

ORGANIZATIONAL JUSTICE AND DECISION TO REMAIN IN EMPLOYMENT RELATIONSHIP AFTER RETIREMENT: MODERATING EFFECT OF EMPLOYEE PERSONALITY

Joseph Kiprono Kirui

Lecturer, School of business and economics
University of Kabianga, KENYA

ABSTRACT

The Number of employees opting to remain in employment after attaining retirement age is increasingly becoming more and more and the need to investigate the contribution of work factors and particularly organizational justice is necessary. Retiring employees are rich in experience and wealthy in knowledge and their decision to continue to avail this important resource to the organization is not only good for the concerned company but the economy in which this occur. The purpose of this study is to analyze the contribution of organizational justice to people's decisions to remain in employment relationship long after attaining retirement age with personality of the individual as a moderating factor. The views of retired civil servants in Kenya were used in this study. The study, grounded on continuity theory used a sample of 397 retirees drawn from a population of 6447 spread across five counties in Kenya. Self-constructed interview schedule and questionnaire were used to gather data after its reliability was established through test-retest method. The findings indicated that organizational justice is positively related to employee decision to remain in employment and employee personality has no moderating effect on this relationship. However, four (4) dimensions of personality have a moderating effect on the relationship and only one (1) does not. The study recommends a further study be done on the contribution of non-work factors to retirees' decision to remain in employment relationship after attaining retirement age.

Keywords: Organizational justice, Postponed retirement, personality.

INTRODUCTION

The world has witnessed an increase in number of people working beyond retirement age (OECD, 2009). This is a complete reversal of the earlier trend where employees opted to retire early (Bal and Visser, 2011;Bal. , De Jong, Jansen and Bakker, 2011). Scholars attribute this change of trend to increase in life expectancy in developed countries which stands at 80 plus years (Combs et al., 1999; Repass, 1999) . Owing to increase in life expectancy, most people live for between 20 and 30 years after retirement. The increase in life expectancy witnessed in the rest of the world has also occurred in Kenya. In 1963 life expectancy in Kenya was 40 years (GOK, 1994c; in Kimalu et al., 2004) but it has since improved to 61 years (Netherlands Enterprise Agency, 2016) a level that compares favorably above those of most other African countries.

The picture painted by the sampled studies indicates that older employees sooner or later would form a critical lot of Kenyan workforce that cannot be ignored. Ordinarily employees are

supposed to exit from employment relationship upon attaining the set retirement age but the world has witnessed more and more employees remaining in employment relationship long after attaining set retirement age (Beehr et al, 2011). While this is attributable to increase in life expectancy (Combs et al., 1999; Repass, 1999) the effect of organizational justice with employee personality moderating the relationship cannot be ruled out. The purpose of this study was to determine the moderating effect of employee personality on the relationship between organizational justice and employee decision to continue in paid employment after retirement age. To achieve the objectives of this study, the following hypotheses were tested: H₀₁: Organizational justice has no significant effect on employee decision to postpone retirement and H₀₂: Employee personality has no moderating effect on the relationship between Organizational justice and employee decision to postpone retirement

LITERATURE REVIEW

Organizational justice comprise of distributive justice and procedural justice (Padmakumar Ram and Prabhakar, 2011). Distributive justice deals with the ends achieved (what the decisions are) or the content of fairness, whereas procedural justice is related to the means used to achieve those ends (how decisions are made) or the process of fairness. Scholars have argued that procedural justice influences the evaluation of the organization and its authorities (that is, trust in supervision and organizational commitment) (Cropanzano and Folger 1991; Sweeney and McFarlin 1993).

For organizations to create nostalgic environment, it is especially important to be predictable and consistent in terms of the distribution of rewards as well as the procedures used to allocate them. While distributive justice pertains to one's perception of the fairness of decision outcome, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources (Colquitt et al 2001). Research on fairness in organizations laid emphasis on procedural fairness in the late 1980s (Ambrose 2002). A review of organizational justice research found that justice perceptions are related to organizational outcome such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance (Colquitt et al. 2001). When employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles through greater levels of engagement. On the other hand, low perceptions of fairness are likely to cause employees to withdraw both psychologically and physically and disengage themselves from their work roles. However, previous research has not tested the relationship between organizational justice and employee decision to continue working in the same organization or elsewhere after retirement age

Two kinds of organizational justice have been distinguished namely: Distributive justice and Procedural justice. Distributive justice deals with employees' perceptions of the rewards they experience and is reflected in how employees perceive hiring decisions, the outcome of performance appraisals, requests for pay rise or promotion, decisions about downsizing, layoffs, etc. The overarching concept of distributive justice derives from equity theory (Adams, 1963), which purports that individuals compare their rewards to their output and with the output and rewards of other workers. Procedural justice is about the perceived fairness of procedures such as disciplinary procedures, promotion procedures etc.

