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# Mission statements and performance in non-profit organisations

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## Abstract

**Purpose** – This study aims to explore the relationship between mission statements and organisational performance in non-profit organisations. It also examines the role of organisational commitment in moderating that relationship.

**Design/methodology/approach** – Invitations were sent to a network of non-profit organisations inviting them to complete an online survey. Usable responses were obtained from 117 respondents from 30 countries. Hierarchical regression was used to test the hypotheses.

**Findings** – The findings suggest that mission statements have a significant positive relationship with organisational performance. Also, organisational commitment, particularly affective commitment, moderates the relationship between mission statements and organisational performance.

**Research limitations/implications** – The results confirm that the relationship between mission statements and organisational performance is complex. The study of intervening variables is a worthwhile program of research.

**Practical implications** – The findings suggest that non-profit organisations can improve performance by communicating their mission and building emotional commitment to their cause.

**Originality/value** – This is one of the first studies to examine the role of organisational commitment in influencing the relationship between mission statements and performance. This study contributes to our understanding of the impact of mission statements on performance in non-profit organisations.

**Keywords** Performance management, Non-profit organizations, Management strategy, Values, Organizational behaviour, Organizational performance

**Paper type** Research paper

## Introduction

The organisational mission statement is a popular and ubiquitous management tool. For over 20 years, the mission statement has been ranked in the top ten management tools in Bain & Company's (2013) annual survey of business executives. In fact, the mission statement has often been ranked as the number one management tool. Not surprisingly, it is rare to find an organisation without a mission statement, whether it be for profit, non-profit or the public sector (Desmidt and Prinzie, 2009). Despite the widespread use of mission statements their utility is still being debated.

Advocates of mission statements claim that mission has the ability to inspire and motivate stakeholders, sharpen a firm's focus, direct the actions of employees, promote shared values and behavioural standards (Bart, 1997). Mission statements focus an organisation's allocation of resources, balance the competing interests of stakeholders and define an entity's fundamental unique purpose (Ireland and Hitt, 1992). Consequently, mission statements are the cornerstone of the strategy formulation process and the glue that hold an organisation together (Ireland and Hitt, 1992).

Sceptics assert that mission statements are impractical academic exercises (Ireland and Hitt, 1992), empty posturing or public relations efforts (Bartkus *et al.*, 2000). Mission statements create cynicism not commitment. When stated values conflict with management

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strategies, resources, methods or actions the competence of managers to be called into question and employees feel like they are being fooled. Additionally, missions statements create heightened expectations among customers leading to greater customer dissatisfaction (Bartkus *et al.*, 2000). Mission statements are popular because it is easier to write idealistic statements than it is to engage in right action (Bartkus and Myron, 2008).

What is the reality? At first the evidence for mission statements appears to be inconclusive and contradictory. Several studies have compared the components of mission statements of financially high- and low-performing firms. Some found evidence of significant differences (Analoui and Karami, 2002; Bart and Baetz, 1998; Bartkus *et al.*, 2006; Pearce and David, 1987; Rarick and Vitton, 1995; Stallworth Williams, 2008), while others found no difference (David, 1989; O’Gorman and Doran, 1999). Palmer and Short (2008) compared mission statements and performance across business schools and found that differences in performance were related to mission statement content.

The evidence from the non-profit sector is equally varied. Siciliano (1996) found that mission statements were not linked to performance. Yet, Bart and Tabone (1998) found that if all aspects of the organisation are aligned with the mission, then it can lead to higher performance. Similarly, a study in non-profit hospitals found correlations between mission statement components and performance measures (Bart and Tabone, 1999) and a recent study found a weak but statistically significant relationship (Kirk and Nolan, 2010). Also, mission statements can facilitate innovation in non-profits which can improve performance (McDonald, 2007).

The influence of mission statements on performance is probably not direct. Instead, mission statements probably influence intervening variables which, in turn, influence performance or interact with other variables to influence performance. Desmidt *et al.* (2011) conducted a meta-analysis of the relationship and found a small but significant influence on organisational performance. However, the results were not heterogeneous. This suggests that moderator variables may be influencing the results. Kirk and Nolan (2010) consider the effect of mission statements on performance as complicated and indirect, with other variables playing a part in the relationship. Other variables include organisational commitment, organisational structure, human process, strategic positioning, nonhuman resources, knowledge and the integration of all these factors.

