The effect of internal marketing on organisational commitment among retail bank managers

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This paper examines internal processes associated with delivering customer satisfaction focusing particularly on the relationship between the nature and extent of internal marketing and its outcome in terms of the level of organisational commitment on the part of employees. The concepts of internal marketing and organisational commitment are discussed, suitable measures are identified and research is conducted among managers of a retail bank. The findings confirm a significant relationship between internal marketing and organisational commitment. The relationship of internal marketing is most significant with the affective dimension of organisational commitment. Limitations of the research are noted and directions for future research are indicated.

Introduction

In general, the marketing of physical products has focused on external customers. Often the implementation of marketing has been achieved by adopting a form of organisation that includes a marketing department. This has frequently been organised along brand/product management lines with brand managers responsible for the implementation of marketing plans. Until fairly recently, customers were only seen to be those that are external to the organisation and indeed many managers would have argued that it is difficult enough to get the marketing to external customers right without adding more customers. Since around the middle of the 1980s services marketing has established itself as an important area of study (Fisk *et al.*, 1993). Authors looking at the marketing of service products have particularly highlighted the importance of internal customers.

Given the inseparability characteristic of services, contact people become crucial in the formulation of the product which the customer receives. It therefore becomes clear that making promises to external customers, as is the case with the marketing of physical products, is not sufficient. The promises made about a service must be kept and it is only the employees of service firms that can do so. Service employees are so critical because the product being provided is a performance (Lovelock, 1983). The importance of the interaction process between the contact persons of the organisation and external customers has been highlighted by a number of authors. Jan Carlzon (1987) of Scandinavian Airlines fame was perhaps one of the first to recognise their importance in the 1980s, referring to them almost emotionally as the "moments of truth" for the organisation. Undoubtedly in the marketing of services this interactive process is a crucial aspect as it enables the development of long-term relationships thereby assuring customer retention and long-term success.

It becomes clear that successful marketing can only be implemented if the firm is involved not only in external but also in internal marketing. The successful service company must first sell the job to employees before it can sell its services to customers (Sasser, 1976). The objective of internal marketing is to create an internal environment in which customer consciousness proliferates among personnel. The satisfaction of internal customers is important to the success of a service firm (cf. Gremler *et al.*, 1994). Indeed Rosenblunth and Peters (1992) have gone as far as arguing that the needs of the customers should come second to those of employees, as customer needs will only be successfully met after those of employees have been satisfactorily met. One of the important consequences of internal marketing is to increase the organisational commitment of employees (Tansuhaj *et al.*, 1991). This in turn should result in increased job satisfaction, increased job performance and lower turnover of staff (Jenkins and Thomlinson, 1992; Mathieu and Zajac, 1990; Schlessenger and Haskett, 1991) thereby facilitating the interactive process.

This study sets out to consider what internal marketing involves and whether internal marketing practice in a service firm has an effect on the level of employee commitment to the organisation. The concepts of internal marketing and organisational commitment are first examined and the interrelationships are investigated. Results of a survey relating the levels of internal marketing and organisational commitment among managers of a retail bank are reported. Findings are discussed, implications are drawn and suggestions made for ongoing research.

Internal marketing

The internal marketing concept holds that the organisation's personnel are the first market of a company. The main objective of the internal marketing function is to obtain motivated and customer conscious personnel at every level (George, 1990; George and Grönross, 1989; Grönross, 1981). Grönross (1981) distinguishes between the implementation of internal marketing at the strategic and tactical level. At the strategic level it should create an internal environment that bolsters customer consciousness and sales mindedness among employees. The key facilitators are here seen to be supporting management methods, personnel policy,

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internal training and planning procedures. On the tactical level, the aim is to sell services, campaigns and other marketing efforts and initiatives to the personnel. Once the employee is also seen as a customer it is possible to talk of an internal market. The internal market of employees is best motivated for service-mindedness and customer oriented behaviour by an active, marketing-like approach, where a variety of activities are used internally in an active, marketing-like and co-ordinated way (George, 1990; Grönross, 1984). The thinking underlying internal marketing is that employees are viewed as internal customers and jobs as internal products. Job products must attract, develop and motivate employees thereby satisfying the needs and wants of these internal customers while addressing the overall objectives of the organisation (Berry, 1981; Berry and Parasuraman, 1991). Similarly, Kotler (1991) defines internal marketing as "the task of successfully hiring, training and motivating able employees to serve the customer well". In this respect it represents elements of good human resources management (HRM) (Bateson, 1991). Rafiq and Ahmed (1993) note that few firms apply the internal marketing concept in practice and highlight how marketing techniques can be used to motivate employees. However, Hales (1994) is very critical of the application of internal marketing to HRM. He argues that internal marketing is unable to provide a solid conceptual base emphasising, among others, the point that while HRM focuses on teamwork; internal marketing stresses individualism.