METHODOLOGY

This study adopted *ex post facto* design. This design answers the 'why' question and involves developing and explanation of causal relationship between independent and dependent variables after the fact (De Vaus, 2001). The study targeted 6447 retired civil servants drawn from five counties of Kenya namely Nakuru, Kisii, Uasin-Gishu, Baringo and Kakamega. These counties were selected because they had the highest number of retirees. A sample of 397 retired employees was selected to participate in the study. To select participants, a two-stage sampling procedure was used. First Purposive sampling design was used to select the counties, and second Systematic sampling procedure was used to pick individual retirees.

In data collection, two instruments were used: interview schedule and questionnaire. The interview schedule had only two items meant to screen retirees to get those who were eligible to participate in the study. The first question was to check whether the participant in the pension's queue worked as a civil servant. If the person worked for the government, the second test of eligibility was the date of retirement. Only those who retired between 2008 and 2013 were eligible to take part in the study as it was important to screen off those with longer than 5 years of retirement break. Long retirement breaks may have negative consequences of memory lapses and hence inability to recall job related fantasies.

A Questionnaire modified from instruments developed by various scholars such as (Beehr *et al.*, 2011); (Notelaers, De Witte, Van Veldhoven, and Vermont, 2007, Amick, 1998) Taylor and Shore (1995), and Karasek (2005) was used to collect data. The Validity of the instrument was achieved by discussing with two professors from Moi University who are experts in the field of study while the reliability was ascertained through test-retest method. The Karl Pearson's product moment coefficient of correlation of 0.978 indicated a high reliability of the instrument.

For individual scales in the questionnaire, Cronbach's alpha was determined together with the variance and loading of each item in the scale. In cases where the Cronbach's alpha value was less than 0.7, items with lowest loading on the scale were dropped until the minimum set alpha of 0.7 was achieved. The resulting instrument had four (4) items measuring organizational justice and ten (10) items measuring employee personality. The Researcher, with the help of five research assistants drawn from fourth year students of University of Kabianga assisted in the data collection process. The questionnaires were issued to respondents to fill and those unable to fill on the spot were allowed to carry questionnaires with them to be returned within one week from the date of issue. To facilitate follow-up they were requested to leave behind their contacts.

RESULTS

The study achieved a response rate of 85% having issued 397 questionnaires and received back 339 out of which 318 were valid. Analysis of data revealed the following descriptive statistics :104(32.7%) were still in employment relationship (postponed retirement) but on various terms and conditions of employment. Of the 104 retirees still on employment, 93(29.2%) were on contract and 11(3.5%) were on full time employment; 214(67.3%) had quit employment relationship (complete retirement) where 95(29.9%) of these had own businesses while 119(37.4%) were serving their communities in elective and voluntary positions

To determine the respondent's view of organizational justice in their previous engagement, dimensions of distributive, procedural, interactional justice and employee satisfaction with them were used. Their mean score based on a five point Likert scale where **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree** were as indicated in Table 4.1.

Table 4. 1: Organizational Justice

Organizational Justice (Cronbach's Alpha = 0.702, N = 4)	Mean	Std. Deviation	Skewness SE = 0.137	Kurtosis SE = 0.273
The work load, schedules and pay were quite fair (Distributive Justice)	3.44	1.581	-0.321	-1.473
All decisions were applied consistently and to all employees (Procedural Justice)	4.31	0.870	-0.960	-0.176
Kindness, dignity, sensitivity and consideration was exhibited by those in decision making (Interactional justice)	3.59	1.430	-0.816	-0.766
I was generally satisfied with my work (Employee satisfaction)	3.92	1.488	-1.164	-0.180

In relation to distributive justice, there was an overall agreement (M = 3.44 SD = 1.58) of its presence in their previous work environments; a similar outcome was also obtained in regard to interactional justice (M = 3.59 SD = 1.43) and employee satisfaction (M = 3.92 SD = 1.48) with their work. Consistent application of decisions received a strong agreement (M = 4.31, SD = 0.87)

Based on the big five personality theory, the respondents mean score on the ten questions used to measure the five determinants of personality (openness to experience, conscientiousness, extraversion, agreeableness and emotional stability) were as indicated in Table 4.2.

