

***To what extent does the opinion and attitude on dogs,
of employees who work in an office with a dog
influence their organizational commitment?***

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Abstract

A growing trend regarding office welfare is allowing dogs in the office. Literature has proven many benefits regarding stress, interaction in the office environment and approachability of fellow employees. However, the link with employees and their organizational commitment has not been made yet. This study explored the relationship between employees who work at an office where a dog is present and their self-reported organizational commitment through the validated Organizational Commitment Questionnaire. Data was collected by setting out a questionnaire. The participants were acquired by posting a message on LinkedIn calling all companies who allow dogs in the office to participate. A total of 103 employees from 13 different companies filled out the questionnaire. In this questionnaire, control variables were included, the opinion of the employees on dogs was gathered and the Organizational Commitment Questionnaire was conducted. Multiple linear regression analysis was used to analyse the data. There were no significant influences on the Organizational Commitment Score of employees compared to their views on dogs in general and dogs in the office environment. This indicates that having dogs in the office does not affect the organizational commitment of employees. However, this indicates that it does not negatively influence employees organizational commitment even though almost thirteen percent indicated that they feel negatively towards having dogs in the office. This suggest that having dogs in the office environment could still be beneficial for companies when taking into consideration the benefits that other studies have found that come from allowing dogs in the office.

Keywords: allow dogs, office environment, employee, Organizational Commitment Questionnaire.

Management summary

It is a growing trend that companies are allowing their employees to bring their pets with them into the office. Research has shown that pets are perceived to improve the mood of employees and customers and increase social interaction (Perrine & Wells, 2006). When comparing work groups who either had a dog present or not, it was found that the behaviour of the groups with a dog present was more cooperative, comfortable, friendly, active, enthusiastic and attentive (Colarelli et al., 2017). A study within a university has shown that students perceived a professor and the office as more approachable when a dog was present, compared to when there was no animal or a cat present (Wells & Perrine, 2001)b. Another study was done with employees from one company where they measured the amount of salivary cortisol in employees who own a pet and non-pet owners. The amount of stress measured in the dog owners who had their dogs present at work during the day showed significantly less stress compared to the other groups. When the dog owners did not have their dog present during the day they displayed a similar pattern to the non-pet owners. (Barker et al., 2012) Employees were found to be more involved in the company and were more likely to stay with the company if that company allowed pets in the office. (Niven, 2007; McConnell et al., 2011; Barker et al., 2012; Hare & Woods, 2013) There appear to be many benefits to having dogs in the office environment.

However, the influence of dogs in the office on organizational commitment is still unknown. Having employees with a high organizational commitment has many benefits (Stazyk et al., 2011). This study therefore explored the relationship between employees who work at an office where a dog is present and their organizational commitment. Literature research was conducted to investigate which validated manners existed for measuring organizational commitment. Organizational commitment has been defined as the strong emotional bond an employee has to the organization (Meyer and Allen, 1991). Organizations with committed employees have a higher performance and morale (Stazyk et al., 2011). Employees organizational commitment is also important for organizations because low or no commitment leads to employees that are more likely to skip work, come later or leave the workplace. Organizational commitment leads to a decrease in absenteeism and employee turnover (Atak, 2011). To test organizational commitment the validated Organizational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979) was used.

The total questionnaire consisted of a general part and the OCQ. Control variables were included in the general part of the questionnaire. These social and demographic variables were included due to the influence they have on the answers given on the Organizational Commitment Questionnaire according to literature (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). These variables were age, sex, education level, rank and work experience (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). We were interested in what the opinion of employees, who work in an office environment with dogs, is on dogs in general, on dogs in the office environment, and whether the employees would allow dogs in the office if it was up to them. We were also interested in the interaction the employees have with the dog in the office because being close to a dog in the office has been proven to improve the stress level of employees (Barker et al., 2012). The OCQ is a questionnaire consisting of 15 items of which 6 were reverse scored to counter response bias. The 15 scale items give an indicator of employees commitment to their organization. (Mowday et al., 1979)

A multiple linear regression was calculated and 10.3% of the variation was explained by the function of employees and the age of the employees. When the employees were higher in rank they had a higher self-reported organizational commitment score. The employees that had an age between 41 and 50 had a higher self-reported organizational commitment score. Unfortunately the opinion of employees on dogs in general, opinion on dogs in the office, whether they would allow a dog if it

were up to them and the interaction of the employees with the dog did not have any significant effect on the self-reported organizational commitment score of the employees.

However, it was also found that although almost thirteen percent indicated that they do not like dogs in the office, they do work in an office environment where dogs are present. Thus there is a factor negatively influencing their work environment, which doesn't affect their organizational commitment score. This suggests that having dogs in the office environment, looking at all the benefits from literature, could still be beneficial for companies.

For companies I would recommend to look into allowing dogs in the office. Although this study has not found an effect of allowing dogs in the office on employees' organizational commitment, literature has proven that allowing dogs in the office has many benefits, for example the amount of interaction between co-workers and the health and stress levels of employees.

For future research it is recommended to continue on this research and compare the data with the organizational commitment of employees that work at similar companies who do not allow dogs into their office environment. On average the study population scored relatively high on the organizational commitment scale, however this mean score was set in 1979 (Mowday et al., 1979), which means that many developments have taken place in the office environment, and these changes could all influence the outcome of the OCQ.

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1. Introduction

1.1 Background information

It is a growing trend that companies are allowing their employees to bring their pets with them into the office (Wells & Perrine, 2001; Barker et al., 2012). Research has shown that pets are perceived to improve the mood of employees and customers and increase social interaction (Perrine & Wells, 2006). When comparing work groups who either had a dog present or not, it was found that the behaviour of the groups with a dog present were more cooperative, comfortable, friendly, active, enthusiastic and attentive (Colarelli et al., 2017). A study within a university has shown that students perceived a professor and the office as more approachable when a dog was present, compared to when there was no dog present (Wells & Perrine, 2001)b. Another study was done with employees from one company where they measured the amount of salivary cortisol in employees who own a pet and non-pet owners. Dog owners who had their dogs present at work during the day showed significantly lower stress levels compared to the other groups. When the dog owners did not have their dog present during the day they displayed a similar pattern of the non-pet owners (Barker et al., 2012). Employees were found to be more involved in the company and were more likely to stay with the company if that company allowed pets in the office (Niven, 2007; McConnell et al., 2011; Barker et al., 2012; Hare & Woods, 2013).

Researchers have indicated in their recommendations that it might be interesting to study what the impact is of having dogs into the office on a variety of factors, such as employee morale, employee productivity, employee well-being, employee attitude, employee mood and performance (Foreman et al., 2017).

All these studies indicate that there is still more to investigate regarding the effects of having dogs in the office on the employees. The effect of having dogs in the office on the organizational commitment of employees has not been researched yet. It could be beneficial for companies to have an answer because organizations with committed employees have a higher performance and morale (Stazyk et al., 2011). Employees' organizational commitment is also important for organizations because low or no commitment leads to employees that are more likely to skip work, come later or leave the workplace. Organizational commitment leads to a decrease in absenteeism and employee turnover (Atak, 2011). Organizational commitment has been defined as the strong emotional bond an employee has to the organization Meyer and Allen (1991). To summarize, the relationship between having dogs in the office and the effect those dogs have on the organizational commitment is still unknown. This research aims to give more insight and inspire more research regarding this specific field.

1.2 Conceptual research design

This chapter includes the problem statement, the objective of the research, the main research question and the sub-research questions and the research framework.

Problem statement

Managers have to make a deliberate decision regarding whether they allow their employees to bring their dogs to the office. Many things have to be taken into consideration. Especially regarding the employees who don't like dogs in the office environment. Now, managers have to make a gut feeling decision on whether allowing the dog will influence the dog-disliking employees in such a manner that their commitment to the organization will decrease. This decrease could for instance result in the dog-disliking employees to work less hard or even find another job. This research will check if

there is a difference in the employees reported organizational commitment and their opinion on dogs in general, in the office and being employed at an organization that allows dogs in the office. This may help management to make more informed decisions on having dogs in the office environment.

Objective

The aim of this study is to find out whether the opinion of office employees regarding dogs in the office influences their organizational commitment to their company that allows dogs in the office. This will allow companies to make more informed decisions regarding their dog related office policies. The main research question is formulated as follows:

“To what extent does the opinion and attitude on dogs, of employees who work in an office with a dog influence their organizational commitment?”

In order to answer the main research question, five sub-research questions were composed. First, it was important to do research about organizational commitment. When the theory on organizational commitment was clear, empirical questions could be formed regarding the results.

Theoretical sub-research questions

1. How can organizational commitment be defined and measured?
2. Which factors influence the organizational commitment of employees?