Money and Foreman (1996) provide a matrix that offers an interesting typology of internal marketing. The matrix consists of two dimensions that consider "who is the marketer" and "who is the customer". Each dimension can focus either on the department/group or the organisation. The most common situation encountered (Type IV) is where the organisation is both the marketer and the customer. However, the matrix provides three other possible situations; Type I is when the marketer is a department and the customer is another department; Type II is when the marketer is the organisation and the customer is a department and Type III is when the marketer is a department and the customer is the organisation. Such a typology can provide valuable insight into the role of internal marketing, the ways in which it can be used, as well as the circumstances under which it is appropriate. Money and Foreman (1996) focus on a Type IV situation and conceptualise the internal marketing concept along the lines suggested by Berry (1981), who insists that internal customers must be sold on the service and be happy in their jobs before they can effectively serve the final customer. Money and Foreman (1996) primarily operationalise their internal marketing construct by making use of the checklists subsequently provided by Berry (Berry *et al.*, 1991; Berry and Parasuraman, 1991). The research by the authors indicate that the internal marketing construct consists of three factors that they term development, reward and vision. These closely mirror three of the essential aspects of internal marketing practices identified by Berry and Parasuraman (1991).

Organisational commitment

Organisational commitment involves the relative strength of an individual's identification with, and involvement in, a particular organisation. Here the employee is seen to be emotionally attached, identifies with the organisation, and is therefore committed to pursue its goals. Porter *et al.* (1974) conceptualised organisational commitment as a unidimensional construct and proposed the organisational commitment questionnaire to measure it. Many of the applications of organisational commitment in marketing have tended to use this conceptualisation (see, for example, Jaworski and Kohli, 1993; Siguaw *et al.*, 1994). Meyer and Allen (1984) refer to this aspect of organisational commitment as affective commitment. However, basing themselves on side-bet theory (cf. Becker, 1960) the authors identify a further dimension of organisational commitment, which they term continuance commitment. This views the employee as being less affective and more calculative considering the costs that would result in terms of interests such as pensions and security. This type of commitment has been measured with scales developed by Ritzer and Trice (1969) which were later amended by Hrebiniak and Alutto (1972). More recently, Allen and Meyer (1990) have added a further dimension resulting in a conceptualisation of organisational commitment that encompasses not only affective commitment and continuance commitment but also normative commitment. The latter refers to employees' feelings of obligation to stay with the organisation. Such feelings of obligation result from a process of internalisation of normative pressure either prior or following affiliation to an organisation. This conceptualisation of organisational commitment led to the development of a 24 item instrument, split into three sections, each of eight items, that capture all of the three dimensions (Allen and Meyer, 1990; Meyer and Allen, 1990; 1991).

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Internal marketing and organisational commitment

The major thrust of the internal marketing concept is to ensure that employees feel that management cares about them and their needs are met. The successful application of the concept is translated into positive employee attitudes towards their work including organisational commitment, job involvement, work motivation and job satisfaction (Tansuhaj *et al.*, 1991). There is some empirical support for a significant relationship between internal marketing and consumer satisfaction (Tansuhaj *et al.*, 1987) and between internal marketing and service quality (Richardson and Robinson, 1986). The resultant positive effect of internal marketing will mean that employees will input maximum rather than minimum effort thereby better satisfying the needs and wants of external customers (Berry, 1981; Donnelly *et al.*, 1985; George, 1990; Sasser and Arbeit, 1980).

Lack of commitment from employees can be harmful to an organisation, resulting in poorer performance arising from inferior service offerings and higher costs. Hogg (1996) has suggested that internal marketing could be the answer to gaining employee commitment, succeeding where traditional internal communications programmes have failed. Schlessenger and Heskett (1991) highlight the importance of motivated employees, arguing that this leads to a "cycle of success" that results in increased awareness of employees' roles in customer satisfaction; the integration of employees into winning teams; and a concentration on quality as the core of a service. These authors argue that management of service firms need to break out of a "cycle of failure". This is built on management toleration of dissatisfaction among employees involved in high contact situations with resulting high levels of turnover that in turn lead to a deterioration of service quality and ultimately long run decline of the organisation.

