

**FACTORS THAT AFFECT ORGANISATIONAL  
COMMITMENT AMONG GENERATION Z WITHIN  
KENYA URBAN ROADS AUTHORITY(KURA), IN  
NAIROBI, KENYA.**

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**A research proposal submitted to the Strathmore University Business School in  
Partial fulfilment for the Bachelor of Commerce Degree in Strathmore University,  
Nairobi, Kenya.**

**DECEMBER 2021**

## **DECLARATION**

### **Student Declaration**

This research project is my original work and has not been presented for a degree in any other university. No part of this thesis may be produced without the prior written permission of the author and/or Strathmore University.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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### **Supervisor's Declaration**

This research project has been submitted for examination with my approval as the University supervisor.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## **DEDICATION**

I dedicate this work to my mother, who gave me the push I needed to get through everything and anything whenever I doubted myself. It is through her great wisdom, prayers and spirit of never giving up that I got here. She has been my greatest source of inspiration throughout my life and more so during this process.

## **ACKNOWLEDGEMENTS**

This project would not have been possible without the support of my family behind me for their encouraging words and support.

I would also like to express my deepest gratitude to my supervisor Mr John Njane who walked with me every step throughout this process guiding me.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

The concept of organisational commitment has become an integral part in assessing the employees' loyalty to the company (Suryani, 2018). The results from Meyer and Allen's study showed that when used efficiently companies can use this three-dimensional model (affective, continuance and normative commitment) to attain and increase organisational commitment among Generation Z (Suryani, 2018).

According to Suryani, (2018), low level of commitment in an organisation leads to high level of employee turnover and hence high costs on recruitment and training new employees. The committed attitude of employees has a significant impact on improving organisational success (Rao, 2017). Committed employees set their thoughts on win-win situations. Organisational commitment is an important tool of enforcing good attitudes in the employees. This is why it is important to know how to build organisational commitment among employees within a company.

#### **1.1.1 Organisational commitment**

Organisational commitment is defined as an employee's desire to remain as a member of a company. This act represents an employee's level of involvement within their specific organisation (Okechukwu & oyetunde, 2019, 1-11). It is also defined as whether an individual remains as an employee of a particular organisation (Colquitt et al., 2011).

According to Meyer and Allen, (1991), organisational commitment is a psychological state consisting of the three distinguished elements; affective, continuance and normative commitment. Affective commitment is defined as an emotional attachment to the organisation such that the strongly committed individual identifies with, is involved in and enjoys membership in the organisation (Allen & Meyer, 1990). Continuance commitment is considered a tendency to engage in consistent lines of activity based on the individual's recognition of the costs associated with discontinuing the activity (Allen

& Meyer, 1990; Becker, 1960). Normative commitment is focused on beliefs of the totality of internalised normative pressures to act in a way, which meets organisational goals and interest (Wiener, 1982, p.471). Individuals show this behaviour because they believe it is the right and moral thing to do (Wiener, 1982, p.421). Meyer & Allen, (1991), argued that the three components correspond with different psychological states.

Organisational commitment is a condition where employees not only care for the company but also their need to maintain their membership within it. It has also been described as an emotional bonding between the employees and the company which leads to the employees feeling like they ought to be responsible for achieving the company's goal (Sontoso et al., 2020). The link between the organisation and its employees is based on the economic exchange "contract", which explains that dedicated employees promise loyalty because they hold a total or perhaps partially hidden investments which they attain by staying in the organisation (Balanescu, 2017).

It is therefore of high importance that employees have organisational commitment within an organisation because it strengthens an employee's relationship with their organisation. It makes employees want to go above and beyond their required expectations because they want to see the organisation succeed even without incentives.

### **1.1.2 Intergeneration**

In the modern workplace, there are different generations who work together and coordinate within the workplace (Meret, Fioravanti, Iannotta, & Gatti, 2018). With the growing population, individuals are classified according to the era that they were born and termed as generations. A generation is defined as a group of people who have similar birth years and whose life stages can be compared during a particular period of time and influenced by the similar social circumstances (Kirchmayer & Fratricova, 2020).

The main generations at the workplace are: The Baby Boomers (born post world war II i.e 1945 - 1964), Baby boomers are demographically a large group (39 percent) in the general workforce (CBS, 2010). Baby Boomer employees value job security and a stable work environment (Eisner, 2005; Kupperschmidt, 2000; Lancaster and Stillman, 2005; Smola and Sutton, 2002). Other descriptions of this generation include loyalty to an

organisation, idealism and ambition (Wong et al., 2008). Baby Boomers are also suggested to be focused on consensus building and mentoring. Lastly, they are suggested to be very sensitive to status (Kupperschmidt, 2000).

Generation X (born between 1965 and 1980) employees are often depicted as cynical, pessimistic and individualistic (Kupperschmidt, 2000; Smola and Sutton, 2002). More so, they are often described as entrepreneurial, independent, comfortable with change, and less loyal to an employer (Yu and Miller, 2005). As a result of an economic crisis in their formative years, Generation X are more likely to leave a job in search of more challenging work environments or higher pay as previous generations (Deal et al., 2010). Lastly, they are often reported to have difficulty dealing with disappearing boundaries between work and private life and, as a result, finding a good work-life balance (Eisner, 2005; Gursoy et al., 2008).

Generation Y (mainly termed as millennials born between 1980 and 2000 or born > 1980) is currently the largest generation (63%) within the workforce. They are described as being very comfortable with change (Rijnders and Lub, 2011, Eisner, 2005, Tulgan, 2003). Generation Y also appears to value personal development and enjoy challenging work (Eisner, 2005). Comparable to Baby Boomers, they are also considered to be optimistic, driven, and even more goal oriented and demanding of the work environment than Generation X (Boschma and Groen, 2007; Smola and Sutton, 2002; Twenge and Campbell, 2008). Similarly, Generation Y has been reported to be less committed to their organisation and more likely to leave if not satisfied (Twenge et al., 2010).

Generation Z (born from 1995 to 2012). Some disputes arise of where exactly the individuals of Generation Z lie with some being characterised under 1995 or 2000 to 2009 (Mccrindle, 2011).

It is also described as the first generation to mature side by side with highly advanced technologies (Meret & Chiara, 2018, 241 - 256) particularly the rapid evolution of how people communicate and interact (Singh et al., 2016, 1-5). Generation Z is described as a connected, communicating, computerised, community-oriented, content-centric and changing generation. For that reason, they are also known as Generation C (Dolot, 2018, 44-50).

## **1.2 Research problem**

The main indicator of a successful business is determined by its human resource. Employees have a direct impact on the overall performance of the company. In the workforce, the biggest factor that affects employees' behaviour is due to the diversity in generations. As a result, the difference in generations would form different expectations of work characteristics and work preferences.

The concept of organisational commitment has become a crucial part in assessing employees' loyalty to the company (Suryani, 2018). Commitment acts as an instrument to foresee retention rate and employee's propensity to leave (Balanescu, 2017). According to Loi, et al in (Suryani, 2018), poor level of commitment in the organisation will affect a high level of turnover which also impacts high expenses on recruiting and training new employees. Moreover, having talented employees who perform well in work is also not enough, managers need to be able to engage them for a long span of time in order to attain benefit from their efforts. Companies might use this model to attain Generation Z's commitment within the organisation.