Table 4.2: Respondents Personality

Personality (Cronbach's Alpha = 0.729 ,N = 10)	Mean	Std. Deviation	Skewness SE = 0.137	Kurtosis SE = 0.273
1. Extraverted, enthusiastic.	4.49	0.959	-1.905	3.118
2. Reserved, quiet.	4.36	1.049	-1.494	1.409
3. Sympathetic, warm.	3.81	1.579	-0.765	-1.120
4. Critical, quarrelsome.	2.30	1.393	0.844	-0.639
5. Dependable, self-disciplined.	2.46	1.500	0.403	-1.438
6. Disorganized, careless.	4.46	0.987	-1.824	2.751
7. Calm, emotionally stable.	4.28	0.821	-1.137	1.283
8. Anxious easily upset.	2.90	1.610	0.179	-1.556
9. Open to new experiences, complex.	3.97	1.068	-1.309	1.498

Personality (Cronbach's Alpha = 0.729 ,N = 10)	Mean	Std. Deviation	Skewness SE = 0.137	Kurtosis SE = 0.273
1. Extraverted, enthusiastic.	4.49	0.959	-1.905	3.118
2. Reserved, quiet.	4.36	1.049	-1.494	1.409
3. Sympathetic, warm.	3.81	1.579	-0.765	-1.120
4. Critical, quarrelsome.	2.30	1.393	0.844	-0.639
5. Dependable, self-disciplined.	2.46	1.500	0.403	-1.438
6. Disorganized, careless.	4.46	0.987	-1.824	2.751
7. Calm, emotionally stable.	4.28	0.821	-1.137	1.283
8. Anxious easily upset.	2.90	1.610	0.179	-1.556
9. Open to new experiences, complex.	3.97	1.068	-1.309	1.498
10. Conventional, uncreative.	1.78	1.167	1.244	0.588

Note: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree

Based on mean score, the respondents strongly agreed that they felt comfortable around people (M = 4.49, SD 0.959) and could easily make friends (M = 4.36, SD 1.049). In their conscientiousness, the respondents knowledge of being sympathetic/warm received a mean rating as somewhat agreed (M = 3.81, SD = 1.579), while having a somewhat experience received a somewhat disagree rating (M = 2.30, SD 1.393). Extraversion was measured using the ability to captivate people where a somewhat disagree rating (M = 2.46, SD = 1.500) was established and the dislike of attracting attention from other whose mean rating was strongly agree (M = 4.46, SD = 0.987). On agreeableness, the respondents strongly agreed that they had a life of the party (M = 4.28, SD = 0.821) while to the contrary disagreed that they were skilled in handling social situations. On the question of employee anxiousness and easily being upset the item received meascore of (M=2,90, with SD=1.610) .Lastly, in regard to their emotional stability, the respondents agreed that they kept in the background (M = 3.97, SD = 1.068) while having little to say received a strong disagreement (M = 1.78, SD = 1.167) from the retirees.

To assess the direct relationships that exist between the variables in the study, Pearson's correlation test was carried out. The results were as indicated in Table 4.3.

Table 4.3: Correlation between Personality and Job and Organization Justice

	1	2
1. Personality	1	
2. Organizational Justice	0.437**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation was significant at the 0.05 level (2-tailed).

From the findings, it was notable that personality was found to be significantly correlated with organizational justice at significance level of 0.01.

Factor Analysis

When factor analysis was performed on the organizational justice scale with four items, three components were extracted cumulatively explaining 86.17% of the total variance (see Table 4.4). The first component was found to explain 35.68%, while second and the third components explained 29.91% and 20.57% of the total variances respectively.