Empirical sub-research questions

3. Do the factors influence the organizational commitment expressed by the employees in accordance with the factors from validated literature?
4. To what extent does the opinion of employees that work in an office environment where a dog is present, influence their self-reported organizational commitment?
5. Does the amount of interaction the employees have with the dog, have an effect on their self-reported organizational commitment within a company that allows dogs?

Research framework

The research framework is presented in Figure 1. The first step is to acquire information from literature and previous studies done on dogs in the office. The survey will be composed. A field study will be done where a company will ask their employees to fill out the survey. Afterwards the quantitative data that follows from this field research will be analysed using regression analysis using IBM SPSS Statistics 23. Then, the answer to the main research question will be formulated as a conclusion to the study.

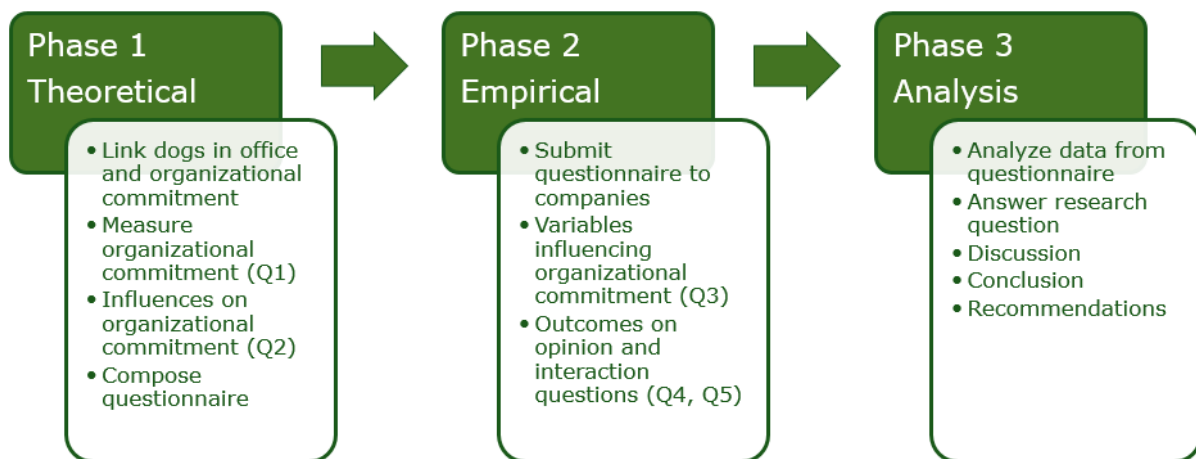


Figure 1. Research framework

2. Literature study

2.1 Introduction

First organizational commitment was explained. Then the Organizational Commitment Questionnaire was addressed. Then the theory about dogs in the office and dogs in general was explored. Lastly, the conceptual model was addressed.

2.2 Organizational commitment

Organizational commitment has been defined as the strong emotional bond an employee has to the organization, according to Meyer and Allen (1991). Assessing employees organizational commitment has been well documented as is its importance of measuring it (Mowday et al., 1979; Meyer and Allen, 1997; Barker et al, 2012). Organizational commitment is built up by a number of factors. It is related to the employees belief in the values and goals of the organization they work for, but also the amount of effort the employee is willing to go through for the company and their attitude towards it. It is also highly related to the desire an employee feels to remain with their current company.

(Trofimov et al., 2016) Luthans and colleagues (1985) framed it that an employee that is highly committed to an organization has the intention of staying employed at this company and will work hard towards the goals of the company. Dick and Metcalfe (2001) specified it even further indicating that organizational commitment can be seen as the degree to which employees identify with not only the goals of the organization but also the managers. This also encompasses how much willingness they display to invest in the company, to what degree they make an effort, the manner in which they participate in decision making and lastly the internalisation of managerial values (Dick and Melcalfe, 2001). According to Meyer and Allen's (1991), organizational commitment can be classified into three dimensions. They are affective commitment, continuance and normative commitment. Affective commitment describes the emotional connection the employee has to the organization. Continuance describes the costs the employee perceives if they were to exit the organization. Normative commitment describes the moral obligation the employee feels to stay in the organization. (Meyers and Allen., 1991)

Employees organizational commitment is also important for organizations because low or no commitment leads to employees that are more likely to skip work, come later or leave the workplace. Organizational commitment leads to a decrease in absenteeism and employee turnover. (Atak, 2011) Organizational commitment plays an important role in retention of employees.

2.3 Organizational commitment questionnaire

Two widely used tools to assess organizational commitment are the Organizational Commitment Questionnaire (Mowday et al., 1979) and the Three-Component Organizational Commitment Scale (Meyer and Allen, 1991). (Starnes and Truhon, 2006) The Organizational Commitment Questionnaire by Mowday and colleagues is validated and consists of 15 items. The 15 scale items give an indicator of employees commitment to their organization. (Mowday et al., 1979)

The Organizational Commitment Questionnaire was used by Rentsch and Steel (1992) to check for correlations on job satisfaction compared to organizational commitment. The Organizational Commitment Questionnaire was used by Porter et al. (1974) among 60 employees to test if there was a significant relationship between attitudes and turnover. Organizational commitment indicated stayers and leavers better than measuring job satisfaction did. Luthans et al. (1985) used the Organizational Commitment Questionnaire (OCQ) to test whether the level of commitment to the employing company varied between American, Japanese and Korean employees. The employees from the U.S. scored on average 3.61, the employees from Japan scored 3.21 and the Korean employees scored 3.29, indicating there are differences between different nationalities as they found that nationality accounted for 7 percent in the variance.

When looking at the article published by Mowday, Steers and Porter (1979), an average mean can be deducted from their results. They report the mean scores of their Organizational Commitment Questionnaire that was conducted among 2,563 employees working in nine different organizations with a wide variety of jobs. The reported mean score ranged from 4.0 (low) to 6.1 (high). They indicated that the mean scores are typically slightly above the midpoint of the 7-point Likert scale which is 4.0. (Mowday et al., 1979)

When using the Organizational Commitment Questionnaire, it was found that social and demographic variables can influence the reported organizational commitment score (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). These variables are age, gender, education level, rank and work experience (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). Mathieu and Zajac (1990) analysed previous studies regarding organizational commitment. They found that age is positively correlated to organizational commitment, indicating that the older the individual the higher their commitment. This is also what they hypothesized due to the assumption that employees that are older and have worked for an organization longer have invested more and are thus higher committed to the organization. They did indicate that the employees would also need to be satisfied by the pay they receive and the received promotional chances. (Mathieu and Zajac, 1990)

Jafari and his colleagues (2015) researched the organizational commitment of nurses working at the intensive care in a hospital in Iran. They found that age and work experience had a significant effect on the commitment of the nurses. Nurses that were over the age of forty had a higher organizational commitment as did nurses with high levels of work experience. All the other age categories had no significant effect. The authors did not elaborate on the possible reason behind their results. (Jafari et al., 2015)

Labrague and his colleagues (2018) researched the organizational commitment of 166 nurses in the Philippines. They found an increase in organizational commitment regarding the rank, gender, academic degree, age and work experience. Females with a master's degree that were over the age of 40 and had more than five years of work experience also had a significantly higher organizational commitment. They hypothesized that due to the commitment the nursing profession requires, females might have more commitment to their career as nurses due to the fact that life-long commitment and dedication are more female trades than male trades. The researchers hypothesized that younger nurses might not have invested much emotionally in their job, they also get lower pay and high workload and that this could result in lower commitment levels. Nurses with a lower education level had a lower commitment and this could again be due to lower pay and less career opportunities. Nurses that held a higher position such as a managerial position had a higher commitment. This study was conducted in the Philippines and the researchers stated that nurses that have a higher position also have more benefits that have been known to increase a person's organizational commitment. These benefits are higher pay, better career opportunities and involvement in decision making. (Labrague et al., 2018) Kumari and Priya (2017) also found that organizational commitment was higher in the top level managers compared to the middle and lower level managers. A study conducted among 2,031 employees of social service departments in the UK also found that the higher the level of management was, the higher their commitment was (McLean and Andrew, 1999).

Not all researchers found the same influencing demographics. For example, Mathieu and Zajac (1990) didn't find a significant effect of the gender of participants and Jafari and his colleagues (2015) did find a significant effect. There are many other factors that can influence the organizational commitment of employees. These are job related characteristics such as work experience (Jafari et al., 2015). Other factors were challenge, job scope and leader communication to name a few (Dey et al., 2014). Mathieu (1991) found that a strong effect on commitment was caused by general satisfaction. Hotel managers (N=62) who had indicated they were dissatisfied with their salary also

had a lower commitment score of 3.34 compared to 3.84 (Maxwell and Steele, 2003). Stress was also found to be of influence of the commitment of employees according to McLean and Andrew (1999).

