

Chapter 3

Organizational Commitment

- Why is commitment important?
 - The more committed people are, the less likely they are to turnover.
 - Unengaged employees are expensive
 - Turnover is expensive
 - Voluntary and Involuntary turnover
 - We try to prevent voluntary turnover
- <http://www.canadahrcentre.com/solutions/calculating-cost/turnover-calculator/>
- Organizational Commitment
 - The desire to remain a member of the organization
- Overall Organizational Commitment
 - Affective commitment
 - Continuance commitment
 - Normative commitment
- **A**ffective Commitment
 - Staying because you want to
 - Emotion based
 - Employees' emotional attachment to, and involvement with, the organization
 - Due to
 - Erosion
 - Social Influence
 - People with more connections in an organization are less likely to leave. If they do leave, they might have a social influence to make others leave as well.
 - Sadness if you left
- Continuance Commitment
 - Staying because you need to
 - Resource based
 - Perception of costs associated with staying vs. leaving
 - Due to lack of alternatives
 - Due to embeddedness
 - Embedded people feel links, fit, sacrifice
 - Anxiety if you left
- Normative Commitment
 - Staying because you ought to
 - Feeling of obligation to remain loyal (leaving you feel guilty)
 - Obligation based
 - Guilt if you left

Affective	Continuance	Normative
Emotion Based	Resource Based	Obligation Based
I want to	I need to	I ought to
Sadness	Anxiety	Guilt

- Responses to negative work events
 - Loyalty
 - Voice
 - Neglect
 - Exit
- Withdrawal
 - Psychological withdrawal (neglect)
 - Daydreaming
 - Socializing
 - Looking busy
 - Cyberslang
 - Moonlighting
 - Physical withdrawal (exit)
 - Tardiness
 - Missing meetings
 - Long breaks
 - Absenteeism
 - Quitting
 - Figure 3-4
- Commitment and Employment Relationships
 - Psychological Contracts
 - Transactional Contracts (making a list of everything you expect from employer, and you check that list every year).
 - Relational Contracts (like a relationship, no expectations, understand that you depend on each other and trust each other).
- See book pg. 79-83