There have been calls for research that test intermediate variables. For example, Scheaffer *et al.* (2008) called for multivariate studies in which variables that mediate the relationship between mission statements and performance are tested. Yazhou and Jian (2011) went further by suggesting specific variables – organisational commitment and psychological contract. Desmidt *et al.* (2011) noted that mission statements may not influence organisational performance directly but instead may be an instrument that serves to secure organisational members’ commitment.

The purpose of this study is to examine the relationship between organisational mission statement and organisational performance in non-profit organisations. A further objective is to study whether organisational commitment acts as a moderator in the relationship.

## Hypotheses

Mission statements are “a formalised document defining an organisation’s unique and enduring purpose” (Bart and Tabone, 1998, 1999) and “a vehicle for communicating with important internal and external stakeholders, and its principle role is to clarify the ultimate aims of the firm” (David, 1989). Mission statements are a document written for stakeholders to communicate the organisation’s identity, overarching purpose, business domain and competencies (Sidhu, 2003). It is implicitly understood that organisations are defined or identified on the basis of their philosophy, ideology, values, beliefs and convictions and that the ultimate aim or purpose of the organisation is derived from their values and convictions (Collins and Porras, 1996).

Organisational performance does not have a clear theoretical definition (Richard *et al.*, 2009). Organisational performance is often measured in terms of achieving laid out objectives (Blanchard *et al.*, 2008), which are usually financial. Such objectives are problematic for non-profit organisations, as their goals are often abstract. Non-profits rarely have a financial bottom line or single end product to measure, outcomes are often intangible and goals vague (Drucker, 1990; Flynn and Hodgkinson, 2002; Kaplan, 2001; Sawhill and Williamson, 2001).

This study contributes to the empirical evidence regarding the relationship between mission statements and performance, and it assesses the claim that mission statements positively influence organisational performance in non-profit organisations:

*H1. Mission statements have a positive effect on organisational performance.*

Organisational commitment is how an individual feels towards their organisation in terms of emotional attachment, acceptance of goals and values, identification with the organisation, behavioural investments and wanting to stay in the organisation (Joo and Lim, 2009; Kreitner and Kinicki, 2006; Malik *et al.*, 2010). The most cited definition is that of Mowday *et al.* (1979) which is "the relative strength of an individual's identification with and involvement in a particular organisation." This study takes the attitudinal approach to organisational commitment (Goulet and Frank, 2002).

One of the common measures for organisational commitment is the approach of Allen and Meyer (1990) (Zheng *et al.*, 2010). It has three types of commitment, summarised from Herscovitch and Meyer (2002), Preston and Brown (2004), Evangelista *et al.* (2009), and Doorewaard *et al.* (2010):

1. *Affective commitment*: An individual's emotional attachment, involvement and identification with an organisation, their values and goals are aligned with the organisation's values, goals and mission. The individual remains because they want/desire to. The individual can also do work on a voluntary basis.
2. *Continuance commitment*: An individual's perception that the social and economic costs of leaving are higher than that of remaining, the individual remains because they think they need to.
3. *Normative commitment*: An individual's perceived obligation/sense of duty to remain in an organisation, which could be related to social pressure and moral imperatives. The individual remains because they think they ought to.

The three types of commitment influence performance in different ways. A meta-analysis (Meyer *et al.*, 2002) found that affective commitment and normative commitment have a positive correlation with job performance but continuance commitment was unrelated. Meyer *et al.* (1989) found a positive relationship between affective commitment and job performance and a negative relationship between continuance commitment and job performance among food service workers. A Chinese study found that affective commitment was positively related to in-role performance but continuance commitment was not (Chen and Francesco, 2003). In a study of unionised utility workers, Luchak and Gellatly (2007) found that affective commitment was correlated with job performance. Because the three types of commitment influence performance in different ways, it is important to test the three forms of organisational commitment separately.

Macedo and Pinho (2009) found organisational commitment to be an important mediator in the relationship between mission and performance. They suggest that when there are higher degrees of commitment, mission statements may have stronger positive effect on performance. Similarly, found commitment to the mission to be a mediating element in the relationship between mission and performance:

H2. Organisational commitment positively moderates the relationship between mission statements and organisational performance, particularly the affective commitment component of organisational performance.