Dogs and commitment

It is a growing trend that companies are allowing their employees to bring their dogs with them into the office as stated by Wells and Perrine (2001) and Barker and colleagues (2012). In 2015 a survey was conducted and they found that eight percent of the respondents were allowed to bring their dogs to work, compared to five percent in 2013 (Foreman et al., 2017). Different researchers suggested that it might be interesting to research what the impact is of having dogs in the office on a variety of factors, such as employee morale, employee productivity, employee well-being, employee attitude, the mood of the employee and performance (Foreman et al., 2017). In 2012, Barker and colleagues had a group of 75 employees and they looked among other things at the perceived productivity of the employees and the affective commitment of the employees when taking into account that a dog was present at the office. The employees were divided into three groups. Group one owned a dog and brought it to work, group two owned a dog but did not bring it to work and the participants of group three did not own a dog and thus did not bring it to work. One of the things they researched was whether bringing/having a dog in the workplace affected employee productivity. They found that none of the participants in group one (own and bring a dog) rated having a dog in the office had a negative influence on their productivity. However of groups two and three, at least 21 percent reported that a dog in the office influenced their productivity in a negative manner. (Barker et al., 2012) This perceived impression of the employees of dog presence on the productivity didn't take the opinion of the employees into account, they only compared dog ownership and presence of dog with a dog owner. Barker and colleagues (2012) also researched the affective commitment of the participants to the company using the method by Allen and Meyer (1991). They didn't find any significant differences between the three groups (own and bring dog, own and not bring dog and no dog).

Allowing dogs

Global companies such as Google and Amazon allow their employees to bring their dogs to the office because they believe that allowing dogs in the office brings benefits to its employees (Foreman et al., 2017).

Mars is one of the companies that allows their employees to bring their pets to the office. With the help of Banfield pet Hospital a Pet friendly workplace PAWrometer was developed. This encases a survey that was filled out by employees and specifically human resource employees to find out what the perception is of these employees of pets in the office. This was done with a total of 1,006 employees from both pet-friendly and non-pet-friendly workplaces all located in the United States. The following reasons for allowing pets in their offices were determined: greater scheduling flexibility and a clearer conscience, a decrease in stress levels for both human and pet, no restriction in people to hire from, less employees being absent, an increase in productivity, a higher collaborating working atmosphere and they found it was beneficial for pets to come to the office with their owner. (Banfield Pet Hospital, 2016)

According to their website, Purina from Nestlé allows pets into the office since 2003 in all their offices in Europe. They also investigated within other companies in Europe that allow pets into the office what the benefits are of allowing pets in the office and they surveyed thousands of pet lovers on their opinion. They found that employees performed better and had an increased productivity, were more involved, were more likely to stay with the company, had better welfare and reduced stress. They even found that people found pets inspiring. (2012; Niven, 2007; McConnell et al., 2011; Barker et al., 2012; Hare & Woods, 2013)

Dogs in the office

Previous research has shown that pets are perceived to improve the mood of employees and customers and increase social interaction. However, the office was viewed as less professional, safe

and clean. It was also found that there were few differences in how the participants viewed the different breeds of dogs and cats. (Perrine & Wells, 2006) From thirty one company's 193 employees completed a questionnaire. The results showed that having pets in the office reduced stress and affected the health of the employees and the organisation positively. The study also indicated that employees who brought their pet to work experienced higher benefits than those who did not bring their pets or owned pets. (Wells & Perrine, 2001a) Research that compared work groups that either had a dog present or not, found that the behaviour of the groups with a dog present was more cooperative, comfortable, friendly, active, enthusiastic and attentive (Colarelli et al., 2017). This indicates a positive influence of dogs on groups. According to Foreman and colleagues (2017), more studies have found this social aspect when testing an individual with a dog that person had more social encounters with strangers. Other research showed that the obstacles people experienced when a dog as present in the office were the suitability of the office space and people expressed health and safety concerns (Hall et al., 2017). A study within a university has shown that students (N=257) perceived a professor and the office as more approachable when a dog was present, compared to when there was no animal or a cat present (Wells & Perrine, 2001)b. This finding could also be applicable in the office environment and would align with what Colarelli and his colleagues found (2017). Another study was done with employees from one company where they measured the amount of salivary cortisol in employees who own a pet and non-pet owners. The amount of stress measured in the dog owners who had their dogs present at work during the day showed significantly less stress compared to the other groups. When the dog owners did not have their dog present during the day they displayed a similar pattern to the non-pet owners. (Barker et al., 2012) This shows that when an employee has their own dog present in the office, it significantly reduces the amount of stress they experience both self-reported and on a hormonal level. A study found that employees were found to be more involved in the company and were more likely to stay with the company if that company allowed pets in the office. (Niven, 2007; McConnell et al., 2011; Barker et al., 2012; Hare & Woods, 2013) This shows that there are many benefits to having dogs in the office environment.

Reasons to disallow dogs

For some companies it would be unwise to allow employees to bring a pet to work. Construction or other companies with a dangerous or a loud environment could end up giving the animals more stress and put them at risk of getting injured. Other companies that deal in food and medicine have safety concerns and have therefore more to consider than companies that don't. Despite many advantages found in literature about allowing dogs in the office, researchers have found negative aspects on the matter. An office environment was viewed as less professional, safe and clean when a pet was present. They checked for differences between breeds and dog versus cat differences and found that there were few differences in how the participants viewed the different breeds of dogs and cats. (Perrine & Wells, 2006) Research showed that the obstacles people experienced when a dog was present in the office were the suitability of the office space and people expressed health and safety concerns (Hall et al., 2017). According to the Dutch law, companies are required to enable a healthy office environment (Hogervorst, 1999). This means that as soon as someone is allergic, a dog can no longer be permitted to come into the office. Some people don't like pets, are afraid of them or have religious or cultural objections (Barker, 2005). When the boss or someone from management has one of these objections, than those companies are less likely to adopt a dog friendly office environment. Some companies rent their office space and when the landlord doesn't allow dogs on the perimeter than there is no option for dogs to come to the workplace.

2.1 Conceptual model

Based on the theoretical framework, figure 2 displays the conceptual framework. It shows the possible relations between Organizational Commitment the influencing factors from literature and the opinion of employees. Literature has indicated that individual aspects such as age, gender,

education level, rank and work experience can influence the outcome of the Organization Commitment Questionnaire (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018).

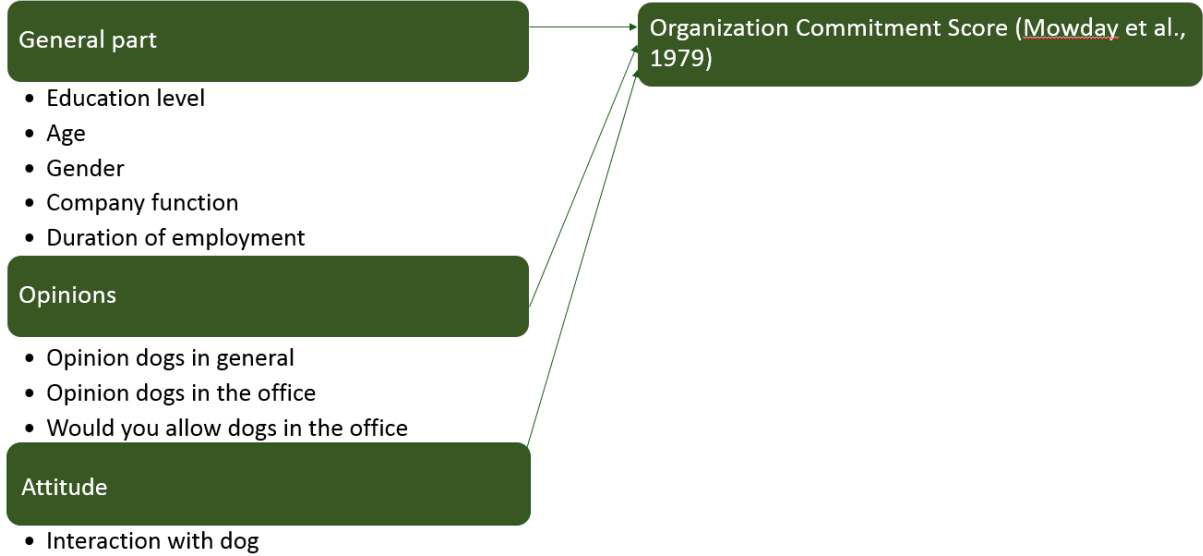


Figure 2. Conceptual framework

3. Method

This chapter will address the methodology of the study. The following topics will be discussed: the design of the study, the method of data collection, the data analysis and the reliability and validity of the study.

3.1 Introduction

For this research a quantitative research design was chosen. According to Sahu (2013, p.8) this type of research is most suited for exploring causal relationships between variables. This research is descriptive in nature due to the fact that probable causes of an effect are being researched (Sahu, 2013, p.7).