Generation Z was born during the digital technology age (Meret & Chiara, 2018). They are highly involved with technology. Having grown up side by side with technology, an assumption is made about Generation Z that they have made technology their personalities. If they do not like something, they can easily change it with their capabilities (Csiszárík-Kocsír & Garia-Fodor, 2018).

In addition, several studies on Generation Z's level of commitment shows that unlike earlier generations who are willing to stay loyal to one company for a long span of time, Generation Z is most likely to be a "job-hopping" generation, meaning that they do not stay on one company (Beckman, 2018). For particular reasons, they tend to always seek another job every time they have the opportunity to. Therefore, being the generation that is currently joining the workforce and will soon become the largest generation at the workplace, it is crucial to ensure that companies can retain them and help them be committed to the organisation.

### **1.3 Research objectives**

#### **1.3.1 General Objective**

To investigate factors that influence organisational commitment among Generation Z in Nairobi, Kenya.

#### **1.3.2 Specific Objective**

1. To investigate the extent to which affective commitment influences organisational commitment among Generation Z in Nairobi, Kenya.
2. To investigate the extent to which continuance commitment influences organisational commitment among Generation Z in Nairobi, Kenya.
3. To investigate the extent to which normative commitment influences organisational commitment among Generation Z in Nairobi, Kenya.

#### **1.3.3 Research Questions**

1. How does affective commitment influence organisational commitment among Generation Z?
2. How does continuance commitment influence organisational commitment among Generation Z?
3. How does normative commitment influence organisational commitment among Generation Z?

### **1.4 Significance of the study**

This study will be contributing to the already available material and research although it will focus on Generation Z. Through the help of this study, the researcher will be able to form the body of knowledge on the factors that affect organisational commitment among generation Z.

The findings of this study will also help the HR practitioners and other leaders in organisations to have a deep understanding of how to ensure success of their companies through retaining their human resource as efficiently as possible particularly when it comes to Generation Z that has just begun to join the workforce and will be at work for years to come.

### **1.5 Scope of the study**

The study will be focused on Kenya Urban Roads Authority(KURA) which is a Kenyan state corporation under the ministry of transport, infrastructure, housing, urban development and public works. It will cover the employees who work at the headquarters in Nairobi, Kenya.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section examines the literature that has been reviewed by different researchers in regard to organisational commitment among generation Z. The chapter examines some theories of organisational commitment in relation to generation Z. the empirical review will look at the factors affecting organisational commitment among generation Z. it will also look at the relationship between the study variables.

#### **2.2 Theoretical framework**

The theories used include organisational commitment theories such as social identity theory, social categorization theory, the social exchange approach, the investment approach and how these factors affect organisation commitment among generation Z.

##### **2.2.1 Social Identity Theory**

The social identity theory suggests that people tend to classify themselves and others into different social categories such as organisational membership, religious affiliation, gender and age cohort (Tajfel & Turner, 1985). Social identification implies a psychological ‘merging’ of self and group that leads individuals to see the self which is similar to others within the collective, to ascribe group-defining characteristics to themselves and take the collective’s interest to heart (Turner et al., 1987). It has also been defined as a person's knowledge that they belong to a social category or group (Hogg and Abrams, 1988). Social identity is formed through two critical processes – self-categorization and social comparison (Stets & Burke, 2000).

As stated before, because commitment shows an attitude toward the organisation, one major set of correlations of commitment is found in variables related to the extent to which the job itself is enjoyable and challenging (Mathieu & Zajac, 1990; Meyer & Allen, 1997). It is therefore highly likely that within an organisation individuals will most likely categorise themselves amongst their age group which they most likely identify with psychologically. As a result of this, they will begin to form attitudes towards their organisation. These attitudes may be positive or negative and therefore affect their commitment towards their organisation.

All of this speaks to the importance of both identification and commitment for organisations, especially to the extent that questions of loyalty are more important in professional contexts now than ever before (Albert, 1998).

It is therefore of high importance for us to understand how Generation Z perceive themselves in relation to the organisation that they work for. Through this understanding of how they identify and categorise themselves within their organisation will lead to a greater understanding of their type of organisational commitment from the three model figures and their organisational commitment as a whole.

### **2.2.2 The Social Exchange Theory (SET)**

According to the Social Exchange Theory (SET), individuals' organisational commitment depends on their perceived balance of reward over input utilities (March and Simon, 1958; Homans, 1958; Gouldner, 1960). This theory emphasises the current exchange relationship between individuals and organisations. The more favourable the exchange from the participants viewpoint, the greater his or her commitment to the organisation (Hrebiniak and Alutto, 1972). It claims that employees who feel treated fairly and get what they think is appropriate in relation to their efforts are more motivated to perform on a high level and want to stay with the organisation.

This theory was developed to understand the social behaviour of humans in economic undertakings. Social exchange theory posits that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives.

For social exchange theorists, when the costs and benefits are equal in a relationship, then that relationship is defined as equitable. The notion of equity is a core part of social exchange theory. According to (Homan, 1958) outlined that social behaviour is an exchange of goods, material goods but also non-material ones. People that give much to others try to get much back from them, and people that get much from others are under pressure to give much to them. According to (Blau, 1964) social exchange refers to relationships that entail unspecified future obligations. Like economic exchange, social exchange generates an expectation of some future return for contributions. However, unlike economic exchange, the exact nature of that return is not specified. Individuals

will get into and maintain a relationship with that as long as they can satisfy their self-interests and at the same time ensure that the benefits outweigh the costs. An individual will seek to maximise their profits and minimise losses in their interactions with others.

In terms of continuing relationships, individuals will try to maintain those exchanges which have proven to be rewarding in the past, and break off those which proved to be more costly than rewarding, and to establish new relations which have a good chance of being more rewarding than costly (Blau, 1964).

This theory will help to identify how Generation Z are concerned with receiving fair economic benefits for their roles and responsibilities that they play within the organisation. And if so, is this their only major concern that leads them to having organisational commitment or what other factors within the social exchange do they care about. There is also an aspect of whether their benefits outweigh their costs which brings the question of what type of commitment do they have within this situation because they may feel emotionally attached to the organisation (affective commitment), a need to stay (continuance commitment) or obligated to stay (normative commitment).

## **2.3 Empirical review**

### **2.3.1 Affective commitment and Organisational commitment.**

In a research study that was conducted in India, it was found that organisations that invest in development of competencies evoke a sense of emotional attachment leading to higher employee commitment among generation Z. (Ng et al., 2006). In another study involving Korean employees, it was reported that there is a positive relationship between learning initiatives and affective organisational commitment particularly among millennials because they have a high need for self-development and self-actualisation therefore they respond favourably to developmental interventions (Godshalk and Sosik, 2003).