Table 4.4: Total Variance Explained for Organizational Justice

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.784	35.683	35.683	1.620	32.399	32.399
2	1.495	29.907	65.590	1.384	27.684	60.084
3	1.029	20.575	86.165	1.304	26.081	86.165

Extraction Method: Principal Component Analysis

The results in table 4 were further subjected to varimax rotation to allow for interpretation. The outcome was as indicated in Table 4.5

Table 4.5: Rotated Component Matrix for Organizational Justice

Organizational Justice (4 Items)	Component		
	1	2	3
The work load, schedules and pay were quite fair	-0.154	0.098	0.903
All decisions were applied consistently and to all employees	0.825	-0.465	-0.113
Kindness, dignity, sensitivity and consideration was exhibited by those in decision making	0.031	0.939	-0.061
I was generally satisfied with my work	0.935	0.233	0.032

Note: Extraction Method: Principal Component Analysis, Rotation Method: Varimax with Kaiser Normalization and rotation converged in 5 iterations.

When rotated using Varimax with Kaiser Normalization, two items; loaded heavily on component one named procedural justice, while one item loaded on component two named distributive justice and one item loaded on component three named interactional justice.

Lastly, the personality scale with 10 items yielded five components with Eigen values > 1. The first component explained 28.4% while the second, third, fourth and the fifth components were found to explain 24.88%, 17.13%, 11.94% and 11.75% respectively cumulatively explaining 94.11% of the total variance[See table 4.6].

Table 4.6: Total Variance Explained for Personality

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.840	28.404	28.404	2.141	21.413	21.413
2	2.488	24.884	53.287	1.889	18.886	40.299
3	1.713	17.129	70.2416	1.881	18.810	59.110
4	1.194	11.938	82.353	1.849	18.491	77.600
5	1.175	11.751	94.105	1.650	16.504	94.105

Extraction Method: Principal Component Analysis.

When rotated using varimax with Kaiser Normalization (see table 4.7) , the first two item loaded on component five and was labeled *Extraversion*, the third and the fourth item loaded heavily on component one and was labeled *Agreeableness*, the fifth and the sixth loaded on component four and was labeled *Conscientiousness*, the seventh and the eighth loading on component two and was labeled *Emotional stability*, while item nine and ten loaded on component three and was labeled *openness*. It was notable that item two, four, six eight and ten were negative.

Table 4.7: Rotated Component Matrix for Personality

Personality (10 Items)	Component				
	1	2	3	4	5
1. Extraverted, enthusiastic	-0.261	0.190	0.234	0.148	0.786
2. Reserved, quiet.	-0.042	0.065	-0.020	0.038	-0.954
3. Sympathetic, warm.	0.981	-0.046	0.049	-0.155	-0.003
4. Critical, quarrelsome.	-0.963	-0.028	0.093	0.162	-0.161
5. Dependable, self-disciplined.	0.065	-0.075	0.095	0.936	0.147
6. Disorganized, careless.	-0.253	-0.045	-0.071	-0.938	0.076
7. Calm, emotionally stable.	0.167	0.971	0.035	0.050	-0.023
8. Anxious easily upset.	0.226	-0.903	0.297	0.018	0.060
9. Open to new experiences, complex.	0.162	0.280	0.873	0.062	0.255
10. Conventional, uncreative.	0.089	0.013	-0.974	-0.110	-0.008

Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization and Rotation converged in 5 iteratios.

Non-Moderated Logistic Regression Analysis Adequacy of Sample Size

As with most statistical techniques, before analysis, it is important to consider the size and nature of the sample and logistic regression is not an exception. Small sample with a large number of predictors may have problems with the analysis leading to non convergence of the solution. This

is particularly a problem when you have categorical predictors with limited cases in each category. Tabachnick and Fidell (2007) gave a formula for calculating sample size requirements, taking into account the number of independent variables that you wish to use: $N > 50 + 8m$ (where m = number of independent variables). For non moderated regression, $m = 3$ giving a required minimum sample size of 74 while the moderated regression, $m = 4$ would require a minimum sample size of 82. These conditions were both met by the sample size of the study

Non Moderated Relationship between organizational justice and employee decision to remain in employment relationship past Retirement age

Logistic regression was performed to assess the impact of organizational justice on exit decision from employment relationship after retirement.

