



KEY CONCEPTS

- Organizational commitment
 - Affective commitment
 - Continuance commitment
 - Normative commitment
- Withdrawal behavior
 - Psychological
 - Physical
- Four primary responses to negative events at work
 - Exit
 - Voice
 - Loyalty
 - Neglect

A COMPARISON

Organizational Commitment	Withdrawal behavior
<ul style="list-style-type: none">• desire to remain a member of the organization.	<ul style="list-style-type: none">• actions that employees perform to avoid the work situation
	<ul style="list-style-type: none">• may eventually culminate in quitting the organization.



THREE TYPES OF COMMITMENT

- Affective commitment
 - You want to stay
- Continuance commitment
 - You feel you need to stay
- Normative commitment
 - You feel you ought to stay.

AFFECTIVE COMMITMENT

- A Social Network Approach
- The erosion model
 - Suggests employees with fewer bonds are more likely to quit the organization.
- The social influence model
 - Suggests that employees who have direct linkages with "leavers" will themselves become more likely to leave.

EMBEDDEDNESS

(CONTINUANCE COMMITMENT)

- A person's links to the organization and community
- Describes what they would lose from a job change.
- Provides more reasons why a person needs to stay in his or her current position.



"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.

NORMATIVE COMMITMENT

- Normative commitment exists when there is a sense that staying is the "right" or "moral" thing to do.
- May result from personal work philosophies or more general codes of right & wrong developed throughout their lives.






WHICH TYPE OF ORG COMMITMENT IS MOST COMMON? WHICH IS MOST IMPORTANT?

COMMON RESPONSES

Most Common	Most Important
Continuance commitment	Affective commitment
	

FOUR WITHDRAWAL BEHAVIORS

- Exit
 - active, destructive response
 - either ends or restricts organizational membership.
- Voice
 - active, constructive response
 - attempt to improve the situation.
- Loyalty
 - passive, constructive response
 - maintains public support for the situation while privately hoping for improvement.
- Neglect
 - passive, destructive response
 - interest and effort in the job declines.





HOW BIG OF A PROBLEM ARE
WITHDRAWAL BEHAVIORS?



PSYCHOLOGICAL & PHYSICAL
WITHDRAWAL

- Psychological withdrawal consists of actions that provide a mental escape from the work environment. ("warm-chair attrition")
 - Daydreaming
 - Socializing
 - Looking busy
 - Moonlighting
 - Cyberloafing
- Physical withdrawal consists of actions that provide a physical escape, whether short term or long term, from the work environment.
 - Tardiness
 - Long breaks
 - Missing meetings
 - Absenteeism
 - Quitting



COMPETING MODELS OF
WITHDRAWAL

- Independent forms model of withdrawal
 - various withdrawal behaviors are uncorrelated
- Compensatory forms model of withdrawal
 - various withdrawal behaviors are negatively correlated
 - doing one means you're less likely to do another
- Progression model of withdrawal
 - various withdrawal behaviors are positively correlated
 - doing one means you're more likely to do another.

