially responsible actions, they are more likely to identify with their organization. Further, this identification toward their organization tends to translate into employee commitment. Therefore, the managers should incorporate employee volunteerism in their larger employee development programs. The volunteerism should be carefully matched with the employees' talents and interests and the employees should be made to feel responsible for the success of the endeavor.

Recommendation For Further Studies

The study covered the role of external CSR activities on employee commitment to firms' listed in Nairobi stock exchange. First future research may be conducted to address the limitations outlined in this research. 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. This is because there may be significant variations in employee participation in external CSR activities in private and public firms and this will most probably show different results. The comparison will illustrate drastic disparities in employee commitment level of both sector employees. In addition this research could be replicated in other countries to find out the role of Internal and External CSR activities on employee commitment in companies listed in Stock Exchange in their respective countries.

Second for purposes of causality, it would be interesting to replicate this study in a longitudinal design so that it could be determined if the role of employees' participation in internal CSR activities on employee commitment can be sustained

Thirdly, future study should find out the amount of money the companies listed in Nairobi Stock Exchange use for their external corporate social responsibility activities and their effect on employee commitment.

Lastly future research may consider the mediating effect of Organizational culture on employees' participation in CSR activities and employee commitment.

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