Table 4.8 Non Moderated Relationship between organizational justice and post-Retirement decision to remain in employment

Variables	Variable in the equation						Model Summary	
	B	S.E.	Wald	df	Sig.	Exp(B)		
Job characteristics	0.553	0.183	9.093	1	0.003	1.739	-2 Log likelihood	320.711
Physical Work Environment	1.174	0.336	12.208	1	0.000	3.234	Cox & Snell R ²	0.302
Organizational Justice	0.828	0.259	10.183	1	0.001	2.288	Nagelkerke R ²	0.405
Constant	-9.100	1.146	63.001	1	0.000	0.000	Df	3
							Sig.	0.000

Source: Survey Data (2014)

As shown in Table 4.8, the odds ratio of 2.28 for organizational justice indicated that respondents subjected to unfavorable conditions at their work place (Unfair distribution of resources and procedures) were slightly more than twice likely to follow their retirement intentions as compared to other factors (Job characteristics and physical work environment with odds ratios of 1.739 and 3.234 respectively) controlling for other factors.

Moderating effects of personality on the relationship between organizational justice and decision to remain in employment relationship

To examine the moderating effect of personality on the relationship between organizational justice and decision to remain in employment relationship after retirement, a moderated logistic regression analysis was performed and the findings are as indicated in table 4.9.

Table 4.9. Organizational Justice and post-retirement decision to remain in employment

Personality Dimensions	B	S.E.	Wald	df	Sig.	Exp(B)	-2 Log likelihood	Cox & Snell R ²	Nagelkerke R ²
Openness	-0.492	0.097	25.943	1	0.000	0.611	289.421	0.368	0.493
Conscientiousness	-0.106	0.042	6.503	1	0.011	0.899	313.913	0.317	0.424
Extraversion	0.169	0.049	11.664	1	0.001	1.184	307.811	0.330	0.442
Agreeableness	-0.063	0.039	2.607	1	0.106	0.939	318.060	0.308	0.412
Emotional stability	0.118	0.057	4.292	1	0.038	1.125	316.411	0.311	0.417
Total score	-0.024	0.020	1.362	1	0.243	0.977	319.317	0.305	0.409

Source: Survey Data (2014)

Introducing openness as a moderator resulted in a model with significantly improved explained variances signified by an increase of 6.6% and 9.2 % for Cox and Snell R² and Nagelkerke R² respectively. There was a drastic change in the odds ratio to 0.611 indicating that those who had greater openness were 1.64 times more likely to postpone their retirement than those who are less open given a similar treatment. When conscientiousness was introduced as moderator, the variances explained by the model increased marginally by 1.5 % and 1.9 % for Cox and Snell R² and Nagelkerke R² respectively. The odds ratio dropped to 0.899 which was an indication that those with high levels of conscientiousness were significantly more likely to postpone their retirement.

The next dimension of personality to be introduced was extraversion which similarly led to a marginal increase in the variances explained by 2.8% and 3.8 % for Cox and Snell R² and Nagelkerke R² respectively. This was accompanied by an odd ratio of 1.18 which was an indication that those who were extroverts were more likely to retire as compared to those who were less extroverts given the same perception of how they are treated in their workplace.

Similarly, the introduction of agreeableness as a moderator, marginally improved the model by explaining 0.6 % and 0.7 % more variances as measured by Cox and Snell R² and Nagelkerke R² respectively compared to the non moderated model. The odd ratio similarly dropped from the initial 3.23 to 0.94 indicating that given similar treatment, individuals with higher levels of agreeableness were more likely to postpone their retirement. The last dimension to be introduced was emotional stability. The results also indicated a marginal increase in variances explained by the model by 0.9 % and 1.2% for Cox and Snell R² and Nagelkerke R² respectively. This was accompanied by an odds ratio of 1.125 signifying that given similar levels of perceived organization justice, individuals who are more emotionally stable were likely to retire on attaining retirement age.

Hypotheses testing

Two hypotheses were tested in this study. The computed p-value of hypothesis 1 was 0.001 and is less than 0.05 hence was rejected leading to the conclusion that Organizational justice has a significant effect on employee decision to postpone retirement. On the other hand, the computed p-value for hypothesis 2 was 0.243 which was far more than the level of significance hence the researcher failed to reject the hypothesis giving rise to the conclusion that personality does not have significant moderating effect on relationship between Organizational justice and employee decision to postpone retirement. However, some dimensions (four, 4) of employee personality do have a moderating effect (see table 4.9). The results are summarized in table 4.10.