Population, sampling technique and sample size

The study's respondents consisted of people working in an office environment where a dog was allowed and present at least once a week. The sampling strategy was to set out a message on LinkedIn(c) (see Appendix III for the message as posted and the personal message people received when expressing interest) and used the researchers own network to acquire as many respondents as possible. This is a small representation of the total study population. Due to its size it is also not a representable part of the population. Also, only the part of the population that is willing to participate in such studies are part of the respondents. These could also be more easy going people and this in turn could have an effect on the outcome. However, this method was chosen due to the difficulty of reaching this particular population. There is no registry with a list of companies that allow dogs in their offices therefore it was needed to reach this population by expanding the network and using acquaintances of other acquaintances. The message was viewed by over 14,000 people.

3.2 Method of data collection

A questionnaire is a useful tool for acquiring people's opinions and attitudes which is data that is not available from published sources (McLafferty, 2003). The questionnaire was structured so the order was made logical for respondents and it was non disguised, meaning that the objective of the question was clear to the respondents and did not test an ulterior motive (Sahu, 2013). For this research the Organizational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979) was used. This because we are interested in one OCQ score and not on three different levels of organizational commitment as the questionnaire by Allen and Meyers (1991) provides three scales of commitment.

Organizational commitment was measured using the validated Organizational Commitment Questionnaire (Mowday et al., 1979). The Organizational Commitment Questionnaire consists of 15 questions that are based on a 7-point Likert scale ranging from (1) strongly disagree; (2) moderately disagree; (3) slightly disagree; 4) neither disagree nor agree; (5) slightly agree; (6) moderately agree; (7) strongly agree. Nine questions are normally formatted and six questions are inversely related. The 15 items are scored and added up, this score is then divided by 15 to provide an overall commitment score. (Bearden and Netemeyer, 1999, Mowday et al., 1979) The questionnaire was provided to participants in both an English and a Dutch version since all but one of the participating companies were companies located in the Netherlands. The one company that participated that was not located in the Netherlands was from Belgium. Both full questionnaires are included in Appendices I and II. The questionnaire consisted of a general part and the Organizational Commitment Questionnaire (Mowday et al., 1979).

Control variables were included in the general part of the questionnaire. These social and demographic variables were included due to the influence they can have on the answers given on the Organizational Commitment score. These variables were age, gender, education level, rank and work experience (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). Age can be a sensitive topic therefore respondents are more likely to answer truthfully when the answering options are categorized broadly instead of a specific number (McLafferty, 2003).

Therefore, these aspects will be included in the questionnaire and checked against the employees scores of the Organization Commitment Questionnaire. Finally the employees opinions towards dogs will be tested against the answers of the OCQ. This will be done by checking their opinion of dogs in general, dogs in the office, whether they would allow dogs in the office and if they interact with the dog that is present in the office. The question on whether the employee would allow dogs in the office if the choice was theirs was included because people might not like dogs in the office personally, but they might see advantages why they would not necessarily disallow dogs even if they dislike dogs. For example, they might see an improvement in the office mood as Colarelli et al. (2017) found. The question about the interaction with the dog is to see whether actual contact with the office dog influences the organizational commitment score.

3.3 Data analysis

Afterwards the quantitative data that followed from this field research was analysed using a multiple regression analysis using IBM SPSS Statistics 23. Multiple regression analysis is suited for analysing the relationship and determine whether an independent variable influences a dependent variable (Sahu, 2013, p. 125). In the conceptual framework that was discussed in chapter 2 the relations between different variables that will be checked can be viewed. Multiple regression analysis was also used by Porter and colleagues (1974) to determine if for example age explained a significant amount of their organizational commitment scores. Dummy variables were used to utilize the information in a category. This enabled the use of this information in a standard regression. (Hardy, 1993) The first category of the variables was used as the dummy variable.

Cronbach alpha was used to test the reliability and internal consistency of the Organizational Commitment Questionnaire (Tavakol and Dennick, 2011).

3.4 Reliability and validity

The replicability is not high. The data is measured in a specific moment in time. Small events in the office environment could influence employees level of organizational commitment. However these events should not cause employees to suddenly change their commitment to their organization. It is something that develops consistently over time (Mowday et al., 1979). The opinion of the office workers could change due to a negative experience with a dog. However, if the Cronbach's Alpha is high this could indicate high reliability (Tavakol and Dennick, 2011). Therefore the replicability could be influenced by a number of factors resulting in a medium/high reliability.

The internal validity describes the relationship between variables and with how much confidence these relationships can be explained (Ferguson, 2004). Because this research only focuses on the dog aspect of the organization a lot of other factors that can influence employees organizational commitment such as employee engagement (Hanaysha, 2016) and for example rewards both financial and non-financial (Khaliq et al., 2016) are not taken into account.

External validity refers to the generalizability of the data and of the observed effects (Ferguson, 2004) The external validity of this research is high. The aimed sample size will be at least 100 responses which is higher than 30. Therefore the information applies to the central limit theorem therefore the generalization of the results is not restricted. (Sahu, 2013, p.26)

4. Results

In this chapter the results of the questionnaire that was filled out by 103 office workers will be addressed. First some background information is provided about the questionnaire, then an overview of the output is provided, than the results of the regression analysis are presented in two parts. First the general part is checked for variance that explains the reported organization commitment. Then the opinion questions are checked for variance that explains the reported organizational commitment.

4.1 Response analysis

In total 105 employees filled out the questionnaire. However, two respondents were excluded for not filling out the complete Organizational Commitment Questionnaire. So, the useful data consisted of 103 respondents. Employees from fourteen companies have participated in the questionnaire as shown in table 1. Both RMMBR and Elephant Road and both Bespeak and Visavi were grouped together due to the fact that their offices are on the same address. Both managers and regular employees were requested to participate in filling out the questionnaire.

Company	Sector	N (103)	%
<i>Bespeak/ Visavi</i>	E-learning	12	11.7%
<i>Corion</i>	Management consulting	11	10.7%
<i>RMMBR/Elephant Road</i>	E-learning	14	13.6%
<i>LifeTec Group</i>	Medical equipment	8	7.8%
<i>Mars</i>	Confectionery	1	1.0%
<i>Google</i>	Internet	1	1.0%
<i>Stratego</i>	Human resource	4	3.9%
<i>Picnic</i>	Supermarket	1	1.0%
<i>Youwe</i>	Internet	13	12.6%
<i>InBrain</i>	E-learning	15	14.6%
<i>Celsius Benelux B.V.</i>	Industrial automation	1	1.0%
<i>Humagement</i>	Facility management	13	12.6%
<i>Fonkel</i>	Strategic communication agency	9	8.7%

Table 1. Overview participating companies

4.2 Descriptives

The total response of the participants per question can be viewed in the first column of table 2 behind the description of the question. For the full questions that the participants got, see Appendices I and II. The data of question “15 Interaction” was later combined. Employees could fill out in which manner they interacted with the dog present in the office. However it was only interesting to check whether they interacted with the dog at all. Thus the response was changed and all responses from respondents who filled in a specific type of interaction such as “I pet the dog” were changed to “interaction”, as an interaction took place. The responses of the respondents who filled in they do not interact with the dog present in the office in any manner whatsoever, remained unchanged. These two new options were compared.

Organizational Commitment Questionnaire.

The Organizational Commitment Questionnaire has been checked for Cronbach’s Alpha which tests if multiple items can form one scale. The Cronbach’s Alpha was 0.909 indicating $\alpha \geq 0.90$. This means that the internal consistency between the items has a reliable scale. The OCQ was filled in by all 103 participants with a mean of 5.36 on a 7-point Likert scale and a standard deviation of 0.90. In

Appendix IV the overview of the outcome of the Organizational Commitment Questionnaire can be viewed in table 4.

In table 2 an overview is given about the general part of the questionnaire. The factors that are included are factors that were of interest for the study (e.g. "How do you feel about dogs in the office?") or factors that have been proven by literature to influence the outcome of the Organizational Commitment Questionnaire (e.g. "How old are you?"). These variables were age, gender, education, rank and work experience (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018).

Question (total response)	Options	# response	% response
2. Function (103)	Employee	81	78.6%
	Manager	22	21.4%
3. Duration of employment (103)	Less than 1 year	20	19.4%
	1 - 5 yrs	65	63.1%
	6 - 10 yrs	14	13.6%
	11 - 20 yrs	3	2.9%
	More than 20 yrs	1	1.0%
	6. Education level (102)	Non high school graduate	1
	High school graduate	14	13.7%
	Bachelor's degree	43	42.2%
	Master's degree	39	38.2%
	Doctoral degree	5	4.9%
7. Age (103)	Less than 20 yrs	0	0%
	20 - 25 yrs	13	12.6%
	26 - 30 yrs	31	30.1%
	31 - 40 yrs	33	32.0%
	41 - 50 yrs	21	20.4%
	51 - 60 yrs	3	2.9%
	More than 60 yrs	2	1.9%
8. Gender (102)	Female	52	51.0%
	Male	50	49.0%
12. Dogs in general (103)	Strongly dislike	3	2.9%
	Dislike	0	0%
	Somewhat dislike	8	7.8%
	Neither like or dislike	7	6.8%
	Somewhat like	21	20.4%
	Like	34	33.0%
	Strongly like	30	29.1%
13. Dogs in the office (103)	Strongly dislike	2	1.9%
	Dislike	4	3.9%
	Somewhat dislike	7	6.8%
	Neither like or dislike	7	6.8%
	Somewhat like	15	14.6%
	Like	30	29.1%
	Strongly like	38	36.9%
15. Interaction (102)	No	10	9.8%
	Yes	92	90.2%
16. Allow dog (103)	Yes	73	70.9%
	No	10	9.7%
	Maybe	20	19.4%

Table 2. Descriptives

From table 2 it can be viewed that the gender division is equal, 21 percent is a manager and most respondents have been working at their company for 1 to 5 years.