The marketing literature shows that market orientation is an antecedent to organisational commitment. This is confirmed from research by Jaworski and Kohli (1993) that conceptualises market orientation as consisting of three dimensions: intelligence gathering, intelligence dissemination and responsiveness. Although in their study these authors have only used the affective commitment dimension to measure organisational commitment, research using the expanded organisational commitment construct has also indicated that market orientation is only significantly related to the affective component of organisational commitment

(Caruana *et al.*, 1997). It is interesting to note that market orientation like internal marketing consists of many activities that involve actions taken within the organisation. The psychology literature in particular highlights a number of other important antecedents to organisational commitment. The meta analysis by Mathieu and Zajac (1990) summarises these under five main headings: role states, job characteristics, group/leader relations as well as personal and organisational characteristics. Similarly, in terms of consequences organisational commitment has been linked to various aspects of job performance (Mathieu and Zajac, 1990). However, increased job satisfaction and decreased turnover intentions were found to be related only to the affective dimension (Jenkins and Thomlinson, 1992).

Construct measures and data collection

To be able to investigate the relationship between internal marketing and organisational commitment, a research design was employed that involved internal postal questionnaires to all managers of a retail bank. In arriving at a decision as to which instruments to use to capture the internal marketing and the organisation commitment constructs consideration was given to the conceptualisations used as well as to the rigour with which the respective instruments were developed. Internal marketing was measured using the 15-item scale developed by Money and Foreman (1996). In operationalising the internal marketing construct these authors utilise focus group discussions with managers of service firms and the checklists on internal marketing from Berry and Parasuraman (1991) and Berry *et al.* (1991). They report results from two samples that provided reliability alphas (Cronbach, 1951) of 0.942 and 0.948 for internal marketing and of between 0.836 to 0.917 for vision, development and reward dimensions respectively. To measure organisational commitment use is made of the 24-item instrument developed by Allen and Meyer (1990). The reliability of the scales measuring the three dimensions of organisational commitment ranged from 0.69 to 0.89 (Meyer and Allen, 1991) and confirmatory factor analysis has provided strong support for the instrument which exhibits discriminant and convergent validity (Hackett *et al.*, 1994). Moreover confirmatory factor analysis by Dunham *et al.* (1994) indicates that the continuance commitment dimension sometimes splits into two sub-factors that have been termed "personal sacrifice" and "lack of alternatives". Each item on both

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scales consisted of 7-point scales with 1 = "strongly disagree" and 7 = "strongly agree". Higher scores on this scale indicate higher levels of internal marketing and organisational commitment. Classificatory variables in terms of age and gender were also collected. The final questionnaire was therefore made up of 41 items that consisted of measures for internal marketing, organisational commitment, together with two classificatory variables. Respondents were assured of complete anonymity and no names or other means of identification were requested.

A total of 267 internal postal questionnaires were sent to a random sample of half the population of managers of a retail bank. Managerial grades were chosen because these represent an important depository of knowledge for any organisation and are essential to the smooth operation of a bank. The survey was conducted during September 1996 and by the cut off date, three weeks later, a total of 171 usable replies were obtained, representing an effective response rate of 64 per cent. Given this relatively high response rate, no follow up reminders were thought necessary. The good response rates appear to have been, in part, a consequence of the interest that the subject matter generated (see Appendix).

Analysis

The mode for years of service was between 15 to 20, and the percentage of females in the sample was 28 per cent. These were in line with that for the entire population of managers at the bank. These findings indicated sufficient depth of the sample and the data could be checked for non-response bias. An "extrapolation procedure" was used to assess non-response bias. This assumes that "late" respondents are similar to the "theoretical" non-respondents (Armstrong and Overton, 1977). No significant differences were found between the two sub samples when independent *t*-tests were used to determine whether significant differences existed between the means for the sum of the two constructs. Therefore, the sample can be considered sufficient to draw conclusions about managers of the particular retail bank for the issues under study.