Table 4.10: Summary of Hypotheses Test Results

Test Hypothesis	Independent Variable	Moderator	Dependent Variable	Calculated Value (Critical P =0.05)	Decision
H ₀ 1	Organizational Justice	None	Retirement intentions outcome	P = 0.001	Reject H ₀ 1
H ₀ 2	Organizational Justice	Personality	Retirement intentions outcome	P = 0.243	Accept H ₀ 2

Source: Survey Data (2014)

DISCUSSION OF FINDINGS AND CONCLUSION

Organizational justice was found to be significant in influencing the retirement intentions outcome in this study. This indicated that the decision to continue working after retirement was influenced by how the employee is treated while still working for the organization before taking into consideration their personality. While analyzing more than 190 studies related to organization justice, Preston (2005) reached a conclusion that all three forms of organizational justice were positively correlated with job satisfaction, and negatively correlated with employee withdrawal cognition and turnover. In support of this, Muchinsky (2000) notes that treating people in an open and honest fashion exemplifies a social justice which directly influence their attitude and decisions. Additionally, a number of other researchers have found that the social justice factors contribute to effectiveness of human resource practices (Walsh, 2003; Greenberg, 2005; Erdogan, et al, (2006).

Introduction of personality as a moderating factor did not statistically influence the relationship between organizational justice and retirement intentions outcome. When the individual dimensions of personality were introduced as moderators, all except for agreeableness were found to have a significant moderating influence. Individuals with high levels of openness, conscientiousness and agreeableness were found to be more likely to postpone their retirement as compared to those with low openness, conscientiousness and agreeableness, given equal

treatment. Extroverts and those who are emotionally stable were found to be more likely to take up their retirement on time.

When agreeableness is introduced with the context of employee treatment that is likely to affect their perception of justice, it is normal for different people with different levels of agreeableness to react differently. As noted by Buss and Plomin (1984), highly agreeable people are less likely to demonstrate high emotion and as a consequence, a person low on agreeableness might be harder to soothe when distressed. Similarly, Costa, McCrae, and Dembroski (1989) found that agreeableness was negatively related to self-report of both hostility and anger. Thus, it can be concluded that high levels of agreeableness is likely to lead to postponed retirement taking into consideration a prevailing organizational justice as the source of stimuli, which was in line with the findings of the current study.

As noted by Watson and Clark, (1997), extroversion is related to the experience of positive emotions and is closely linked with increased social activity and more rewarding social relationships. With this, extroverts will in their nature enjoy being with people, found in social events and are more adventurous. They will prefer being involved in many activities and will seek out work environments that value praise and influence at work. Furnham et al (1999) to add on this Raja et al. (2004) points out that, extroverts tend to seek long-term work relationships that will provide them with increased opportunities to gain status, power or recognition and by extension, are likely to postpone their retirement. This was however not the outcome of the current study where extroverts were found to have a higher chance of retirement compared to introverts. Taking into consideration that the current study was conducted among civil servants, it can be postulated that extroverts was driven by the need to exercise their character outside the more controlled work environment of civil service by taking up their retirement, rather than postponing. This however requires further research confirmation.

It is evident through research that individuals, who are low in emotional stability, are more likely to experience stress, personal insecurity, irritability and bad moods (Costa and McCrae, 1992). This leads them to prefer low-stress tasks with well-defined job responsibilities and low workload. More so it is closely associated with increased job dissatisfaction, low morale, high turnover and withdrawal intentions and lack of commitment. With such a temperament, any injustices will likely lead to individuals with low emotional stability out of their work, reducing chances of postponed retirement. This was confirmed by the current study.

Based on the characterization of openness by Furnham et al. (2005), high scores on openness are an indication of individuals who love to play with ideas, are open-minded, are eager to try new activities, are adventurous and detest routines. They are more often driven by quest for experimentation, excitement and variety which directs them to positions with varied job duties and increased responsibilities. With such a character, any limitations was felt as injustice and limitation of their freedom it is expected that will opt for retire so as to pursue more adventure outside the formal structure of the organization they will continue to pursue opportunities present in their organization even when the time to retire has come. More so, it is expected that their exit from the organization, will limit opportunities that will allow them.

The results of the current study indicated that, conscientiousness significantly influences the relationship between organizational justice and retirement intentions outcome rests in the inherent character. As defined by Costa and McCrae, (1992), conscientiousness is related to an individual's degree of self-control and need for achievement, order and is a measure of how competent, dutiful, orderly, responsible and how thorough a person is. Intruding a person with such a character in an environment where there justice is perceived to be done, it is more likely that they will postpone their retirement and vice versa. This was in line with the finding of the current study.