Similarly, research conducted by Jacobs and Roodt, (2007) on South African nurses has demonstrated that availability of knowledge sharing avenues has a negative relationship with intention to leave. Development of competencies is related to the individual employee's possibility of personal development and self-realisation, and is viewed as a

very significant element by employees. The greater the possibilities of developing competencies and self-realisation are, the greater the experience of job satisfaction and loyalty will be among the employees. This is in agreement with the pioneering work of (Mathieu and Zajac, 1990), who revealed that employees who perceive themselves as being very competent were significantly more effectively committed and loyal.

### **2.3.2 Continuance commitment and organisational commitment.**

Continuance commitment is considered a tendency to engage in consistent lines of activity (Becker, 1960, p.33) based on the individual's recognition of the costs associated with discontinuing the activity (Allen & Meyer, 1990, p.33).

In a study conducted in Sri Lanka's supermarkets on Generation Z employees showed that there was very little continuance commitment among them because they did not value incurring costs both social and economic that they would go through if they left an organisation, as defined by continuance commitment. They also did not have much concern for job security.

(Mabaso and Dlamini, 2018) on their study of the higher education sectors in South Africa confirmed that total rewards that include compensation have a strong relationship with continuance employee commitment. It showed that with proper design of total rewards and recognition, it will further increase commitment among academics. Moreover, if employees were not satisfied with salaries and fringe benefits, they will have no choice other than to look for alternative organisations that will be providing better salaries and benefits.

(Chelliah et al., 2015) in a study of private Malaysian organisations in Penang found that participation in job resulted in a positive relationship with affective, continuance and normative commitment. Job involvement is likely to be influenced by employer involvement, worker views of job significance, employee clarification of role requirements, career advancement prospects, frequent input and discussion with supervisors, performance of working relationships with colleagues, superiors and subordinates, impressions of the organisation's culture and values, effective internal employee communications and rewards to engage them. The positive and significant

results presuppose that their efforts must be consistent with their values in order to get employees involved, thus enabling organisations to have meaningful understanding.

### **2.3.3 Normative commitment and Organisational commitment.**

A recent study by (Johar et al. 2019) on HR practices which includes employee involvement on normative commitment among gen Z, specifically shows that employee commitment has a significant positive relationship with normative commitment. This study also includes motivation as a mediating variable on the relationship. The findings clearly show that when employees were given the empowerment and chance to be involved in the decision-making, it will help to boost the motivation, sense of responsibility and feeling of satisfaction when their voices were heard.

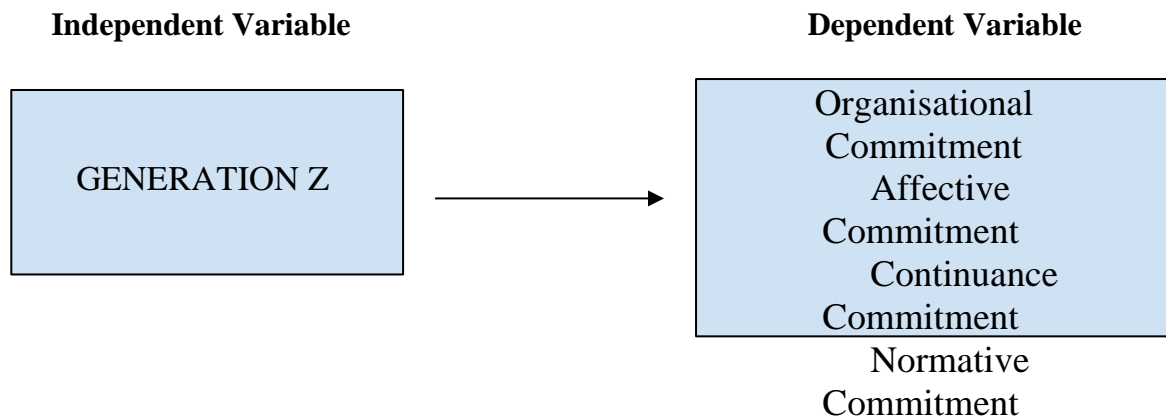
In a study conducted in South Africa by (Coetzee et al., 2014) on engineers, found that normative commitment was significantly and positively predicted by rewards and remuneration. It showed the importance of matching remuneration with job roles and responsibilities.

(Chelliah et al., 2015) in a study of private Malaysian organisations in Penang found that participation in jobs resulted in a positive relationship with affective, continuance and normative commitment. Job involvement is likely to be influenced by employer involvement, worker views of job significance, employee clarification of role requirements, career advancement prospects, frequent input and discussion with supervisors, performance of working relationships with colleagues, superiors and subordinates, impressions of the organisation's culture and values, effective internal employee communications and rewards to engage them.

## **2.4 Conceptual Framework**

Although the main concern of the research was to investigate the factors affecting organisational commitment, it is not the only method used in most firms, especially in the Kenya Urban Roads Authority (KURA). Other factors such as job satisfaction, leadership styles, organisational climate and motivation which are all classified under variables. These are divided into independent and dependent variables. In this case the independent variable is Generation Z, while the dependent variable is organisational commitment more specifically affective, continuance and normative commitment. The measures of

high organisational commitment include superior business performance, increased profitability, improved productivity, employee retention, customer satisfaction metrics. While those for low organisational commitment are poor business performance, low profits or none at all, low productivity, high employee turnover and poor customer satisfaction metrics.



### 2.5 Summary of the research gap

Although a number of researches have been conducted surrounding factors affecting organisation commitment, almost none have focused on Generation Z being as they are a relatively new generation within the working industry. It is also notable that very little research has been conducted in developing countries.

There is minimal documentation especially in Nairobi, Kenya on whether organisations are able to retain and avoid high turnover among generation Z as a result of organisational commitment. Consequently, this study aims to fill the above mentioned gap.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the research method of the study outlined. It states the research design, the population and sample of the study and the data collection methods to be used. The data obtained from the sample will be analysed further in regard to the research questions outlined under chapter one.

#### **3.2 Research design**

According to Sileyew, (2019, p.28), research design is where the researcher illustrates the framework in accordance with the research design. It helps to provide a plan of study of cause and effect relationship between the independent and dependent variables. In this study, descriptive research design will be used. Descriptive research design is based on the information collected, analysed, prepared and presented by the researcher. This would be done through finding the average of each set of questions relating to a certain type of organisational commitment to make it easier to describe the results.

#### **3.3 Population of the study**

As defined by (Malibank, 2012) a population is a collection of elements or individuals from which a sample is drawn whose characteristics are common as defined by the researcher. The population of the study will be employees within Kenya Urban Roads Authority (KURA) employees who were available at the headquarters to fill the questionnaire.

The different age groups of the employees vary and this will give more clarity on the different generations' organisational commitment. I will be collecting data from 30 of the Generation Z employees who work at the headquarters and not at the sites due to reachability, in order to draw out comparisons between the different age groups and their commitment to the organisation.

### **3.4 Data Collection Methods**

According to (Singh, 2006, p. 153), data collection emphasises research for facts that may serve later as the basis for diagnosis or identification of causal factors operating. It includes primary and secondary data obtained from either qualitative or quantitative data.