In table 2 an overview of the opinion questions is also given. Eleven of all respondents indicated that they feel negative towards dogs in general. Thirteen of all respondents indicated that they feel negatively towards dogs in the office. Interestingly only nine of those participants would actually disallow dogs in the office. One who slightly liked dogs would also disallow dogs if it were up to them and twenty participants were uncertain of what their decision would be.

4.3 Multiple linear regression

First the correlation between two variables was checked due to possible similarity. Then, the multiple regression analysis was run and the full model was checked.

4.3.1 Correlation

The correlation between the two variables concerning participants opinions on dogs in general and on dogs in the office were checked. Due to the fact that they are below 0.7 (see table 3) they were not tested separately in the multiple regression analysis.

	<i>Opinion dog in general</i>	<i>Opinion dog in office</i>
12. <i>Opinion dog in general</i>		.577**
13. <i>Opinion dog in office</i>	.577**	

Table 3. Correlations opinion questions (** Correlation is significant at the 0.01 level (2-tailed))

4.3.2 Multiple regression analysis

The full model was run including all the variables from table 2. The model had a significance of 0.076 (with $F=1.602$) which is below $\alpha = 0.10$ indicating it generated significant results indicating a ten percent probability that the results are up to chance. It had an R^2 of 27.3% and an adjusted R^2 of 10.3%. This indicates that ten percent of the variation is explained by this regression analysis. This means that there are many other variables that influence the amount of organizational commitment the participants reported. In table 3 the model can be viewed. It can be seen in table 3 that three significant effects were found on the self-reported organization commitment of the participants. These effects were found in the control variables in the function of the employees, the number of years they have been employed and the age category they fall in. There were no significant effects found for the variables of interest, so neither the opinion of the employees on dogs in general or in the office, on whether they would allow dogs and if they interacted with the dog had any significant effect.

The function of the employees is of influence on the self-reported organizational commitment. Employees with a manager's position have a higher self-reported organizational commitment compared to the regular employees. Their self-reported commitment increases with 0.421 when they have a manager's position. Employees that have been employed between 6 to 10 years have a lower self-reported organizational commitment. Their commitment decreases with 0.645 so they experience a real dip in their organizational commitment. Employees that are between the ages of 41 and 50 had a higher self-reported organizational commitment. Their self-reported organizational commitment increases with 0.755 which is the biggest influencing effect found in this study.

Variables	B	Sig.
Constant	5.527	0
Function	0.421	0.085
Years employed: 1- 5		
Years employed: 6 -10	-0.645	0.06
Years employed: 11 - 20		
Years employed: longer than 20		
Education level: higher education		
Education level: bachelor's degree		
Education level: master's degree		
Education level: doctoral degree		
Age: 26 – 30		
Age: 31 – 40		
Age: 41 – 50	0.755	0.037
Age: 51 – 60		
Age: older than 60		
Gender		
Allow dog		
Opinion dog in general		
Opinion dog in the office		
Interaction		

Table 4. Results multiple regression analysis

The R square change was reviewed for the three variables, Function, Years employed 6 – 10 and Age 41 – 50, that gave a significant effect on the self-reported organizational commitment score of the participants. Three models were made:

- a. Function
- b. Function, Years employed 6 – 10
- c. Function, Years employed 6 – 10, Age 41 – 50

When comparing the three models it was found that the first model and the third model had a significant F change and the second model did not. Model a. had a F change of 0.001, model b. had a F change of 0.145 and model c. had a F change of 0.010. When viewing the standardized Beta coefficients of model c. the Beta of Function was 0.276 and the Beta of Age 41 – 50 was 0.247. Years employed 6 – 10 was not found significant.

5. Discussion

The primary purpose of this research was to check whether the opinion and attitude of employees who work in an office with a dog would influence employees organizational commitment score. No significant effect was found, so the opinion and attitude of employees who work in an office environment with dogs, did not affect employees organizational commitment. There were however two control variables that influenced the self-reported organizational commitment score of the participants. These were the function of employees and the age of the employees. These results will firstly be addressed. Then the possible reasons of not finding a significant effect on the opinion and attitude will be discussed. After that other interesting findings will be addressed. Lastly the limitations of the study will be addressed.

5.1 Control variables

An alpha of 0.10 was used and a significant effect was found on the self-reported organizational commitment the participants reported. A multiple linear regression was calculated and 10.3% of the variation was explained by the function of employees, the duration of their employment and the age of the employees. When the employees were higher in rank they had a higher self-reported organizational commitment score. The group that had an employment duration of 6 to 10 years had a decrease in their self-reported commitment. The employees that had an age between 41 and 50 had a higher self-reported organizational commitment score. Unfortunately the opinion of employees on dogs in general, opinion on dogs in the office, whether they would allow a dog if it were up to them and the interaction of the employees with the dog did not have any significant effect.

5.1.1 Function

The function the employees had within the company had a significant influence on the self-reported organizational commitment score of the participants. The employees who had a managers function had a higher commitment to their company than the regular employees. A study conducted among 2,031 employees of social service departments in the UK also found that the higher the level of management was, the higher their commitment was (McLean and Andrew, 1999) A study amongst nurses in the Philippines found that nurses that held a higher position such as a managerial position had a higher commitment. This study was conducted in the Philippines and the researchers stated that nurses that have a higher position also have more benefits that have been known to increase a person's organizational commitment. These benefits are higher pay, better career opportunities and involvement in decision making. (Labrague et al., 2018) Kumari and Priya (2017) also found that organizational commitment was higher in the top level managers compared to the middle and lower level managers. This is fairly logical that as a manager you have a higher commitment because there are more responsibilities.

5.1.2 Age

In the current study the employees that had an age between 41 and 50 had a higher self-reported organizational commitment score. Similar results were acquired when testing nurses. Jafari and colleagues (2015) questioned nurses that worked in a hospital in Iran on the intensive care and they found that nurses that were over the age of forty had a higher organizational commitment. Labrague and his colleagues (2018) researched the organizational commitment of 166 nurses in the Philippines and found the same results namely that nurses over the age of 40 had a significantly higher organizational commitment. The researchers hypothesized that younger nurses might not have invested much emotionally in their job, they also get lower pay and high workload and that this could result in lower commitment levels. Mathieu and Zajac (1990) analysed previous studies regarding organizational commitment. They found that age is positively correlated to organizational

commitment, indicating that the older the individual the higher their commitment. This is also what they hypothesized due to the assumption that employees that are older and have worked for an organization longer have invested more and are thus are higher committed to the organization. Interestingly the two oldest age group in the current study did not have a significant effect (age 51 – 60 and older than 60), while other studies reported that all ages above 40 had a significant effect. It could be that they would have found this effect if they had split their age categories even further. Labrague and colleagues (2018) only specified three categories and the last one was 40 years and older. It could be that these two older categories in the current study didn't have a significant effect because at the age of over 50, employees work towards their retirement and are less invested then they were in their forties.

5.1.3 Gender, education level and duration of employment

Five social and demographic variables were taken into account when testing the organizational commitment score of the participants. These were age, gender, education level, rank and work experience (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). The variables that did not have a significant effect were gender, education level and duration of employment. Labraque and colleagues (2018), who researched the organizational commitment of 166 nurses in the Philippines, stated that due to the commitment the nursing profession requires, females might have more commitment to their career as nurses due to the fact that life-long commitment and dedication are female trades. It could be that due to the fact the participants were all office workers instead of nurses the gender did not have a significant effect on the organizational commitment. Previous studies that found a significant effect were studies conducted amongst nurses so it appears these two type of jobs are too different to compare gender influence on the organizational commitment. Education level was also an influencing demographic that was found in the same study by Labrague and colleagues (2018). They found that nurses with a master's degree had a higher organizational commitment. Further they hypothesized that Nurses with a lower education level had a lower commitment and this could again be due to lower pay and less career opportunities. In the current study the education level did not have any effect on the organizational commitment of employees. The population consisted of many higher educated people. These type of employees tend to work in a pleasant environment where their intellect and input is appreciated. This was associated with high commitment and could thus have resulted in no significant effect. The employment duration of the participants didn't have a significant effect on the self-reported commitment of the employees. Jafari and his colleagues (2015) researched the organizational commitment of nurses working at the intensive care in a hospital in Iran. They found that work experience had a significant effect on the commitment of the nurses. Nurses with high levels of work experience had a higher organizational commitment compared to the low experienced nurses. Labrague and his colleagues (2018) researched the organizational commitment of 166 nurses in the Philippines. They found an increase in organizational commitment with nurses that had more than five years of work experience. It is possible that no significant effect was found because the distinction between duration of employment and years of experience was not specified. Both of the studies were conducted amongst nurses and when reviewing gender it appeared as if the professions nurse and office employee were not comparable. This could also be the case for work experience.