The mean, standard deviation and coefficient alpha (Cronbach, 1951) for each of the dimensions and overall for the two constructs was computed. Results for the entire internal marketing scale and organisational commitment scale together with their three respective dimensions in terms of reward, development and vision and affective, continuance and normative commitment are presented in

Table I. All coefficient alphas are greater than 0.7 and therefore acceptable (Nunnally, 1978). In the case of the organisational commitment scale, its dimensions are much less correlated with only the affective and normative commitment exhibiting a significant relationship ($r = 0.419$; $p < 0.001$). This is in line with the results obtained by Allen and Meyer (1990). Two aspects of validity were investigated. Nomological validity is indicated in a factor analysis if items expected to load together actually do so, while evidence of discriminant validity is provided if the factors and their items are truly different from one another (Carman, 1990). Principal component factor analysis followed by a varimax rotation was performed in both instances and the items broadly loaded as expected providing support for both discriminant and nomological validity. The results appear in Tables II and III. Item 15 of the internal marketing scale is problematic as it does not load at all clearly. This is in line with earlier findings (Money and Foreman, 1996) and may indicate that in future use of the measure it can probably be eliminated without loss.

Having established the psychometric properties of the two instruments, the relationship between the two constructs and their dimensions were investigated using multiple regression. To eliminate the possibility of intercorrelation, orthogonal factor regression scores were computed for each of the three dimensions in both the internal marketing and organisational commitment constructs. A total of eight models have been tested. In the first model the sum of the organisational commitment scale was used as the dependent variable in a multiple regression model with independent variables for the sum of the internal marketing scale together with those for age and gender. In the second model the independent variable for the sum of the internal marketing scale was replaced with the factor scores for the three dimensions of internal marketing and the multiple regression was recomputed. The first model resulted in a significant adjusted R^2 of 0.185, confirming that internal marketing activities do have a positive effect on organisational commitment while the second model provided an adjusted R^2 of 0.189 and showed that all the three dimensions of internal marketing had a significant effect on organisational commitment (Table IV, columns 2 and 3). In the next three models each of the orthogonal factor scores of organisational commitment were each treated as the dependent variable in a regression equation with the sum of the internal marketing scale together with age and gender as independent variables. Results

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here indicated that internal marketing had only a significant effect on the affective commitment dimension and provided an adjusted R^2 of 0.305 (Table IV, column 4). In the last three models each of the orthogonal factor scores of organisational commitment were treated as the dependent variable in a regression equation with independent variables for the factor scores of the three dimensions of internal marketing together with age and gender. Results here indicated that the three dimensions of internal marketing only had a significant effect on the affective dimension of organisational commitment providing an adjusted R^2 of 0.310 (Table IV, column 5). In all models tested the variables for gender and age were not found to be significant.

Conclusions

The results highlight the important role of internal marketing in fostering organisational commitment. More importantly the research shows that the effect of internal marketing is on the affective commitment dimension and it is all the dimensions of internal marketing that are having an effect. Affective commitment focuses on the emotional attachment of the employee to the organisation and underlines the commitment of the employee to pursue the goals of the organisation. Given the inseparability of the service provider from the product offering the importance of organisational commitment by employees cannot be stressed enough. The meta analysis by Mathieu and Zajac (1990) shows that age is normally an antecedent to organisational commitment but gender tends to have no effect. In this

Table II

Factor analysis of the items making up the internal marketing scales

Item	Internal marketing dimensions		
	Vision	**Reward**	**Development**
Q1	**0.83951**	0.24438	0.22796
Q2	**0.85815**	0.16098	0.18371
Q3	0.32211	**0.71883**	0.26294
Q4	0.12891	**0.79282**	0.15633
Q5	0.07818	**0.78010**	0.18925
Q6	0.51096	**0.62128**	0.14097
Q7	0.35021	**0.59790**	0.32559
Q13	0.05414	**0.60559**	0.54172
Q14	0.19460	**0.46817**	0.58079
Q15	0.51616	0.19014	**0.49951**
Q8	0.49097	0.14683	**0.63917**
Q9	0.20826	0.12763	**0.76679**
Q10	0.37974	0.31335	**0.67113**
Q11	0.36915	0.31044	**0.63690**
Q12	0.02152	0.22651	**0.78790**

research both elements have not been found to be significantly related to organisational commitment. The absence of a relationship with age is probably because the age range of the managerial grades in this study is fairly restricted.