(Cohen, 1980) defined quantitative research as social research that employs empirical methods and empirical statements. He states that an empirical statement is defined as a descriptive statement about what “is” the case in the “real world” rather than what “ought” to be the case.

Primary data will be collected during this research due to the lack of pre-existing information specifically on Generation Z. Also, some secondary data collected from online sources to help in accessing the results. Some of the secondary data that will be used include the employee turnover records within the organisation in order to draw out as accurate results as possible. Quantitative data will also be used to bring out numeric variables of the research conducted.

Questionnaires will be used during this research due to being cheaper, less time consuming and can be filed anonymously which enables the collection of more accurate results. The questionnaire will consist of both closed-ended and open-ended questions. According to Creswell (2015), there is an advantage to creating a questionnaire with both closed and open-ended questions. The closed-ended questions are predetermined and can “net useful information to support theories and concepts in the literature”(Creswell, 2015, p. 219).

Due to the uncertainties of the times we are in, the questionnaires will be digital and created through google forms to enable them to be sent to as many people within the population as possible increasing the sample size for much greater results.

### **3.5 Data Analysis**

The questionnaires will be structured and therefore quantitative data will be produced. The process includes checking and ensuring that all data that may be incomplete is discarded to maintain reliability and validity. Next, the data will be input into the

Microsoft Excel sheet. Both descriptive and inferential analysis will be used to summarise the main features of the collected data in order to establish the relationship between organisational commitment among Generation Z within Kenya Urban Roads Authority (KURA).

### **3.6 Ethics in research**

To ensure that ethical measures are put in place, the researcher will seek consent from the respondents before the study and the information gathered from them will remain completely confidential and consistent with their values in order to get many employees involved.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS**

#### **4.1 Introduction**

This chapter deals with data presentation, analysis and interpretation of the research findings to determine the factors that affect organisational commitment among generation Z in Kenya Urban Roads Authority(KURA). The researcher made use of percentages, charts and tables to present the data.

#### **4.2 Response rate**

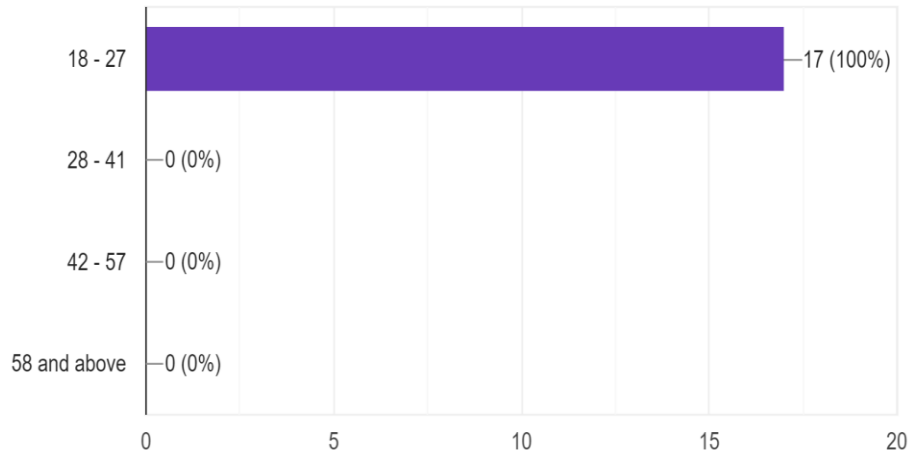
Data was collected from the sample population through semi-structured questionnaires. The questionnaires were distributed to the organisation through the human resource department once authority was given for access to collect the data. Out of the thirty (30) employees at the organisation who received the questionnaires, seventeen (17) of them filled the google forms. This makes up for 57% of the population. From certain research it is said that a response rate of 50% and above is adequate for analysis, 60% is good and a response of 70% and above is excellent. Therefore, this data was enough for analysis to be carried out. The data was coded and analysed with the findings being presented in various figures to bring out the objectives of the study clearly.

#### **4.3 Background information**

The questionnaire was divided into two sections, background information and organisational factors. Under the background information which included the demographics of the respondents. According to the background information, the majority were females aged between 18-27 years(Generation Z) as shown below.

### Age

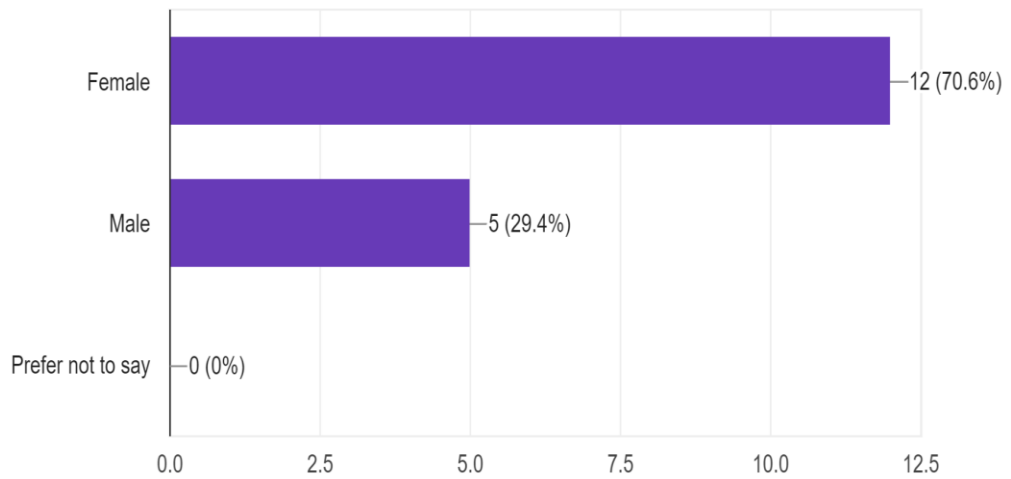
17 responses



*Figure 4.1 Ages of the population*

### Gender

17 responses



*Figure 4.2 Gender of the population*

The individuals within the population worked in different departments. KURA has 14 departments within the organisation. The figure below shows their distribution in regard to departments.