Finally, agreeableness describes individuals who portray a character of compliance, soft-heartedness and good natured, they avoid tensions and disagreements in the workplace and their ability to trust and care for people end up forming deep relationships(Costa and McCrae, 1992). By virtue of their mild character they are more likely to develop a strong bond with the organization that is not easily broken irrespective of the prevailing organizational justice system. Consequently, they are more likely to postpone their retirement. However, this was not supported by the current study where it was found to have no significance influence as a moderator Introduction of personality as a moderating factor did not statistically influence the relationship between organizational justice and retirement intentions outcome. When the individual dimensions were introduces as moderator, all except for agreeableness were found to have a significant moderating influence. Individuals with high levels of openness, conscientiousness and agreeableness were found to be more likely to postpone their retirement as compared to those with low openness, conscientiousness and agreeableness, given equal treatment. Extroverts and those who are emotionally stable were found to be more likely to take up their retirement on time.

When agreeableness is introduced with the context of employee treatment that is likely to affect their perception of justice, it is normal for different people with different levels of agreeableness to react differently. As noted by Buss and Plomin (1984), highly agreeable people are less likely to demonstrate high emotion and as a consequence, a person low on agreeableness might be harder to soothe when distressed. Similarly, Costa, McCrae, and Dembroski (1989) found that agreeableness was negatively related to self-report of both hostility and anger. Thus, it can be concluded that high levels of agreeableness is likely to lead to postponed retirement taking into consideration a prevailing organizational justice as the source of stimuli, which was in line with the findings of the current study.

As noted by Watson and Clark, (1997), extroversion is related to the experience of positive emotions and is closely linked with increased social activity and more rewarding social relationships. With this, extroverts will in their nature enjoy being with people, found in social events and are more adventurous. They will prefer being involved in many activities and will seek out work environments that value praise and influence at work Furnham et al (1999) to add on this Raja et al. (2004) suggests points out that, extroverts tend to seek long-term work relationships that will provide them with increased opportunities to gain status, power or recognition and by extension, are likely to postpone their retirement. This was however not the outcome of the current study where extroverts were found to have a higher chance of retirement compared to introverts. Taking into consideration that the current study was conducted among civil servants, it can be postulated that extroverts was driven by the need to exercise their

character outside the more controlled work environment of civil service by taking up their retirement, rather than postponing. This however requires further research confirmation.

It is evident through research that individuals, who are low in emotional stability, are more likely to experience stress, personal insecurity, irritability and bad moods (Costa and McCrae, 1992). This leads them to prefer low-stress tasks with well-defined job responsibilities and low workload. More so it is closely associated with increased job dissatisfaction, low morale, high turnover and withdrawal intentions and lack of commitment. With such a temperament, any injustices will likely lead to individuals with low emotional stability out of their work, reducing chances of postponed retirement. This was confirmed by the current study.

Based on the characterization of openness by Furnham et al. (2005), high scores on openness are an indication of individuals who love to play with ideas, are open-minded, are eager to try new activities, are adventurous and detest routines. They are more often driven by quest for experimentation, excitement and variety which directs them to positions with varied job duties and increased responsibilities. With such a character, any limitations was felt as injustice and limitation of their freedom it is expected that will opt for retire so as to pursue more adventure outside the formal structure of the organization they will continue to pursue opportunities present in their organization even when the time to retire has come. More so, it is expected that their exit from the organization, will limit opportunities that will allow them.

The results of the current study indicated that, conscientiousness significantly influences the relationship between organizational justice and retirement intentions outcome rests in the inherent character. As defined by Costa and McCrae, (1992), conscientiousness is related to an individual's degree of self-control and need for achievement, order and is a measure of how competent, dutiful, orderly, responsible and how thorough a person is. Intruding a person with such a character in an environment where there justice is perceived to be done, it is more likely that they will postpone their retirement and vice versa. This was in line with the finding of the current study.

Finally, agreeableness describes individuals who portray a character of compliance, soft-heartedness and good natured, they avoid tensions and disagreements in the workplace and their ability to trust and care for people end up forming deep relationships(Costa and McCrae, 1992). By virtue of their mild character they are more likely to develop a strong bond with the organization that is not easily broken irrespective of the prevailing organizational justice system. Consequently, they are more likely to postpone their retirement. However, this was not supported by the current study where it was found to have no significance influence as a moderator

Lastly, in regards to personality moderating between organizational justice and retirement intentions outcome, the study reached a conclusion that personality does not significantly alter the retirement outcome given the prevailing level of organizational justice. However, considering the different personality dimensions separately, increase in openness and conscientiousness are significant will significantly influence individuals towards complete retirement, whereas, to the contrary increased extraversion and emotional stability leads to postpones retirement taking into account the perceived treatment of the employee.

