organizational committment

is defined as the desire on the part of an employee to remain a member of the organization.

Withdrawal behavior

a set of actions that employees perform to avoid the work situation—behaviors that can eventually lead to quitting the organization

What are the three types of organizational commitment?

-normative

-continuous

-affective

Affective Committment

a desire to remain a member of an organization due to an emotional attachment to, and involvement with that organization

- Want to

"some of my best friends work in my office...i'd miss them if i left"

Continuance committment

a desire to remain a member of an organization because of an awareness of the costs associated with leaving it

Need to

"I'm due for a promotion soon..will i advance as quickly at the new company?"

normative committment

person believes they owe it to the company to remain out of sense that this is the right thing to do.

ought to

"My organization gave me my start they hired me when others thought I wasn't qualified"

Focus Committment

the various people, places, and things that can inspire a desire to remain a member of an organization

"Might choose to stay with current employer because you're emotionally attached to your work, team, worry about the cost assoc with losing your company's salary and benefits, and feel a sense of obligation to your current employer"

erosion model

suggest that employees with fewer bonds will be most likely to quit the organization.

Social Influence Model

A theory that suggest that employees who have direct linkages with "leavers" will themselves become more likely to leave

embedness

concept that demonstrates the work and non work forces ta can bind us to our current employer. LINKS to their organization and community, their sense of FIT with their organization and community, and what they would have to SACRIFICE for a job change.

Links

"I've worked here for such a long time"

"Several close friends and family live nearby"

Fit

"My job utilizes my skills and talents well"

"The weather where i live is suitable for me"

Sacrifice

"The retirement benefits provided by the organization are excellent"

**What are the four primary responses to negative events at work?**

***Exit***- active, destructive response by which an individual either ends or restricts organizational membership

***Voice***- active, constructive response in which individuals attempt to improve the situation

***Loyalty***- a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement

***Neglect*-**passive destructive response in which interest and effort in the job declines

Four types of employees

-stars: high commitment, high performance

-citizens: high commitment, low performance

-lone wolves: low commitment, high task performance

-apathetic: low commitment and task performance

Psychological Withdrawal

Actions that provide a mental escape from the work environment.

-"warm chair attrition": employees have essentially been lost even though their chairs remain occupied

Forms of psychological withdrawal (neglect)

1. daydreaming: distracted by random thoughts or concerns.

2. socializing: the verbal chatting about non-work topics

3. looking busy: intentional desire on the part of employees to look like they're working, even when not performing work tasks.

4. moonlighting: use work time and resources to complete something other than their job duties, such as assignments for another job.

5. cyberloafing: using Internet. email and instant messaging access for personal enjoyment.

Physical Withdrawal (Exit)

-Actions that provide physical escape short-term or long-term from work

-tardiness

-long breaks

-missing meetings

-absenteeism:

-quitting

(physically checked out)

Ryan is overheard saying, "I can't stand my job, so I do what I can to get by. Sometimes I'm absent, sometimes I socialize, sometimes I come in late. There's no real rhyme or reason to it; I just do whatever seems practical at the time." Ryan is summarizing the \_\_\_\_\_\_\_ model of withdrawal.

independent forms; argues that the various withdrawal behaviors are uncorrelated with one another, occur for different reasons, and fulfill different needs on the part of employees

“I can’t handle being around my boss. I Hate to miss work, so I do what’s needed to avoid being absent. I figure if I socialize a bit and spend some time surfing the Web, I don’t need to ever be absent. But if Icouldn't’t do those things, I’d definitely have to stay home .. . a lot.”

What type of model?

Compensatory forms model;which argues that the various withdrawal behaviors negatively correlate with one another—that doing one means you're less likely to do another.

“I just don’t have any respect for myemployer anymore. In the beginning, I’d daydream a bit during work or socialize with my colleagues. As timewent on, I began coming in late or taking a long lunch. Lately I’ve been staying home altogether,and I’m starting to think I should justquit my job and go somewhere else.”

What type of model?

Progression model; argues that the various withdrawal behaviors are uncorrelated with one another, occur for different reasons, and fulfill different needs on the part of employees

Diversity of the workforce

the percentage of minorities in the workforce is expected to rise

baby boomers are expected to remain in the workforce longer than previous generations

Psychological Contracts

- an employees perception of

-his or her exchange relationship with an organization

-outcomes the organization has promised to provide to the employee

-contributions the employee is obligated to make to the organization

transactional contracts

* based on a narrow set of specific monetary obligations
* (employee owes attendance, org owes pay and advancement opportunities)
* exchange based

Relational Contracts

-long term

-general and evolving

-extensive and broad promises

PERCEIVED ORGANIZATIONAL SUPPORT (POS)

the degree to which employees believe an organization values their contribution and cares about their well-being