## Which department do you work in?

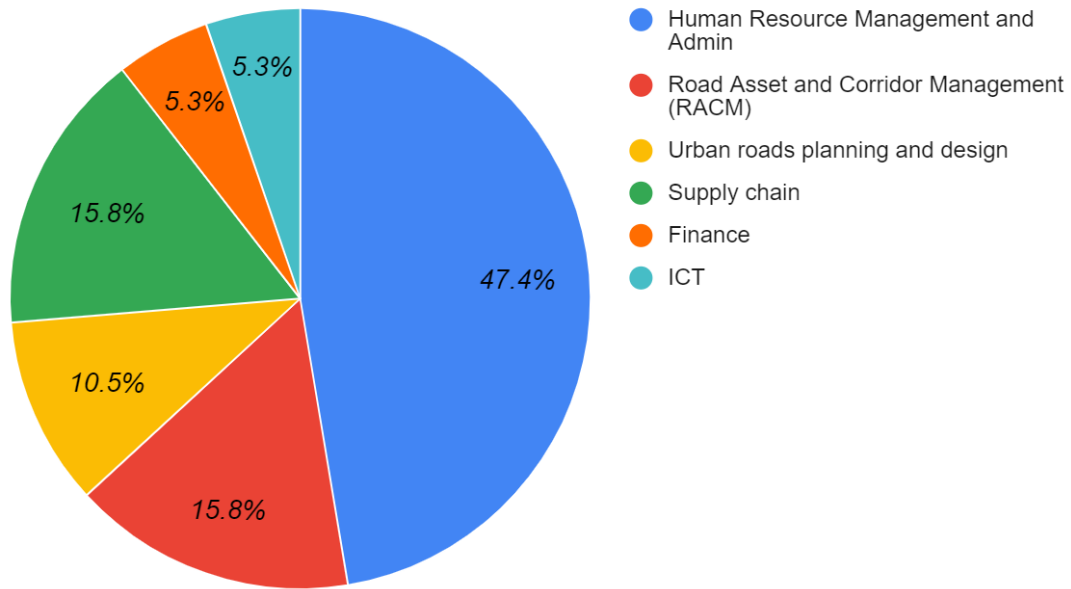


Figure 4.3 Respondents departments

Most of the respondents had earned their bachelor's degree(58.8%) when it came to their level of education. Finally under this section there was the question concerning how long they had worked at the organisation with all 100% of them being there for less than 5 years.

### 4.4 Organisational factors

Under this section, the Allen and Meyer's organisational commitment scale was used and measured organisational commitment through 15 items taken from Allen and Meyer's (1996). Organisational Commitment scale (5 items each for affective commitment, continuance commitment and normative commitment were selected), in order to determine cross-cultural validity and reliability of the scale. All the items were measured using a five point likert scale ranging from strongly disagreed (1) to strongly agreed (5). The questions were related to the three objectives of the study in regard to the organisational factors. The objectives were;

1. To investigate the extent to which affective commitment influences organisational commitment among Generation Z in Nairobi, Kenya.
2. To investigate the extent to which continuance commitment influences organisational commitment among Generation Z in Nairobi, Kenya.

- To investigate the extent to which normative commitment influences organisational commitment among Generation Z in Nairobi, Kenya.

#### 4.4.1 Investigate the extent to which affective commitment influences organisational commitment among Generation Z in Nairobi, Kenya.

This was the first research objective. To investigate this, the questions were open-ended and used a likert scale to answer. The first five questions (6 - 10), under the organisational factors, related to affective commitment from (Allen & Meyer, 1996). The items were measured using a five point likert scale ranging from strongly disagreed (1) to strongly agreed (5).

Affective commitment is defined as an emotional attachment to the organisation such that the strongly committed individual identifies with, is involved in and enjoys membership in the organisation (Allen & Meyer, 1990)

#### Affective commitment among Gen Z at KURA

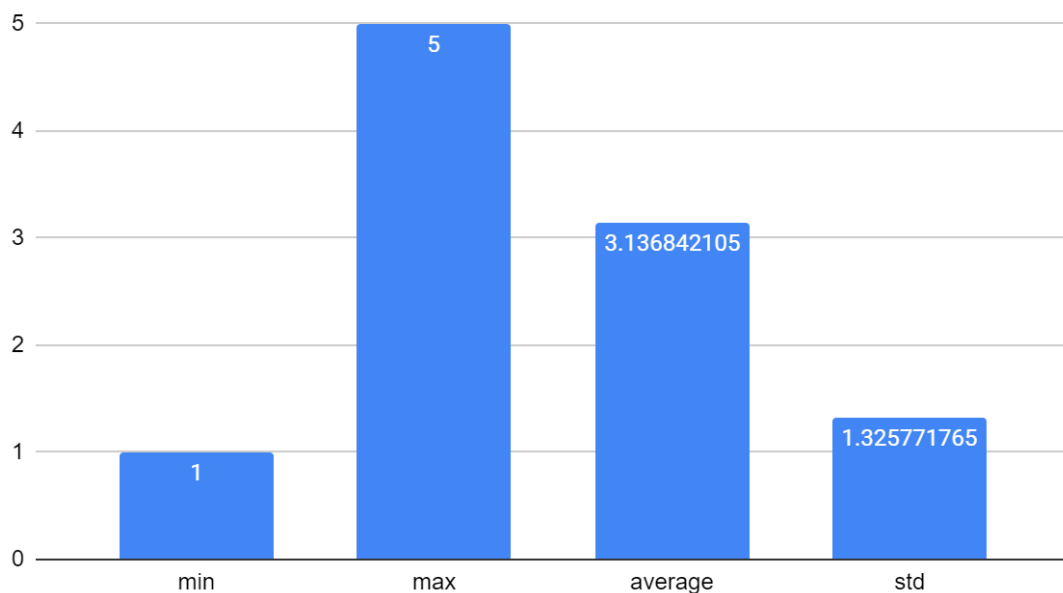


Figure 4.4 Bar graph showing Affective commitment among Generation Z at KURA

As per the results, there is moderate (53.3%) affective commitment among the respondents. Most of them (88.3%) felt happy to spend the rest of their careers at KURA as shown on the graph, figure 4.5, but they (64.7%) did not feel like the organisation's problems were their own. Also, in regard to feeling like part of the family at the

organisation, there was an even split with 41% agreeing and 41% disagreeing and 18% neutral. Another 58.8% did not feel emotionally attached to the organisation and also 58% did not feel that the organisation had a deep personal meaning to them.