5.1.4 Low explained variation

The R squared was low indicating that the variables researched didn't account for much of the variation (around 10 percent). This could be due to the fact that a lot of other factors can influence the organizational commitment of employees. As was mentioned before, several studies investigating employees organizational commitment found demographic aspects that influence the organizational commitment of employees, such as age, gender, education level, rank and work experience (Mathieu and Zajac, 1990; Jafari et al., 2015; Labrague et al., 2018). However, some researchers included other personal characteristics such as marital status, positional tenure and organizational tenure (Dey et al., 2014). This is because not all researchers found the same

influencing demographics. For example, Mathieu and Zajac (1990) didn't find a significant effect of the gender of participants while Jafari and his colleagues (2015) did find a significant effect. Other factors have also been found to influence the organizational commitment of employees were: work experience (Jafari et al., 2015), challenge, job scope, leader communication (Dey et al., 2014), general satisfaction (Mathieu, 1991), salary (Maxwell and Steele, 2003) and stress (McLean and Andrew, 1999). All these factors could have influenced the organizational commitment but they were not taken into consideration due to the size of the study and the length of the questionnaire and the depth. The questions from the organizational commitment questionnaire are intense, and the questionnaire needed to stay approachable and doable in a short amount of time to gather as many respondents as possible due to limited participants pool.

5.2 Opinion and attitude of employees towards dog

Unfortunately the opinion of employees on dogs in general, opinion on dogs in the office, whether they would allow a dog if it were up to them and the interaction of the employees with the dog, did not have any significant effect. Based on the many benefits that can be found in literature it was expected that there would have been a significant effect. There are a number of reasons that could explain this outcome. The first is that this is the result of the fact that all employees work with dogs in the office and that because they all experience these benefits, their opinion does not offer a big difference. Therefore it might be interesting to check the organizational commitment of similar companies who do not allow dogs in the office, and check whether their overall organizational commitment score is similar to the average organizational commitment score of the current study.

5.2.1 Compared to other organizational commitment scores

When looking at the article published by Mowday, Steers and Porter (1979), an average mean can be deducted from their results. They report the mean scores of their Organizational Commitment Questionnaire that was conducted among 2,563 employees working in nine different organizations with a wide variety of jobs. The reported mean score ranged from 4.0 (low) to 6.1 (high). They indicated that the mean scores are typically slightly above the midpoint of the 7-point Likert scale which is 4.0. (Mowday et al., 1979) The mean score of the employees that participated is 5.4. This is a higher score than the average score but still ranging within the normal range. Because this mean score was set in 1979, it could be outdated. Many developments have taken place in the office environment, and they could all influence the outcome of the OCQ.

It could be argued that due to the respondents nationality their overall OCQ score was relatively high. A study amongst American, Japanese and Korean employees showed that their average OCQ score was lower. The employees from the U.S. scored on average 3.61, the employees from Japan scored 3.21 and the Korean employees scored 3.29, indicating there are differences between different nationalities as they found that nationality accounted for 7 percent in the variance. (Luthans et al., 1985) The type of work could explain the high overall reported OCQ score. A high level of responsibility was argued, could lead to a higher commitment to the organization (Meyer and Allen., 1991). This could explain why the overall OCQ score was high.

The demography of the study population consisted of employees who allow dogs in the office. This most likely meant that we selected a very small group of organizations which might not be representative of the general office companies. Also because most companies were no multinationals, there is a more intimate atmosphere. If a person is unhappy in such an environment, it is highly possible that they are more likely to leave than when they work with hundreds of other people.

5.2.2 Benefits of allowing dogs in the office

No significant effect was found of the opinion and attitude of employees who work in an office environment with dogs. However, previous research has shown that pets are perceived to improve

the mood of employees and customers and increase social interaction (Perrine & Wells, 2006). From thirty one company's 193 employees completed a questionnaire. The results showed that having pets in the office reduced stress and affected the health of the employees and the organisation positively. The study also indicated that employees who brought their pet to work experienced higher benefits than those who did not bring their pets or owned pets. (Wells & Perrine, 2001a) Research that compared work groups that either had a dog present or not, found that the behaviour of the groups with a dog present was more cooperative, comfortable, friendly, active, enthusiastic and attentive (Colarelli et al., 2017). According to Foreman and colleagues (2017), more studies have found this social aspect when testing an individual with a dog that person had more social encounters with strangers. A study within a university has shown that students (N=257) perceived a professor and the office as more approachable when a dog was present, compared to when there was no animal or a cat present (Wells & Perrine, 2001)b. Another study was done with employees from one company where they measured the amount of salivary cortisol in employees who own a pet and non-pet owners. The amount of stress measured in the dog owners who had their dogs present at work during the day showed significantly less stress compared to the other groups. When the dog owners did not have their dog present during the day they displayed a similar pattern to the non-pet owners. (Barker et al., 2012) Lastly, there was a study found that employees were found to be more involved in the company and were more likely to stay with the company if that company allowed pets in the office. (Niven, 2007; McConnell et al., 2011; Barker et al., 2012; Hare & Woods, 2013) This shows that there are many benefits to having dogs in the office environment. For the dogs, it would also provide benefits because they would be less alone and it would give dogs more variation in their day-to-day life. Owners that would not get a dog due to being absent most of the day, could actually get a dog. Off course there are also reasons for companies to disallow dogs. Employees can be allergic, some people don't like pets, are afraid of them or have religious or cultural objections (Barker, 2005). These reasons can cause companies to not implement a dog friendly office environment.

5.3 Interesting findings

The data showed that thirteen respondents indicated that they feel negatively towards dogs in the office. However, only ten respondents said they would disallow dogs in the office if they had the choice. When checking the individual data it was determined that four out of thirteen were uncertain whether they would disallow dogs in the office, and interestingly there was one person who said they slightly liked dogs in the office who would choose against this if they could decide this. This indicates that four of the thirteen respondents actually did see some sort of benefit of having dogs in the office. It would be interesting to do a qualitative research to determine their reasons.

5.4 Limitations of the study

This study relied on the ability to honestly self-report of the respondents. Also the answers of the respondents depend on how the employee feels about the company at that specific moment. This study used a cross-sectional design and even though measuring organizational commitment is more stable than for example measuring job satisfaction (Mowday et al., 1979), it can have slight differences in outcome, though no major ones as longitudinal studies have shown. (Porter et al., 1974) A longitudinal study would have to be done amongst the same population to check for variation in the data. Some of the original questions of the general part remained unused. For example question 17 (See Appendices I and II). Interestingly many respondents didn't fill out question 17 of the general part: "Is there a specific reason you don't want a dog in your office?" (only 94 respondents of the 103). It is speculated that this is due to the formulation of the question. People might have interpreted the question as something to not fill in when they had no reason to dislike dogs in the office. There reasons could be that the dislike dogs, or for example that they find the dog a form of distraction or maybe even a completely different reason. These options were not

included in the answer form. Despite the fact that the questionnaire was tested by two people, there were still some errors in the formulation of the questions in the general part.

6. Conclusion and recommendations

Conclusion

It appears that for companies who allow dogs there is no significant difference in organizational commitment score between employees who like dogs and those who do not. Interestingly, the mean organizational commitment score of the employees was relatively high. This means that for companies in general, it does not positively influence employees organizational commitment. However, although almost thirteen percent indicated that they do not like dogs in the office, they do work in an office environment where dogs are present. Thus there is a factor negatively influencing their work environment but this does not influence their organizational commitment score. This suggest that having dogs in the office environment, looking at all the benefits from literature, could still be beneficial for companies.

Recommendations

For companies I would recommend to look into having dogs in the office, as it does not have an effect on employees organizational commitment. This means that implementing dogs in the office doesn't bring down the commitment employees feel towards their company. Literature has proven that having a dog in the workplace has many other benefits. For example, the amount of interaction employees have with each other, the health and stress levels of employees. Rules and regulations would have to be put into place and it would take work and the employees would have to be on board.