REFERENCES

- Adams, S. J. (1963). Towards an understanding of inequity, *Journal of Abnormal and Social Psychology*, 67: 422–436
- Bal, P.M., and Visser, M.S. (2011). When are teachers motivated to work beyond retirement age? The importance of support, change of work role and money. *Educational Management Administration and Leadership Journal*, 39: 590-602.
- Bal. et al., (2012). Motivating Employees to Work Beyond Retirement: A Multi-Level Study of the Role of I-Deals and Unit Climate, *Journal of Management Studies* 49:2
- Beehr, T. A. and Glazer S., Nielson N. L., and Farmer S. J. (2000). Work and None work Predictors of Employees' Retirement Ages, *Journal of Vocational Behavior* 57, 206–225,
- Buss, A., & Plomin, R. 1984. *Temperament: Early developing personality traits.* Hillsdale, NJ: Erlbaum.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425– 445.
- Combs R. C., Armstrong-Stassen M., Cattaneo J. (1999). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.
- Costa, P. T., Jr., McCrae, R. R., & Dembroski, T. M. (1989). Agreeableness versus antagonism: Explication of a potential risk factor for CHD. In A. Siegman & T. M.
- Costa, P.T. and McCrae, R.R. (1992), *Neo PI-R Professional Manual*, Psychological Assessment Resources, Odessa.
- De Vaus, D. (2001) *Research design in social sciences*, SAGE publications, London.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. 2001. Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86: 42-51
- Folger, R., & Cropanzano, R. (1998). *Organizational Justice and Human Resources Management.* Thousand Oaks, London: Sage Publications.
- Furnham, A., Forde, L. and Ferrari, K. (1999), "Personality and work motivation", *Personality and Individual Differences*, Vol. 26, pp. 1035-43.
- Glamser, F. D. (1976). Determinants of a positive attitude toward retirement. *Journal of Gerontology*, 31, 104-107.
- Glamser, F. D. (1981). Predictors of retirement attitudes. *Aging and work*, Winter, 23-29.
- Greenberg, J. & Colquitt, J. A. (2005). *Handbook of organizational justice.* Routledge: Taylor and Francis Group.
- Kavulya, J. M, (2007). *How to write Research and term paper: Guidelines for selecting Topics, Conducting Research, and writing and Referencing Sources*, The Jomo Kenyatta Foundation, Nairobi
- Kimalu K., Nafula N., Mnda D., Bedi A. Mwabu G & Kimenyi M. (2004) A Review of the Health Sector in Kenya. *Kenya Institute for Public Policy Research and Analysis KIPPRA Working Paper No. 11.*
- McFarlin, D. B., & Sweeney, P. D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, 35(3), 626-637.
- Netherlands Enterprise Agency (2016) *Kenyan Healthcare sector: Opportunities for the Dutch life sciences & Health sector.* Netherlands Enterprise Agency, the Hague

- Padmakumar Ram, Gantasala V. Prabhakar (2011) The role of employee engagement in workrelated outcomes. *Interdisciplinary Journal of Research in Business*. Vol. 1, Issue. 3, March 2011(pp.47-61).
- Raja, U., Johns, G. and Ntalianis, F. (2004), “The impact of personality on psychological contracts”, *Academy of Management Journal*, Vol. 47, pp. 350-67.
- Ram, P. and Prabhakar G. V. (2011). The Role of Employee Engagement In Work-Related Outcome, *Interdisciplinary Journal of Research In Business* Vol. 1, Issue. 3, (Pp.47-61)
- Repass, M. E. (1999), *Change: Retirement in Japan and the Resulting Challenges for Japanese Adult Education*, Unpublished thesis.
- Taylor, M. A., and Shore, L. M. (1995). Predictors of planned retirement age: An application of Beehr's model. *Psychology and Aging*, 10, 76-83.
- Van Dam, K., et al. (2009) , Employees' Intentions to Retire Early A Case of Planned Behavior and Anticipated Work Conditions, *Journal of Career Development* / March 2009