6. Would you be happy to spend the rest of your career at KURA?

17 responses

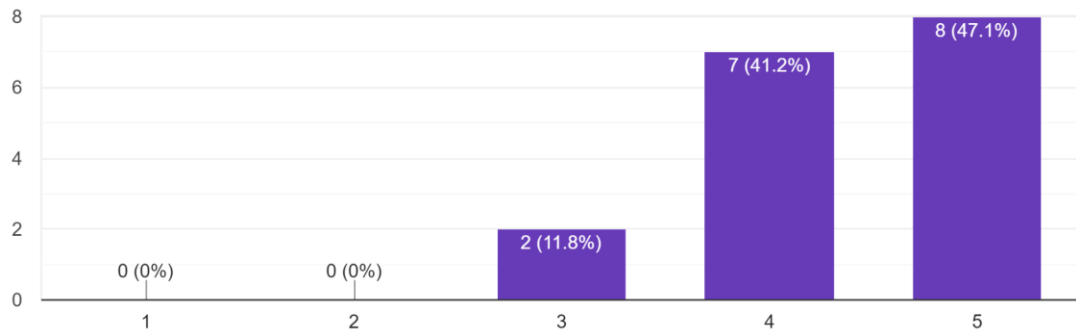


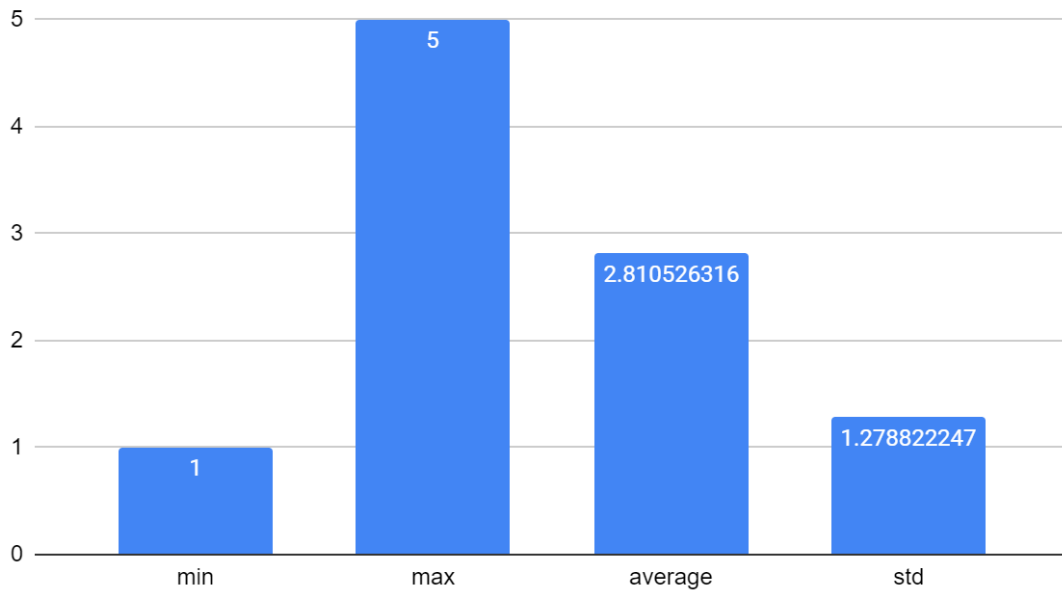
Figure 4.5 Showing high continuance commitment

#### 4.4.2 Investigate the extent to which continuance commitment influences organisational commitment among Generation Z in Nairobi, Kenya.

The second research objective was to investigate continuance commitment and to which extent it influences organisational commitment. The questions were open-ended and used a likert scale to answer. The middle five questions (11 - 15), related to continuance commitment from (Allen & Meyer, 1996) organisational commitment scale. The items were measured using a five point likert scale ranging from strongly disagreed (1) to strongly agreed (5).

Continuance commitment is considered a tendency to engage in consistent lines of activity based on the individual's recognition of the costs associated with discontinuing the activity (Allen & Meyer, 1990; Becker, 1960). The level of continuance commitment among Generation Z is shown in the figure below.

## Continuance commitment among Gen Z at KURA



*Figure 4.6 Bar graph Continuance Commitment among Generation Z at KURA*

From the graph above we can see that, there is low continuance commitment at 47.8% from the respondents results. 47.1% of the respondents said that they would not find it hard to leave the organisation if they wanted to and 41.1% said that they would find it difficult. Majority (58.9%) said that not too much or none at all of their lives would not be disrupted if they left the organisation. Majority (41.1%) disagreed that staying at my job in this organisation is a matter of necessity as much as desire. Also, 41.2% felt that they had too few options to consider leaving the organisation and 64.7% felt that one of the major reasons they continued to work for the organisation is because leaving would require considerable personal sacrifice as shown in figure 4.7 below.

15. One of the major reasons I continue to work for this organisation is because leaving would require considerable personal sacrifice.

17 responses

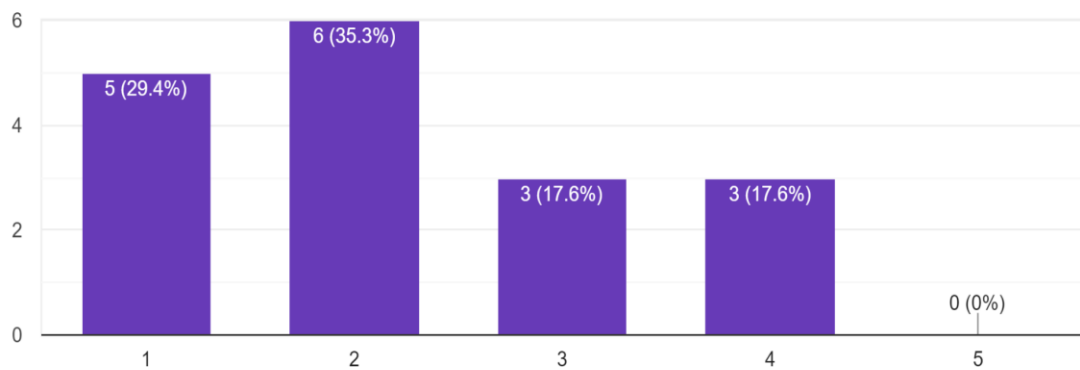


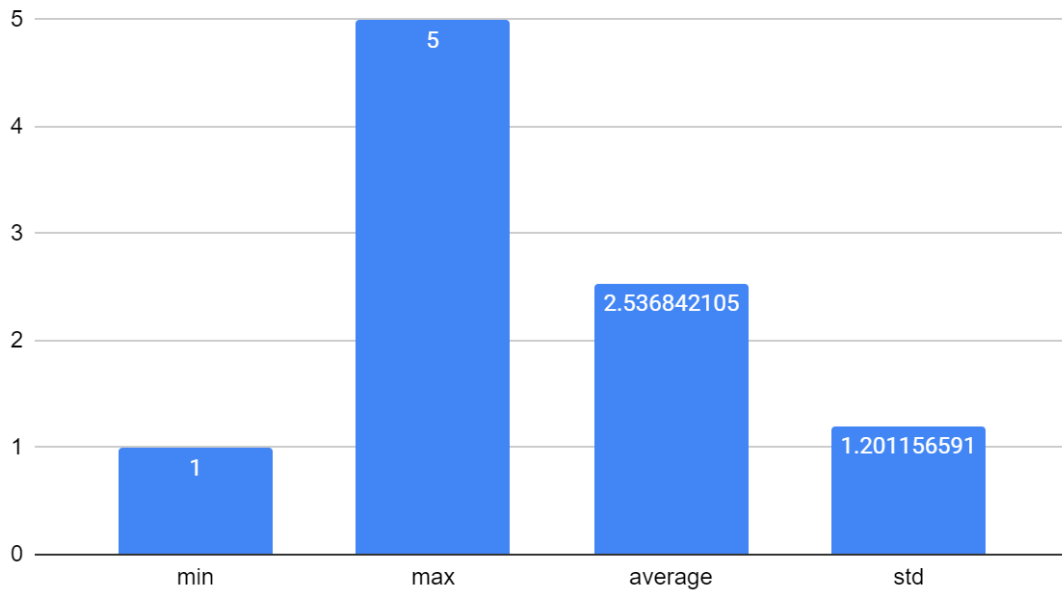
Figure 4.7 Showing low continuance commitment

#### 4.4.3 Investigate the extent to which normative commitment influences organisational commitment among Generation Z in Nairobi, Kenya.