Recommendations for future research

For future research it is recommended to continue with this research and compare the data with the organizational commitment of employees that work at similar companies who do not allow dogs in their office environment. It could be that because all the employees of the dog having companies experience the benefits of dogs in the office, as mentioned in literature, that there is no significant difference between this population. There could however be a significant difference compared with companies who don't allow dogs in the office.

On average the study population scored relatively high on the organizational commitment scale. However this mean score was set in 1979 (Mowday et al.), which means that many developments have taken place in the office environment, and they could all influence the outcome of the OCQ. Therefore it should be determined which factor could have influenced this. I recommend looking into the size of the company, the nationality of the study population and the frequency with which the dog is present in the office could also be of influence. As these are factors that could influence the organizational commitment.

Another recommendation is to check who the owner of the dog is. This could be an influencing factor on their self-reported organizational commitment. It is interesting to check this with the position the owner of the dog has within the company.

The question on what differences employees had to disallow dogs in the office raised an interesting question. Twelve employees indicated that they had (a) different reason(s) for not wanting to allow dogs in the office environment. It could be due to dislike of dogs, or for example that they find the dog a form of distraction or a completely different reason. These options were not included in the answer form. Their reasoning could be something for future research.

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Appendix I English questionnaire

Questionnaire dogs in the office

This questionnaire is meant to measure what the presence of dogs in the office means for organizational commitment of employees of a company.

This questionnaire consists of two parts and takes about 5 minutes to complete. The first part consists of 17 general questions about your company and yourself. Part two will measure your organizational commitment and consists of 15 statements.

Your answers are anonymous, will exclusively be used for the purpose of this research and will not be shared with third parties.

1. At what company do you work?

2. What is your role within the company?

Employee

Manager

3. How long have you been employed at this specific company in years?

4. What is the distance between your home and the office?

0 - 5km

6 - 15km

16 - 30km

31 - 50km

More than 50km

5. How do you travel to the office?

By foot

By bicycle

By car

By public transportation

Other

6. What is your education level?

Non high school graduate

High school graduate

Bachelor's degree

Master's degree

Doctoral degree

7. What is your age?

Less than 20

20 - 25

26 - 30

31 - 40

41 - 50

51 - 60

More than 60

8. What is your gender?

Female

Male

9. What is your marital status?

Single

In a relationship not living together

In a relationship and living together

Partnership/married

Divorced

Widowed

Not applicable

10. Do you have children?

Yes

No

11. Do you own a dog?

Yes

No

12. How do you feel about dogs in general?

Strongly dislike

Dislike

Somewhat dislike

Neither like or dislike

Somewhat like

Like

Strongly like

13. How do you feel about dogs being allowed in the office in general?

Strongly dislike

Dislike

Somewhat dislike

Neither like or dislike

Somewhat like

Like

Strongly like

14. Do you have someone that can take care of your dog during office hours?

Yes, once a week

Yes, 2 - 3 times a week

Yes, 4 - 6 times a week

Yes, everyday

No

15. When there is a dog present in the office, do you interact with it?

No

I pet it

I play with the dog

I walk the dog

I pet and play with the dog

I pet and walk the dog

I play with and walk the dog

I pet, play and walk the dog

16. If it were up to you, would you allow dogs in the office?

Yes

No

Maybe

17. Is there a specific reason you don't want a dog in your office? (More than one answer possible)

No

Yes, I am allergic to dogs

Yes, I have religious reasons

Yes, I am afraid of dogs

Yes, I find them unhygienic

Yes, for another reason

Organizational Commitment

This is part two of the questionnaire. It is meant to measure your organizational commitment. 15 statements will be made and you can choose the answer that fits your opinion best.

Your answers are anonymous, will exclusively be used for the purpose of this research and will not be shared with third parties.

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

Strongly disagree

Disagree

Somewhat disagree

Neither agree or disagree

Somewhat agree

Agree

Strongly agree

2. I talk up this organization to my friends as a great organization to work for.

Strongly disagree

Disagree

Somewhat disagree

Neither agree or disagree

Somewhat agree

Agree

Strongly agree

3. I feel very little loyalty to this organization.

Strongly disagree

Disagree

Somewhat disagree

Neither agree or disagree

Somewhat agree

Agree

Strongly agree

4. I would accept almost any type of job assignment in order to keep working for this organization.

Strongly disagree

Disagree

Somewhat disagree

Neither agree or disagree

Somewhat agree

Agree
Strongly agree

5. I find that my values and the organization's values are very similar.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

6. I am proud to tell others that I am part of this organization.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

7. I could just as well be working for a different organization as long as the type of work was similar.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

8. This organization really inspires the very best in me in the way of job performance.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

9. It would take very little change in my present circumstances to cause me to leave this organization.

Strongly disagree

Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

11. There's not too much to be gained by sticking with this organization indefinitely.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

13. I really care about the fate of this organization.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree

Somewhat agree
Agree
Strongly agree

14. For me this is the best of all possible organizations for which to work.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

15. Deciding to work for this organization was a definite mistake on my part.

Strongly disagree
Disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Agree
Strongly agree

This is the end of the questionnaire. Thank you very much for your time!

Appendix II Dutch Questionnaire

Enquête honden op het kantoor

Deze enquête is bedoeld om te meten wat de aanwezigheid van honden op de werkvloer betekent voor de betrokkenheid van medewerkers bij een bedrijf.

De enquête bestaat uit twee delen en duurt ongeveer 5 minuten. Het eerste deel bestaat uit 17 algemene vragen over uw bedrijf en uzelf. Deel twee is om uw organisatorische betrokkenheid te meten en bestaat uit 15 stellingen. Uw antwoorden zijn anoniem, worden uitsluitend gebruikt voor dit onderzoek en niet gedeeld met derden.

1. Bij welk bedrijf werkt u?

2. Wat is uw functie binnen het bedrijf?

Medewerker

Manager

3. Hoe lang bent u al werkzaam bij dit bedrijf in jaren?

4. Hoe ver reist u van uw huis naar het kantoor?

0 - 5km

6 - 15km

16 - 30km

31 - 50km

Meer dan 50km

5. Hoe reist u naar het kantoor?

Te voet

Op de fiets

Met de auto

Met het openbaar vervoer

Anders

6. Wat is uw hoogst behaalde vooropleiding?

Alleen lager onderwijs

Middelbaar onderwijs

Bachelor

Master

Doctoraal

7. Hoe oud bent u?

Jonger dan 20

20 - 25

26 - 30

31 - 40

41 - 50

51 - 60

Ouder dan 60

8. Welk geslacht heeft u?

Vrouw

Man

9. Wat is uw burgerlijke staat?

Single

Niet samenwonend in een relatie

Samenwonend in een relatie

Geregistreerd partnerschap/getrouwd

Gescheiden

Weduwe/weduwenaar

N.v.t.

10. Heeft u kinderen?

Ja

Nee

11. Heeft u een hond?

Ja

Nee

12. Wat vindt u in het algemeen van honden?

Sterke afkeer

Afkeer

Lichte afkeer

Neutraal

Beetje leuk

Leuk

Erg leuk

13. Wat vindt u in het algemeen van het toestaan van honden in een kantoor?

Sterke afkeer
Afkeer
Lichte afkeer
Neutraal
Beetje leuk
Leuk
Erg leuk

14. Heeft u iemand die voor uw hond kan zorgen tijdens kantoor uren?

Ja, een keer per week
Ja, 2 - 3 keer per week
Ja, 4 - 6 keer per week
Ja, iedere dag
Nee

15. Wanneer er een hond op het kantoor is, heeft u dan interactie met deze hond?

Nee
Ik aai de hond
Ik speel met de hond
Ik wandel met de hond
Ik aai en speel met de hond
Ik aai en wandel met de hond
Ik speel en wandel met de hond
Ik aai, speel en wandel met de hond

16. Als het aan u was, zou u dan honden toestaan op het kantoor?

Ja
Nee
Misschien

17. Is er een specifieke reden waarom u geen hond in het kantoor wilt? (Meerdere antwoorden mogelijk)

Nee
Ja, ik ben allergisch
Ja, ik heb een religieuze reden
Ja, ik ben bang voor honden
Ja, ik vind ze onhygiënisch
Ja, vanwege een niet hierboven genoemde reden

Organisatorische betrokkenheid

Dit is deel twee van de enquête. Deze is bedoeld om uw organisatorische betrokkenheid te meten. Er volgen 15 stellingen over uw bedrijf en u kunt hier aangeven in hoeverre u het eens bent met deze stellingen.

Uw antwoorden zijn anoniem, worden uitsluitend gebruikt voor dit onderzoek en niet gedeeld met derden.

