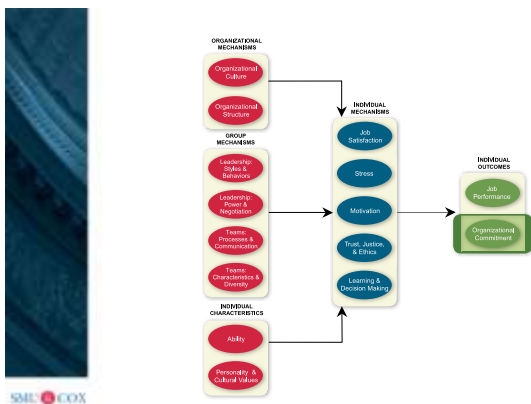


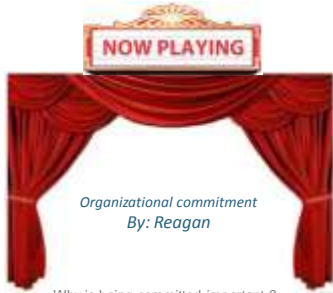


Agenda

- Discussion Starter
- Organizational commitment
 - Video
 - Types of commitment
- Reactions to negative events
 - Types of employees
 - Withdrawal behaviors
- Application
 - Organizational support



Discussion Starter



Organizational commitment
By: Reagan

Please listen & take notes...

Why is being committed important ?

SME COX

Organizational Commitment



- Why is the “wolf” committed to the organization?
- Why are others?
- Consider this scenario...

SME COX

Organizational Commitment

- Consider this scenario:
 - You’ve worked at your current employer for 5 years, and have recently been approached by a competing organization
- What would cause you to stay?
 - Do those reasons fit into different kinds of categories?

SME COX

What is Organizational Commitment?

- You tell me...
- Comes in three forms
 - Affective
 - Normative
 - Continuance

SML COX

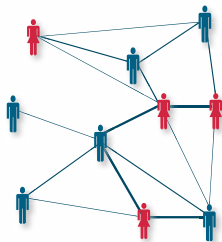
Affective Commitment

- A desire on the part of an employee to remain a member of an organization *because of an emotional attachment to, or involvement in, that organization*
- You stay because you *want* to
- What would you feel if you left anyway?

SML COX



Affective Commitment



SML COX

Continuance Commitment

- A desire on the part of an employee to remain a member of an organization *because of an awareness of the costs associated with leaving*
- You stay because you *need* to
- What would you feel if you left anyway?



SML COX

Continuance Commitment

"Embedded" People Feel		
FACET	FOR THE ORGANIZATION:	FOR THE COMMUNITY:
Links	<ul style="list-style-type: none"> • I've worked here for such a long time. • I'm serving on so many teams and committees. 	<ul style="list-style-type: none"> • Several close friends and family live nearby. • My family's roots are in this community.
Fit	<ul style="list-style-type: none"> • My job utilizes my skills and talents well. • I like the authority and responsibility I have at this company. 	<ul style="list-style-type: none"> • The weather where I live is suitable for me. • I think of the community where I live as home.
Sacrifice	<ul style="list-style-type: none"> • The retirement benefits provided by the organization are excellent. • I would sacrifice a lot if I left this job. 	<ul style="list-style-type: none"> • People respect me a lot in my community. • Leaving this community would be very hard.

SML COX

Continuance Commitment



- OB on Screen: *Up in the Air*
- Does Ryan Bingham seem to feel much continuance commitment? How embedded is he?

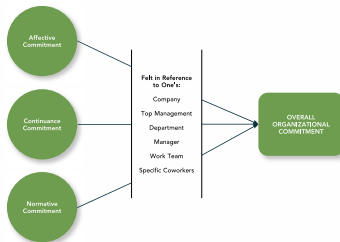
SML COX

Normative Commitment

- A desire on the part of an employee to remain a member of an organization *because of a feeling of obligation*
- You stay because you *ought* to
- What would you feel if you left anyway?

SML COX

Organizational Commitment



SML COX

It's break time...here's a preview of the fun to come!