Besides the variables highlighted in this research, organisational commitment has other antecedents. These include employees' perception of the extent to which jobs are challenging, roles and goals are clear, goals are challenging, management is receptive to employee suggestions, peer cohesion, organisational dependability; employees are treated equitably and made to feel important, feedback about their work performance is

Table I

Mean and standard deviation, correlation matrix and reliabilities of constructs and dimensions in the study (n = 171)

	Mean	Std dev	Vision	Reward	Development	Internal marketing	Affective commitment	Continuance commitment	Normative commitment	Organisational commitment
Vision	7.37	2.57	0.859	0.568	0.581	0.718	0.390	0.071	0.149	0.310
Reward	15.64	6.05		0.885	0.715	0.892	0.475	–0.016	0.211	0.343
Development	32.95	8.54			0.868	0.940	0.595	0.018	0.253	0.442
Internal marketing	55.96	15.28				0.927	0.586	0.016	0.250	0.435
Affective commitment	36.54	8.87					0.835	0.024	0.419	0.738
Continuance commitment	36.79	8.19						0.726	0.063	0.523
Normative commitment	33.58	8.45							0.759	0.742
Organisational commitment	106.92	17.09								0.795

Notes:
For correlations > 0.15, p < 0.05
Reliabilities appear in the diagonal

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Table III

Factor analysis of the items making up the organisational commitment scales

| | Organisational commitment dimensions | | |
Item	Affective commitment	Continuance commitment	Normative commitment
Q16	**0.73575**	0.02310	0.14222
Q17	**0.69768**	0.03857	0.11803
Q18	**0.65987**	0.03009	0.28893
Q19R	**0.27328**	0.04928	0.16627
Q20R	**0.71798**	–0.03495	–0.10153
Q21R	**0.73136**	–0.01848	0.11669
Q22	**0.73713**	–0.02795	0.20815
Q23R	**0.68460**	–0.08049	0.03545
Q24R	0.33526	**0.47127**	–0.03807
Q25	–0.03511	**0.70944**	0.05663
Q26	0.14955	**0.62372**	0.01187
Q27R	–0.09013	**0.32614**	–0.04320
Q28	–0.04353	**0.60800**	–0.06743
Q29	–0.12695	**0.65917**	0.04660
Q30	–0.05725	**0.60493**	0.18155
Q31	0.05422	**0.60771**	–0.12725
Q32	–0.02441	**0.39421**	0.43994
Q33R	**0.43160**	–0.08854	0.20298
Q34R	0.22410	–0.14451	**0.48758**
Q35	0.26057	–0.04707	**0.78283**
Q36	0.21827	–0.08655	**0.65825**
Q37	0.15037	0.03040	**0.77450**
Q38	–0.07725	0.18720	**0.72657**
Q39R	0.27427	–0.05321	**0.38015**

provided and they are allowed to participate in decisions about their work (Allen and Meyer, 1990). The identification of these variables as antecedents raises the question as to whether internal marketing is indeed a separate construct or, as suggested by Hales (1994), it merely represents the relabelling of existing human resources management practices. There is little doubt that at this point the distinction between internal marketing and human resources practices begins to blur. Thus the three factors identified as part of the internal marketing construct can be seen to be reflected in some of these antecedents. Vision appears to be closely related to clear goals, some of the aspects treated under the dimension of development have to do with feedback and a challenging job, and the items that make up the reward dimension are related to clear roles and equitable treatment. These findings appear to underline the point that internal marketing may be doing nothing beyond underlining the need for individuals who normally perform the human resources function to be also market oriented.

The limitations of the study are fairly self-evident. The internal marketing construct requires further theoretical development and elaboration to distinguish it from some of the constructs that are described and normally treated as part of human resource management. In turn this may point to the need for the improvement of the internal marketing instrument and further aspects of validity need to be considered. Finally, the results of this study come only from the managerial grades of one organisation – a retail bank, and in this respect any generalisations must be done with care.