This was the last research objective. The questions were open-ended and used a likert scale to answer. The questions numbered (16 - 20) related to normative commitment from (Allen & Meyer, 1996) organisational commitment scale. The items were measured using a five point likert scale ranging from strongly disagreed (1) to strongly agreed (5).

Normative commitment is focused on beliefs of the totality of internalised normative pressures to act in a way, which meets organisational goals and interest (Wiener, 1982, p.471).

## Normative commitment among Gen Z at KURA



*Figure 4.8 Bar graph showing Normative commitment among Generation Z at KURA*

Under normative commitment, a low percentage of 47.1 of respondents showed that they had a sense of obligation to remain with the organisation. A huge number, 70.6% disagreed with the fact that even if it were to their advantage, they did not feel it would be right to leave as shown in figure 4.7 below. 64.7% agreed that they would not feel guilty if they left the organisation immediately. 52.9% felt that the organisation deserved their loyalty for various reasons. Finally, the majority (41.2%) felt undecided/neutral on if they felt that they owed a great deal to the organisation.

17. Even if it were to my advantage, I do not feel it would be right to leave.

17 responses

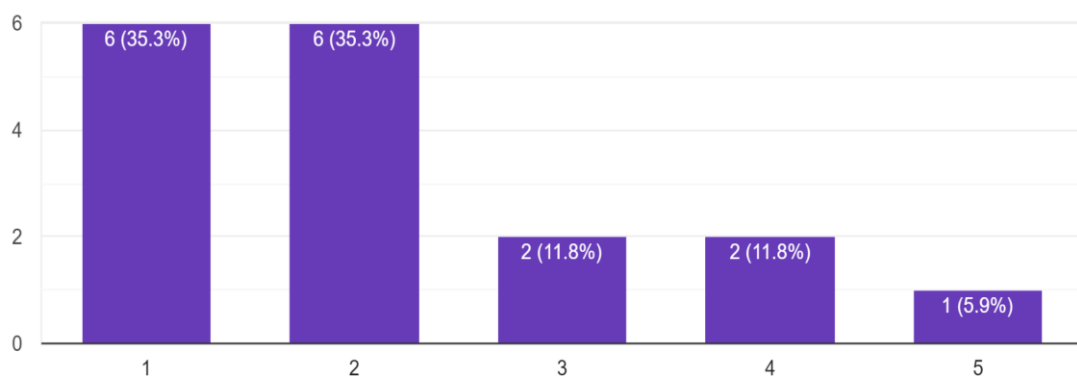


Figure 4.9 Showing a lack of obligation to the organisation

#### 4.4.4 Investigate factors that influence organisational commitment among Generation Z in Nairobi, Kenya.

The general objective of the study was to investigate factors that influence organisational commitment among Generation Z in Nairobi, Kenya. The items were measured using a five point likert scale ranging from strongly disagreed (1) to strongly agreed (5).

#### Factors that influence organisational commitment

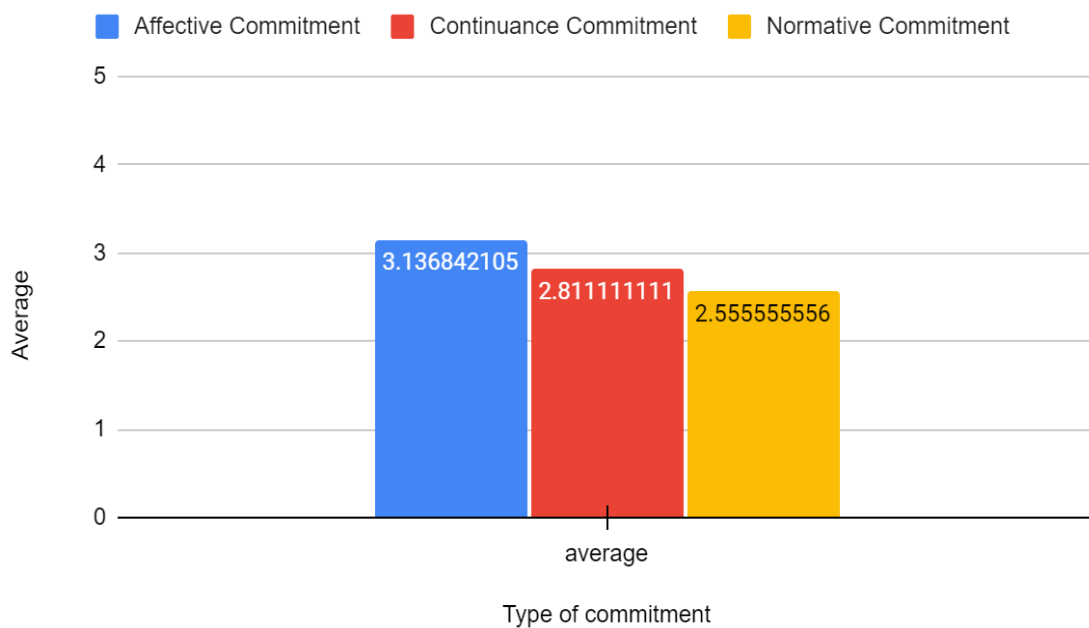


Figure 5.0 Bar graph showing factors that affect organisational commitment

	Affective Commitment	Continuance Commitment	Normative Commitment
Mean	3.136842105	2.811111111	2.555555556

According to figures above, the majority of the respondents' organisational commitment is affected by affective commitment compared to the other two types of commitment. They have an emotional attachment to the organisation that they identify with. Although

it is not too strong, it seems to show the major factors that affect generation z's organisational commitment to the organisation.

Aside from affective commitment, the respondents also stated that there were other factors, some positive and others negative, that affect their organisational commitment. They mentioned gaining experience, motivation and networking as positive, while the lack of: up to date technology, flexible working environment, adequate mental health concerns, good income and strict dress code as the negative.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This study aimed to investigate the factors that affect organisational commitment among generation z within Kenya Urban Roads Authority (KURA), in Nairobi, Kenya. This chapter summarises the findings from the previous chapter, conclusions drawn from the

analysis and makes recommendations from the researcher. Implications from the findings and areas for further research are also presented.

## **5.2 Summary of findings**

This study determined the factors that influence organisational commitment among generation Z. it used descriptive research design for the collection of data and analysis generation Z employees at KURA where 17 employees responded to the issued questionnaires and the results were of an adequate response rate of 57%.

The questionnaire used for data collection was semi-structured and the data collected was analysed and conclusions drawn using google sheets which aided in representing the information in various ways such as tables, bar graphs and pie charts.

### **5.2.1 To investigate the extent to which affective commitment influences organisational commitment among Generation Z**

The findings showed 53.3% of the respondents are affected by affective commitment. It showed that most of them are emotionally attached to the organisation which gave them a strong individual commitment and enjoy membership within the organisation. They had affection for their jobs with most feeling happy enough to spend the rest of their careers at the organisation.