## Data and methods

### Sample

The sample was drawn from an international non-profit network which we will call PROUST. The network exists in over 60 countries. In some, it is a formalised national organisation, while in others, it is an informal organisation or group. The national groups or organisations can be better represented by the word “community”. The survey was sent out to a number of internal organisational email loops that may have 500 or more subscribers, as well as to national organisation representatives to forward to their national teams. There were 117 respondents from 30 countries. Field (2009) suggests that a sample size of 100 and up to 6 predictors have sufficient power to test a medium effect.

### Measures

Organisational Mission Statement was measured using a seven-item scale adapted from Bart's (2009) mission audit instrument. The scale was modified for this study. The word “organisation” was replaced with “PROUST”. The scale was reduced to a 1-5 Likert-type scale (1 = not at all, 5 = to the greatest possible extent). Scales with five points are more reliable (Hinkin, 1995; Preston and Colman, 2000). The reliability analysis of the scale yielded a Cronbach's alpha of 0.88, which is good (George and Mallery, 2003).

Perceived Organisational Performance was measured using a four-item scale adapted from Herman and Renz (1997, as cited by Brown, 2005) which we modified for this study. The word “services” was replaced with “PROUST's activities” and one question was deleted. The scale used a five-point Likert-type scale (1 = not at all, 5 = to the greatest possible extent).

Herman and Renz (2008) suggest that performance in non-profits is a social construction. They recommend measuring performance using perceived performance as a measure. Subjective measures may be more appropriate in a non-profit context but they can face the challenge of psychological bias (Richard *et al.*, 2009).

Perceived organisational performance was chosen over a more objective measure of performance because of the nature of PROUST's work. Self-reporting perceived measures are acceptable when an objective measure is not available or is too complex to collect (Eaton, 2003; Vandenabeele, 2009). Delaney and Huselid (1996) also point out that, even though perceived data suffer from increased measurement error and monomethod bias, “research has found measures of perceived organisational performance to correlate positively (with moderate to strong associations) with objective measures of firm performance (Dollinger and Golden, 1992, p. 954; Powell, 1992, p. 954)”. Each national organisation involved with PROUST has huge variations in terms of whether it is a formal registered organisation or an informal group. The type of work also varies considerably and minimal data are collected on the impact of its work.

The original scale has a Cronbach's alpha of 0.82 (Brown, 2005). In our study, the reliability analysis yielded a Cronbach's alpha of 0.79, which is acceptable (George and Mallery, 2003).

Organisational Commitment was measured using a 16-item scale-adapted version from Lee *et al.*'s (2001) adaptation of Allen and Meyers (1990) scale. It has been tested in a non-Western setting and the results corroborated those of Western studies (Yousef, 2003). The scale was modified for better fit with the nature of the study. The word “organisation” was replaced with “PROUST”. The scale used a 1 to 5 Likert-type scale (1 = strongly disagree, 5 = strongly agree).

The original scale has a Cronbach's alpha of affective commitment = 0.86, continuance commitment = 0.76 and normative commitment = 0.83. The reliability analysis yielded a Cronbach's alpha of affective commitment = 0.87, continuance commitment = 0.85 and normative commitment = 0.85, which are all good (George and Mallery, 2003).

### Pre-test

The questionnaire was pre-tested with individuals from the organisations/groups from Japan, South Korea, Fiji, Indonesia, Moldova, Australia and Vietnam. Based on their responses and suggestions, the English language of some of the questions was simplified. The reversed items in the organisational commitment scale were un-reversed.

### Data collection

An online questionnaire was used to collect data (Appendix 1).

### Tests

The data set was tested for skewness and kurtosis. The skewness and kurtosis were found to be acceptable (Appendix 2).

### Analysis and results

Table I highlights the demographics of the sample. The gender composition of the sample was 58 per cent male ( $N = 68$ ), 40 per cent female ( $N = 47$ ) and 2 per cent other ( $N = 2$ ). Respondents were from 32 countries, of which 18 per cent were from the UK, and 20 per cent of those working in 30 countries, were in the UK. There were 27 primary languages of which 43 per cent were primary English speakers. The average age of the respondents was 47.06 years ( $SD = 19.46$ ). The average length of involvement in PROUST was 24.3 years ( $SD = 19.9$ ).

Table II reports a hierarchical regression analysis which was conducted to test the relationship between mission and performance.