Further elaboration and clearer boundary setting for the internal marketing construct could provide an opportunity for more research that could look at extending internal marketing beyond service firms to organisations that market physical products. An important characteristic of services is intangibility. However intangibility is not an absolute but can be thought of as a continuum and any product offering is to some degree physical and service (Shostack, 1982). Thus even product offerings that are normally considered as physical products such as bottles of soda also include a considerable degree of service. Indeed to a large extent the distribution function for physical products is a

Table IV

Results of regressions between organisational commitment and internal marketing and their dimensions

Independent variable	Organisational commitment	Organisational commitment	Affective commitment	Affective commitment
Adj R^2	0.185	0.189	0.305	0.310
F	39.535[a]	14.187[a]	75.772	26.458[a]
Beta – Internal market	0.325[a]	–	0.556[a]	–
Fac – reward	–	0.198[b]	–	0.315[a]
Fac – development	–	0.345[a]	–	0.426[a]
Fac – vision	–	0.212[b]	–	0.204[b]
Age	ns	ns	ns	ns
Gender	ns	ns	ns	ns

Notes:
[a] $p > 0.001$; [b] $p > 0.01$; ns = not significant

service. Thus although the concept of internal marketing tends to be seen as being appropriate to service firms it may have applications beyond this and may also be valid for firms in the consumer and industrial sectors. Irrespective of whether a firm markets physical or service products, it seems important that they practise external marketing and internal marketing that results in effective interactive marketing that enables the successful building of long-term and profitable relationships with customers.

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Appendix. Mean and standard deviations for instruments and scale items used

Table AI

Internal marketing scale	Mean	Std dev
Vision		
1. Our organisation offers employees a vision that they can believe in	3.78	1.38
2. We communicate our organisation's vision well to employees	3.59	1.36
Development		
3. We prepare our employees to perform well	4.46	1.30
4. Our organisation views the development of knowledge and skills in employees as an investment rather than a cost	4.77	1.55
5. Skill and knowledge development of employees happens as an ongoing process in our organisation	4.74	1.44
6. We teach our employees "why they should do things" and not just "how they should do things"	3.95	1.52
7. In our organisation we go beyond training and educate employees as well	3.73	1.46
13. In this organisation, the employees are properly trained to perform their service roles	4.25	1.46
14. This organisation has the flexibility to accommodate the differing needs of employees	3.71	1.47
15. We place considerable emphasis in this organisation on communicating with our employees	3.35	1.26
Reward		
8. Our performance measurement and reward systems encourage employees to work together	2.87	1.45
9. We measure and reward employee performance that contributes most to our organisation's vision	2.72	1.44
10. We use data we gather from employees to improve their jobs, and to develop the strategy of the organisation	3.28	1.43
11. Our organisation communicates to employees the importance of their service roles	3.80	1.55
12. In our organisation, those employees who provide excellent service are rewarded for their efforts	2.98	1.60

Table AII

Commitment scale	Mean	Std dev
Affective commitment		
1. I would be very happy to spend the rest of my career with this organisation	4.88	1.55
2. I enjoy discussing my organisation with people outside of it	4.57	1.66
3. I really feel as if this organisation's problems are my own	4.75	1.73
4. I think that I could easily become as attached to another organisation as I am to this one (R)	4.16	1.58
5. I do not feel like "part of the family" at my organisation (R)	4.43	1.65
6. I do not feel "emotionally attached" to this organisation (R)	4.44	1.72
7. This organisation has a great deal of personal meaning for me	4.77	1.56
8. I do not feel a strong sense of belonging to my organisation (R)	4.85	1.57
Continuance commitment		
9. I am not afraid of what might happen if I quit my job without having another one lined up (R)	5.05	1.89
10. It would be very hard for me to leave my organisation right now, even if I wanted to	4.67	1.82
11. Too much in my life would be disrupted if I decided I wanted to leave my organisation now	4.90	1.65
12. It wouldn't be too costly for me to leave my organisation now (R)	4.51	1.80
13. Right now, staying with my organisation is a matter of necessity as much as desire	4.53	1.68
14. I feel that I have too few options to consider leaving this organisation (R)	4.22	1.72
15. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	4.14	1.73
16. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have (R)	4.78	1.67
Normative commitment		
17. I think that people these days move from company to company too often	4.22	1.44
18. I do not believe that a person must always be loyal to his or her organisation (R)	5.75	1.74
19. Jumping from organisation to organisation does not seem at all unethical to me (R)	3.84	1.58
20. One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	4.14	1.88
21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	3.22	1.67
22. I was taught to believe in the value of remaining loyal to one organisation	3.99	1.91
23. Things were better in the days when people stayed with one organisation for most of their careers	3.58	1.76
24. I do not think that wanting to be a "company man" or "company woman" is sensible anymore (R)	4.54	1.63
(R) Indicates negatively worded items. The means shown are when negative wording is taken into consideration		