1. Ik ben bereid om veel meer te doen dan normaal wordt verwacht, om deze organisatie te helpen succesvol te zijn.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

2. Ik prijs deze organisatie aan bij mijn vrienden als een geweldige organisatie om voor te werken.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

3. Ik voel erg weinig loyaliteit naar deze organisatie.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

4. Ik zou bijna alle soorten werk accepteren als dit zou betekenen dat ik kan blijven werken voor deze organisatie.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens
Sterk eens

5. Ik vind dat mijn waarden en de waarden van de organisatie erg overeenkomen.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

6. Ik ben er trots op om andere mensen te vertellen dat ik bij deze organisatie hoor.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

7. Ik zou net zo goed voor een andere bedrijf kunnen werken zolang het maar om soortgelijk werk gaat.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

8. Dit bedrijf haalt echt het beste in mij naar voren op het gebied van werkprestatie.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

9. Mijn huidige omstandigheden zouden niet veel hoeven te veranderen om mij ertoe te brengen deze organisatie te verlaten.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

10. Ik ben zeer blij dat ik ervoor heb gekozen om voor deze organisatie te gaan werken, in plaats van bij anderen die ik overwoog toen in dienst kwam.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

11. Het is niet in mijn voordeel om voor altijd bij dit bedrijf te blijven omdat ik hier weinig kan bereiken.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

12. Vaak vind ik het moeilijk om het eens te zijn met het beleid van dit bedrijf over belangrijke zaken die werknemers betreffen.

Sterk oneens

Oneens

Licht oneens

Niet eens of oneens

Licht eens

Eens

Sterk eens

13. Ik geef echt om de toekomst van deze organisatie.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

14. Voor mij is dit het best mogelijke bedrijf om voor te werken.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

15. Het besluit om voor dit bedrijf te gaan werken was een duidelijke vergissing van mij.

Sterk oneens
Oneens
Licht oneens
Niet eens of oneens
Licht eens
Eens
Sterk eens

Dit is het einde van de enquête. Heel erg bedankt voor uw tijd!

Appendix III Messages

The message that was send out via LinkedIn.



Figure 3. LinkedIn message

The message that people received when displaying interest in participating:

Onderwerp: Enquête honden op het kantoor
Beste X,

Leuk dat jullie mee willen werken aan het onderzoek naar de impact van honden op de werkvloer op de betrokkenheid van medewerkers bij de organisatie! Dit onderzoek ik in het kader van mijn master thesis aan de Universiteit van Wageningen.

Honden op de werkvloer is een onderwerp dat in de belangstelling staat. Bewezen is dat het stress

verlagend werkt maar over de relatie met betrokkenheid bij de organisatie is weinig bekend. Met dit onderzoek hopen wij hierover meer duidelijkheid te krijgen.

We toetsen de impact door middel van een enquête waarbij we zo veel mogelijk reacties willen. De enquête bestaat uit een algemeen deel en een betrokkenheidsdeel en duurt minder dan 5 minuten. De enquête is in te vullen in het Nederlands en het Engels door middel van een link en die kan door iedereen binnen de organisatie gebruikt worden.

Dit is de link naar de Nederlandse enquête:

https://docs.google.com/forms/d/e/1FAIpQLSda4XuzrGICc06DzkelvyTtVnyKSx88ahdfJm6T04hdCh7HQ/viewform?usp=sf_link

Dit is de link naar de Engelse enquête:

https://docs.google.com/forms/d/e/1FAIpQLScz2qggEGDe5kbzPCikEoVp8auKBNCnjdd8CW02u_7h870vBg/viewform?usp=sf_link

Zou je deze links onder kantoormedewerkers willen verspreiden? Het is belangrijk dat ik weet naar hoeveel personen binnen de organisatie je de enquête verspreidt. We willen de enquête op woensdag 12 december sluiten dus gelieve de enquête zo snel mogelijk te verspreiden.

Zou je het aantal malen dat de enquête verspreid is en het moment van verspreiding ook even aan mij door kunnen geven?

Natuurlijk krijgen jullie als alle data zijn geanalyseerd een samenvatting met de resultaten en conclusies toegestuurd!

Als je nog vragen hebt dan kun je me mailen, een berichtje sturen op LinkedIn of bellen op X.

Alvast heel erg bedankt voor je medewerking!

Met vriendelijke groet,

Odette van Woensel

Appendix IV Data output Organizational Commitment Questionnaire

Data on Organizational Commitment Questionnaire (Mowday et al., 1979) of 103 respondents.

Question (total response)	Options	# response	% response
<i>OCQ question 1 (103)</i>	Strongly disagree	0	0%
	Disagree	3	2.9%
	Somewhat disagree	4	3.9%
	Neither agree or disagree	9	8.7%
	Somewhat agree	25	24.3%
	Agree	35	34.0%
	Strongly agree	27	26.2%
<i>OCQ question 2 (103)</i>	Strongly disagree	1	1.0%
	Disagree	2	1.9%
	Somewhat disagree	3	2.9%
	Neither agree or disagree	8	7.8%
	Somewhat agree	14	13.6%
	Agree	41	38.8%
	Strongly agree	34	33.0%
<i>OCQ question 3 Reversed (103)</i>	Strongly disagree	3	39.8%
	Disagree	5	38.8%
	Somewhat disagree	5	6.8%
	Neither agree or disagree	2	1.9%
	Somewhat agree	7	2.9%
	Agree	40	4.9%
	Strongly agree	41	2.9%
<i>OCQ question 4 (103)</i>	Strongly disagree	18	17.5%
	Disagree	37	35.9%
	Somewhat disagree	12	11.7%
	Neither agree or disagree	12	11.7%
	Somewhat agree	15	14.6%
	Agree	8	7.8%
	Strongly agree	1	1.0%
<i>OCQ question 5 (103)</i>	Strongly disagree	0	0%
	Disagree	5	4.9%
	Somewhat disagree	4	3.9%
	Neither agree or disagree	7	6.8%
	Somewhat agree	13	12.6%
	Agree	57	55.3%
	Strongly agree	17	16.5%
<i>OCQ question 6 (103)</i>	Strongly disagree	0	0%
	Disagree	3	2.9%
	Somewhat disagree	1	1.0%
	Neither agree or disagree	9	8.7%
	Somewhat agree	13	12.6%
	Agree	47	45.6%
	Strongly agree	30	29.1%

<i>OCQ question 7 Reversed (103)</i>	Strongly disagree	1	9.7%
	Disagree	16	34.0%
	Somewhat disagree	16	16.5%
	Neither agree or disagree	8	7.8%
	Somewhat agree	17	15.5%
	Agree	35	15.5%
	Strongly agree	10	1.0%
<i>OCQ question 8 (103)</i>	Strongly disagree	1	1.0%
	Disagree	1	1.0%
	Somewhat disagree	12	11.7%
	Neither agree or disagree	11	10.7%
	Somewhat agree	24	23.3%
	Agree	37	35.9%
	Strongly agree	17	16.5%
<i>OCQ question 9 Reversed (103)</i>	Strongly disagree	0	20.4%
	Disagree	5	37.9%
	Somewhat disagree	9	13.6%
	Neither agree or disagree	15	14.6%
	Somewhat agree	14	8.7%
	Agree	39	4.9%
	Strongly agree	21	0%
<i>OCQ question 10 (103)</i>	Strongly disagree	0	0%
	Disagree	0	0%
	Somewhat disagree	1	1.0%
	Neither agree or disagree	13	12.6%
	Somewhat agree	13	12.6%
	Agree	46	44.7%
	Strongly agree	30	29.1%
<i>OCQ question 11 Reversed (103)</i>	Strongly disagree	1	16.5%
	Disagree	11	32.0%
	Somewhat disagree	15	9.7%
	Neither agree or disagree	16	15.5%
	Somewhat agree	10	14.6%
	Agree	33	10.7%
	Strongly agree	17	1.0%
<i>OCQ question 12 Reversed (103)</i>	Strongly disagree	2	18.4%
	Disagree	3	40.8%
	Somewhat disagree	16	1.7%
	Neither agree or disagree	10	9.7%
	Somewhat agree	11	15.5%
	Agree	42	2.9%
	Strongly agree	19	1.9%
<i>OCQ question 13 (103)</i>	Strongly disagree	0	0%
	Disagree	0	0%
	Somewhat disagree	2	1.9%
	Neither agree or disagree	2	1.9%
	Somewhat agree	20	19.4%
	Agree	45	43.7%
	Strongly agree	34	33.0%
<i>OCQ question 14 (103)</i>	Strongly disagree	0	0%
	Disagree	8	7.8%
	Somewhat disagree	11	10.7%

<i>OCQ question 15 Reversed (103)</i>	Neither agree or disagree	23	22.3%
	Somewhat agree	16	15.5%
	Agree	33	32.0%
	Strongly agree	12	11.7%
	Strongly disagree	1	72.8%
	Disagree	0	22.3%
	Somewhat disagree	0	1.9%
	Neither agree or disagree	2	1.9%
	Somewhat agree	2	0%
	Agree	23	0%
	Strongly agree	75	1.0%

Table 5. Data respondents Organizational Commitment Questionnaire