

Demonstration Version

TCM Employee Commitment Survey

Based on the Three-Component Model (TCM) of commitment (Meyer & Allen, 1991; 1997), the *TCM Employee Commitment Survey* measures three forms of employee commitment to an organization: desire-based (affective commitment), obligation-based (normative commitment) and cost-based (continuance commitment). The survey includes three well-validated scales, the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS). Each is scored separately and, together, they can be used to identify the “commitment profile” of employees within an organization.

Why is commitment important?

Commitment implies an intention to persist in a course of action. Therefore, organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to “go the extra mile” to achieve organizational objectives. Research has consistently demonstrated that commitment does indeed contribute to a reduction in turnover. But, there is a caveat to the assumption regarding its impact on performance.

Research conducted to test the Three-Component Model of Commitment has demonstrated that commitment can be characterized by different mind sets – desire, obligation, and cost. Employees with a strong affective commitment (high ACS scores) stay because they *want to*, those with strong normative commitment (high NCS scores) stay because they feel they *ought to*, and those with strong continuance commitment (high CCS scores) stay because they *have to*.

Research consistently shows that employees who want to stay (high ACS) tend to perform at a higher level than those who do not (low ACS). Employees who remain out of obligation (high NCS) also tend to out-perform those who feel no such obligation (low NCS), but the effect on performance is not as strong as that observed for desire. Finally, employees who have to stay primarily to avoid losing something of value (e.g., benefits, seniority) (high CCS) often have little incentive to do anything more than is required to retain their positions. So, not all commitments are alike. The TCM Employee Commitment Survey allows organizations to determine not only whether their employees are committed, but also the nature of that commitment.

How do I use the commitment survey?

There are two versions of the TCM Employee Commitment Survey – original and revised. Both include statements (items) pertaining to employees’ perception of their

relationship with the organization and their reasons for staying. After reading each item, employees indicate the strength of their agreement by selecting a number from 1 (strongly disagree) to 7 (strongly agree). In the original version of the survey, there are eight statements for each the three commitment scales: ACS, NCS, and CCS. In the revised survey there are six statements for each scale. Sample items are provided below.

When you agree to the conditions for commercial use of the commitment scales, you will be able to download both the original and revised versions of the scales. For both versions, the statements will be grouped according to scale: ACS, NCS, and CCS. This provides you with the convenience of adapting the survey for your own specific purposes. For example, the survey can be used on its own or imbedded in more extensive paper and pencil or electronic surveys. You will be provided with instructions for using, scoring, and interpreting the survey results. In addition, sources for obtaining more information about the commitment scales, as well as for the management of employee commitment, will be provided.

TCM EMPLOYEE COMMITMENT SURVEY

SAMPLE ITEMS

AFFECTIVE COMMITMENT SCALE

1. I would be very happy to spend the rest of my career with this organization
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of belonging to my organization. (R)

CONTINUANCE COMMITMENT SCALE

1. I am not afraid of what might happen if I quit my job without having another one lined up. (R)
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much in my life would be disrupted if I decided I wanted to leave my organization now.

NORMATIVE COMMITMENT SCALE

1. I think that people these days move from company to company too often.
2. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
3. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)

Note. (R) indicates that item responses are reverse-scored.