

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

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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.