In STEP 1, mission had a significant positive relationship with performance ( $F(1,115) = 34.628$ ,  $t = 5.89$ ,  $\beta = 0.48$ ,  $p < 0.001$ ). Mission accounted for 23 per cent of the variance ( $R^2 = 0.23$ ,  $p < 0.001$ ) in performance.

In STEP 2, commitment was significant ( $F(4,112) = 13.986$ ,  $p < 0.001$ ). Commitment acted as a positive moderator in the relationship between mission and performance, and it explained an additional 10 per cent of the variance ( $\Delta R^2 = 0.10$ ,  $p \leq 0.001$ ) in performance.

**Table I** Details of the sample

Field	Largest %
Total sample	117
Gender	58% = male, 40% = female, 2% = other
Country of PROUST work	19.7% = UK
Nationality	17.9% = UK
Primary language	42.7% = English
Age	41.1% = between 24 and 35 years old
Years of involvement in PROUST	48.8% = 4-15 years
Type of involvement in PROUST	23.1% = fully committed to PROUST, also has employment or study outside PROUST
	22.2% = full-time unpaid worker/volunteer of PROUST
	19.7% = volunteer on occasional basis or specific projects
Religious faith/belief system	61.5% = Christian
	8.5% = Muslim



<b>Table II</b> Results of hierarchical regression					
	Standardised coefficients Beta	t	Collinearity statistics Tolerance VIF		p
<i>Step 1</i>					
Constant		10.37			0.000
OM	0.48	5.89	1.00	1.00	0.000
<i>Step 2</i>					
Constant		5.36			0.000
OM	0.36	4.28	0.85	1.17	0.000
AC	0.26	2.92	0.75	1.34	0.004
CC	0.18	1.62	0.51	1.95	0.107
NC	-0.04	-0.37	0.52	1.93	0.716
<b>Notes:</b> Step 1: $F(1,115) = 34.628$ , $p < 0.001$ , $R^2 = 0.23$ ( $p < 0.001$ ); Step 2: $F(4,112) = 13.986$ , $p < 0.001$ , adjusted $R^2 = 0.31$ and $\Delta R^2 = 0.10$ ( $p \leq 0.001$ )					

Of the three components of commitment, only affective commitment was significant ( $t = 2.92$ ,  $\beta = 0.26$ ,  $p < 0.01$ ). Continuance commitment ( $t = 1.62$ ,  $\beta = 0.18$ ,  $p > 0.05$ ) and normative commitment ( $t = -0.37$ ,  $\beta = -0.04$ ,  $p > 0.05$ ) were not significant.

## Discussion

The purpose of our study was to examine the relationship between organisational mission statement and organisational performance in non-profit organisations. Our study hypothesised that mission statements would have a positive effect on organisational performance. Our analysis supported our hypothesis. These findings uphold previous studies by Forehand (2000) and Sidhu (2003). Organisational mission significantly accounts for 23 per cent of the variation in organisational performance. Our findings support the various studies highlighted above that suggest that a mission statement is positively associated with performance.

A number of respondents commented that the PROUST mission statement is not visible and not referred to, and does not capture what PROUST is really about. This finding mirrors Wright's (2002) observation that only 40 per cent of managers felt their mission statement captured the organisation's purpose.

Another objective of this study was to study whether organisational commitment acts as a moderator in the relationship between mission statements and performance. The addition of organisation commitment increases the accounting of variation in organisational performance from 23 to 31 per cent. This result supports the various studies that have found that organisational commitment is both a contributor to organisational performance (Eaton, 2003; Stites and Michael, 2011). The finding supports the hypothesis that organisation commitment is a moderator in the relationship between mission and performance (Macedo and Pinho, 2009).

Only the affective commitment component of organisational commitment had a significant effect on organisational performance. This finding supports previous studies that have found a positive relationship between affective commitment and job performance (Eisinga *et al.*, 2010; Evangelista *et al.*, 2009; Luchak and Gellatly, 2007).

Affective commitment may be significant because it is connected with emotional attachment, identification with values, goals, mission and a desire to stay with an organisation. Organisations like PROUST operate mainly with volunteers and have four core values at its centre. People are there because they desire to be, they believe in the mission and feel congruent with the organisation's values (McDonald, 1995). Affective commitment is also connected with an individual's sense of conviction and volunteerism. Both of these aspects are a key part of PROUST's culture.