Annoying Boss	You've been working at your current company for about a year. Over time, your boss has become more and more annoying to you. It's not that your boss is a bad person, or even necessarily a bad boss. It's more a personality conflict—the way your boss talks, the way your boss manages every little thing, even the facial expressions your boss uses. The more time passes, the more you just can't stand to be around your boss.	Two likely behaviors:
Boring Job	You've been working at your current company for about a year. You've come to realize that your job is pretty boring. It's the first real job you've ever had, and at first it was nice to have some money and something to do every day. But the "new job" excitement has worn off, and things are actually quite monotonous. Same thing every day. It's to the point that you check your watch every hour, and Wednesdays feel like they should be Fridays.	Two likely behaviors:
Pay and Seniority	You've been working at your current company for about a year. The consensus is that you're doing a great job—you've gotten excellent performance evaluations and have emerged as a leader on many projects. As you've achieved this high status, however, you've come to feel that you're underpaid. Your company's pay procedure emphasizes seniority much more than job performance. As a result, you look at other members of your project teams and see poor performers making much more than you, just because they've been with the company longer.	Two likely behaviors:

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Organizational Commitment

- Exercise: *Reacting to Negative Events*
 - Consider the following three scenarios depicted on the following slide
 - Come to consensus on two specific behaviors that capture your *likely* response (i.e., what you would probably do, as opposed to what you wish you would do)

Annoying Boss	You've been working at your current company for about a year. Over time, your boss has become more and more annoying to you. It's not that your boss is a bad person, or even necessarily a bad boss. It's more a personality conflict—the way your boss talks, the way your boss manages every little thing, even the facial expressions your boss uses. The more time passes, the more you just can't stand to be around your boss.	Two likely behaviors:
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Types of Employees... Exit-Voice-Loyalty-Neglect

- A framework that includes potential responses to negative events
 - Exit
 - Ending or restricting organizational membership
 - Voice
 - A constructive response where individuals attempt to improve the situation

Types of Employees... Exit-Voice-Loyalty-Neglect

- A framework that includes potential responses to negative events
 - Loyalty
 - A passive response where the employee remains supportive while hoping for improvement
 - Neglect
 - Interest and effort in the job is reduced

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Types of Employees... Exit-Voice-Loyalty-Neglect

		Task Performance	
		HIGH	LOW
ORGANIZATIONAL COMMITMENT	HIGH	Stars	Citizens
	LOW	Lone wolves	Apathetics

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Withdrawal

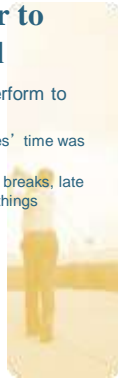


- High on organizational commitment low on withdrawal
- Low on organizational commitment high on withdrawal

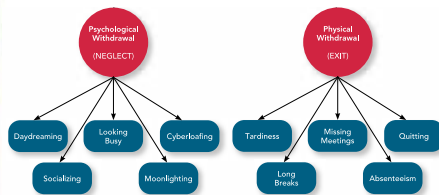
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Another reaction similar to neglect is ...Withdrawal

- A set of actions that employees perform to avoid the work situation
 - One study found that 51% of employees' time was spent working
 - The other 49% was allocated to coffee breaks, late starts, early departures, and personal things
- Like this [dude...](#)

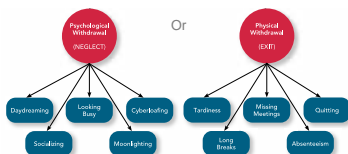


Withdrawal behaviors



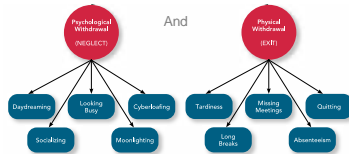
Withdrawal behaviors

- Key question:
 - How exactly are the different forms of withdrawal related to one another?
 - Independent forms
 - Compensatory forms
 - Progression



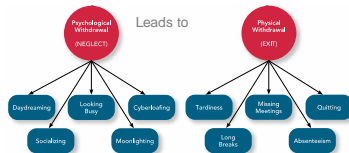
Withdrawal behaviors

- Key question:
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Withdrawal behaviors

- Key question:
 - How exactly are the different forms of withdrawal related to one another?
 - Independent forms
 - Compensatory forms
 - Progression



Withdrawal

- Answer:
 - The various forms of withdrawal are almost always moderately to strongly correlated
 - Those correlations suggest a progression, as lateness is strongly related to absenteeism, and absenteeism is strongly correlated to quitting

Next Time

- Job Satisfaction
 - Chapter 4
- Keep bringing book to class
- Read end of chapter "Takeaways" & "Exercise" before each session



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Last...

- | | |
|--|---|
| <ul style="list-style-type: none"> • What did you learn about you today? | <ul style="list-style-type: none"> • What did you learn about someone else today? |
|--|---|

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