### **5.2.2 To investigate the extent to which continuance commitment influences organisational commitment among Generation Z**

From figure 4.5 it shows that there is relatively low continuance commitment showing that the employees do not have a fear of loss for their jobs. Most of them did not feel as if the organisation's problems were their own showing that they worked just to achieve their objectives. Only 47.8% showed elements of continuance commitment.

### **5.2.3 To investigate the extent to which normative commitment influences organisational commitment among Generation Z**

Only 47.1% of the employees were affected by normative commitment showing a sense of obligation to stay with the organisation. A majority of them stated that if it were to their advantage 71% of them would leave the organisation if possible. Showing that they did not feel that they owed anything to the organisation.

### **5.3 Discussion of key findings**

Most of the respondents were females making up 70.6% of the total population. A majority of the respondents showed to have affective commitment although the other factors that they stated may be contributing factors as to why they were this way. Factors such as gaining experience may cause them to stay at the organisation in order to get the required years of experience before leaving and seeking better places to work. Also, networking within a government organisation would give them an upper hand in the future when any help was required while also helping them better understand the mechanicals of a government organisation.

The generation z noted that they were paid lowly due to their lack of experience and most being fresh out of university. These are the factors that clearly influenced them to be affectively committed to the organisation. Being a younger generation shows that their organisational commitment will be affected compared to those who have been in the industry for a longer time. Networking also played a role negatively in that at the organisation, a lot of the employees noted that they rarely had any social gatherings other than induction and training where they were not necessarily only their co-workers. This was shown clearly where a lot of the employees did not feel like part of a family within the organisation.

The respondents stated that were it not for the need to gain experience and for income many of them in the future would not work at the organisation stating outdated methods such as the lack of flexible work hours which would enable them to work at their own time when possible, slow devices and technology that is not up to date to make their work and results as efficient as possible, little concerns about their mental health and strict dress code which they felt did not improve/affect their productivity held them back at the workplace.

### **5.4 Conclusion**

This study shows that generation z are influenced by several factors which result in which form they are committed to their organisation. This clearly shows that there is a link between generations and organisational commitment. It is of importance to note that in

the coming years when generation z has matured a bit more, they will highly likely have extremely low organisational commitment.

### **5.5 Recommendations**

The work industry as a whole should adapt to the incoming generation that will soon hold the biggest percentage of workers in all industries. If this group is not satisfied or happy, they will not be committed to the organisation and as a result, they will move from organisation to organisation or create their own where they can work freely without anything holding them back.

### **5.6 Limitations of the study and recommendations for future studies**

Due to gen z being the incoming generation to the workplace, there were few members within this age group at the organisation to study. Also, they had not really created their footing within the organisation leading the researcher to feel as though their results were affected by the generation's need for experience and some source of income before they can begin to make proper demand within the workforce. This is especially in Kenya where a majority of individuals do not start working until they are in their twenties compared to other countries abroad where most people are required to get summer jobs from around sixteen years. Finally, this study can be done in other areas of the world and this one used as comparison to draw conclusions. Another study can also be carried out in a few years to when the generation has a better standing in the workforce.

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## **APPENDICES**

### **APPENDIX 1: REQUEST TO COLLECT DATA**

To whom it may concern,

Strathmore university offers the Bachelor of Commerce degree programme. All students undertaking this programme are required to work on a management research project in 4th year regarding a topic of their choice whereby they are expected to research, collect

data, analyse it and prepare a written document of the findings from the research and make the necessary recommendations.

I am therefore kindly requesting to gather information to be used in my research. I will ensure that all the information gathered will be used only for research purposes and kept completely confidential.

The title of my research is, **“FACTORS THAT AFFECT ORGANISATIONAL COMMITMENT AMONG GENERATION Z WITHIN KENYA URBAN ROADS AUTHORITY(KURA), IN NAIROBI, KENYA.”**

As such, I would therefore like to request that the following questionnaire be filled by employees who are willing to, from various departments of your organisation. The link below directs one automatically to the questionnaire.

[https://docs.google.com/forms/d/e/1FAIpQLSco78gN4BwTN\\_nOGIgEy-JcxeFWUapUixzRUMOCxLM5sCl1gQ/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSco78gN4BwTN_nOGIgEy-JcxeFWUapUixzRUMOCxLM5sCl1gQ/viewform?usp=sf_link)

I look forward to your assistance.

Yours faithfully,

Linda Naman.

## **APPENDIX 2: QUESTIONNAIRE**

This questionnaire was created with the sole purpose of collecting data for academic purposes. This study seeks to investigate the factors that affect organisational commitment. The information collected will be confidential. This is in partial fulfilment of the requirement for the degree of Bachelor of Commerce.

Your cooperation and honesty is highly appreciated.

## SECTION A: BACKGROUND INFORMATION

Please tick appropriately.

1. Age

18 - 27 [ ]

28 - 41 [ ]

42 - 57 [ ]

58 and above [ ]

2. Gender

Male [ ]

Female [ ]

Prefer not to say [ ]

3. Which department do you work in?

a) Finance

b) Human Resource and Administration

c) Supply chain

d) ICT

e) Policy, strategy and compliance

f) Road Asset and Corridor Management (RACM)

g) Urban roads Development

h) Special projects

i) Urban roads project development

j) Survey

k) Urban traffic management & road safety

l) Audit

m) Legal

4) What is your highest level of education?

KCSE Certificate [ ]

Diploma [ ]

Bachelor [ ]

Masters [ ]

5) How long have you worked in KURA?

Less than 5 years [ ]

6 - 10 years. [ ]

11 - 15 years [ ]

More than 16 years [ ]

**SECTION B: ORGANISATIONAL FACTORS**

The scale is as follows:

1 = Strongly Disagree 2 = Disagree 3 = Not sure 4 = Agree 5 = Strongly Agree

1. Would you be happy to spend the rest of your career at KURA.

1	2	3	4	5

2. Do you really feel as if this organisation's problems are your own.

1	2	3	4	5

3. You do not feel like part of the family at KURA.

1	2	3	4	5

4. You do not feel emotionally attached to KURA.

1	2	3	4	5

5. This organisation has a great deal of personal meaning for you.

1	2	3	4	5

6. It would be very hard for me to leave my job at this organisation right now even if I wanted to.

1	2	3	4	5

7. Too much of my life would be disrupted if I was to leave KURA.

1	2	3	4	5

8. At this moment, staying at my job in this organisation is a matter of necessity as much as desire.

1	2	3	4	5

9. I believe I have too few options to consider leaving KURA.

1	2	3	4	5

10. One of the major reasons I continue to work for this organisation is because leaving would require considerable personal sacrifice.

1	2	3	4	5

11. I do not feel any obligation to remain with my organisation.

1	2	3	4	5

12. Even if it were to my advantage, I do not feel it would be right to leave.

1	2	3	4	5

13. I would feel guilty if I left this organisation now.

1	2	3	4	5

14. This organisation deserves my loyalty for various reasons.

1	2	3	4	5

15. I owe a great deal to this organisation.

1	2	3	4	5

16) Do you consider yourself committed to your organisation?

- a) Yes
- b) No

17. According to your answer above, please state why.

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