This study confirms that mission statements can positively influence organisational performance in non-profit organisations. This study found that organisational commitment had a positive moderating effect on the relationship between mission statements and performance. Affective commitment in particular plays an important role.

Because non-profit organisations rely on donors and supporters, they have to find ways to improve performance. Donors are more likely to lend their financial support to organisations that perform well. Non-profit organisations should invest in developing their mission and building affective commitment in order to improve performance.

### Limitations and future research

Although this study makes several important contributions, several limitations should be acknowledged. First, the survey was carried out in English which limited the involvement of those with lower levels of English proficiency. Future researches may wish to replicate these findings among non-English speakers. Second, the survey was conducted online. Older members of PROUST may not have had the ability to use or have access to the internet. Finally, the loose organisational structure of PROUST and varying levels of involvement make it difficult to define who is a member and who is not. This made it difficult to define the sampling frame.

In the future, researchers can make contributions by clarifying concepts and measurement instruments used for research in the growing non-profit sector. The concept of organisational performance and organisational commitment may need to be redefined within the non-profit sector. The instruments that have been developed within profit organisations are based on assumptions that may not be valid in the non-profit sector. This is especially true of individual motivation and commitment.

Further exploration of the other variables that effect performance in the non-profit sector may better support the understanding of the mission performance relationship. Comparative studies between non-profit and profit organisations may increase the distinctions and commonalities in the mission performance relationship and increase a better transfer of knowledge and tools between the two sectors.

### Conclusion

The study found that organisation mission statements have a significant impact on organisational performance, and that organisational commitment acts as a positive moderator in that relationship. Higher levels of commitment increase the impact of the mission on performance. The affective commitment component of organisational commitment plays a significant role in the non-profit sector.

Non-profits may have to pay more attention to their mission statement, as it is critical to both organisational performance and commitment. Mission does matter!

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### Further reading

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### Appendix 1. PROUST mission-commitment-performance questionnaire

This questionnaire takes about 15 minutes to complete.

**TITLE:** Does Mission Matter?: Exploring the link between mission statement and organisational performance in a nonprofit organisation This project is being undertaken as part of a Masters in Management Psychology by the Institute of Work, Health & Organisations (I-WHO), which is a postgraduate institute of applied psychology at the University of Nottingham.

**PURPOSE:** The overall purpose of the project is to study the relationship between PROUST's present mission statement, and its relationship to PROUST's present performance. This study refers to PROUST's present mission, PLEASE SEE BELOW. The study is supported by the International Council, but please note that it is NOT CONNECTED to the PROUST Mission and Principles Review and the new preamble. However any helpful and anonymous data may be used by the International Council to support the use of the new mission statement.

**CONFIDENTIALITY:** The purpose of this questionnaire is to elicit individual views on mission, commitment and performance in PROUST. Please be honest, there are no right or wrong answers. Identifiable personal details will only be seen by the researcher to ensure anonymity of responses. No one from PROUST will see any of the completed questionnaires. Feedback will be in the form of reports or presentations that include summary results. Any personal comments from the returned questionnaires that are used in project reports, academic papers or feedback to PROUST will be quoted anonymously and anything that might identify you or the national organisation will be removed. This questionnaire asks about your own experiences. Completion and return are entirely voluntary. We hope that you will find the questionnaire interesting and will assist us by completing it as soon as possible.

**SUGGESTED DEADLINE** for completing this survey is Sunday 29th May. Thank you for your time and assistance. If you require more information about the study, please contact any member of the research team below. **RESEARCHER:** Bhavesh S. Patel – [bhavmail@gmail.com](mailto:bhavmail@gmail.com)

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I apologise for the fact that the questionnaire only exists in the English language.

## PROUST's mission

Deleted from the appendix for anonymity purposes.

\*Required

G1: Name: \* This data will remain confidential and will only be seen by the researcher.

G2: Email Address: \* This data will remain confidential and will only be seen by the researcher.

G3: Contact Mobile/Phone Number (if you don't have an email address): This data will remain confidential and will only be seen by the researcher.

G4: Country (in which you are based for most of your PROUST work): \*

G5: Nationality: \*

G6: Primary Language: \*

G7: Gender: \*

G8: Age: \* This question is being asked to look at demographic patterns. This data will remain confidential and will only be seen by the researcher.

G9: Number of years of involvement in PROUST: \*

G10: Type of involvement in PROUST: \*

- Full-time unpaid worker/volunteer of PROUST
- Full-time paid employee of PROUST
- Full-time unpaid worker/volunteer of PROUST receiving a stipend or grant
- Fully committed to PROUST and also has employment or study outside PROUST

*(continued)*

- Part-time volunteer
- Volunteer on occasional basis or specific projects
- Other:

G11: Religious faith/belief system:

OP5: Total 2010 organisational revenue/income for your national organisation (Please state currency)  
Please only answer this question if you have access to the data (this data will remain confidential and will only be seen by the researcher)

OP6: Total 2010 organisational expenses for your national organisation (Please state currency) Please only answer this question if you have access to the data (this data will remain confidential and will only be seen by the researcher)

OM1: To what extent does PROUST's current mission statement serve as a uniting point for everyone in PROUST? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OM2: To what extent are you satisfied with PROUST's current mission statement? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OM3: To what extent is PROUST's current mission statement "clearly understood" by everyone in PROUST? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OM4: To what extent does PROUST's current mission statement create a shared "sense of mission" among individuals in PROUST? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

(continued)

OM5: To what extent does PROUST's current mission statement serve as a guide to help people make decisions? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OM6: To what extent does PROUST's current mission statement influence your own personal behaviour/actions? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OM7: To what extent does PROUST's current mission statement influence the behaviour/actions of individuals throughout PROUST? \*

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OP1: To what extent did the majority of participants of PROUST activities/workshops/interactions experience some growth as a result of services provided in 2010? \* Please answer this question based your own involvement, whether at a local or international level.

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OP2: To what extent did the quality of PROUST activities/workshops/interactions offered improve in 2010? \* Please answer this question based your own involvement, whether at a local or international level.

1 2 3 4 5

Not At All      To The Greatest Possible Extent

OP3: Generally to what extent were participants of PROUST activities/workshops/interactions satisfied with the services provided in 2010? \* Please answer this question based your own involvement, whether at a local or international level.

1 2 3 4 5

Not At All      To The Greatest Possible Extent

*(continued)*



OP4: Overall to what extent has PROUST been successful in meeting its mission/objectives in 2010? \*

Please answer this question based your own involvement, whether at a local or international level.

1 2 3 4 5

Not At All      To The Greatest Possible Extent

AC1: I would be very happy to spend the rest of my life involved in PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

AC2: I really feel as if PROUST's problems are my own. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

AC3: I feel a strong sense of belonging to PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

AC4: I feel emotionally attached to PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

AC5: I feel like part of the family of PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

AC6: PROUST has a great deal of personal meaning for me. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

CC1: I feel that I don't have enough alternative options to consider leaving PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

CC2: One of the few consequences of leaving PROUST would be the lack of available alternatives. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

(continued)

CC3: For me personally, the cost of leaving PROUST would be far greater than the benefit. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

CC4: I would not leave PROUST because of what I might lose. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

CC5: If I decided to leave PROUST, too much of my life would be disrupted. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

NC1: I feel an obligation to remain with PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

NC2: Even if it were to my advantage, I do not feel it would be right to leave PROUST now. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

NC3: I would feel guilt if I left PROUST now. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

NC4: If I got an offer for a better role in another organisation/movement/group, I would not feel it was right to leave PROUST. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

NC5: I would break a trust if I quit my connection with PROUST now. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

Please add any comments here on any aspect of this questionnaire

## Appendix 2

**Table A1** Skewness and kurtosis values

	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Standard error</i>		<i>Kurtosis</i>	<i>Standard error</i>	
OM	3.090	0.739	0.068	0.224	0.304	-0.474	0.444	-1.068
OP	3.400	0.601	-0.230	0.224	-1.027	0.362	0.444	0.815
AC	4.061	0.764	-0.729	0.224	-3.254	-0.370	0.444	-0.833
CC	2.480	1.073	0.398	0.224	1.777	-0.786	0.444	-1.770
NC	2.868	1.184	-0.151	0.224	-0.674	-1.018	0.444	-2.293

**Notes:** All the values fall between -3.25 to 1.78; field (2009) suggests that for samples less than 200, if the skew and kurtosis values fall below  $\pm 3.29$ , they are significant ( $p < 0.05$ )

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