

1-1-1988

# Organizational commitment : integration of the individual and the organization perspectives.

Eustoquio R. Garcia

*University of Massachusetts Amherst*

Follow this and additional works at: [https://scholarworks.umass.edu/dissertations\\_1](https://scholarworks.umass.edu/dissertations_1)

---

## Recommended Citation

Garcia, Eustoquio R., "Organizational commitment : integration of the individual and the organization perspectives." (1988). *Doctoral Dissertations 1896 - February 2014*. 4347.

[https://scholarworks.umass.edu/dissertations\\_1/4347](https://scholarworks.umass.edu/dissertations_1/4347)

This Open Access Dissertation is brought to you for free and open access by ScholarWorks@UMass Amherst. It has been accepted for inclusion in Doctoral Dissertations 1896 - February 2014 by an authorized administrator of ScholarWorks@UMass Amherst. For more information, please contact [scholarworks@library.umass.edu](mailto:scholarworks@library.umass.edu).









































































































































































































































































































































**ORGANIZATIONAL COMMITMENT**



PART I

ORGANIZATIONAL FACTORS

This first part of the questionnaire covers some factors or elements of the organization that influence the process of identification of a person with the organization for which he/she works.

Following, you will find a series of statements and a scale that goes from "COMPLETELY DISAGREE" to "COMPLETELY AGREE". To the right of each statement there are a series of numbers, from 1 to 7, which correspond to each of the points of the scale. Please circle the number which best represents your opinion.

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
1. The treatment I receive in this Company, makes me feel like I am part of a big family. . . . .	1	2	3	4	5	6	7
2. I have the opportunity of fully utilizing my knowledge at work .	1	2	3	4	5	6	7
3. I am treated well by my supervisor. . . .	1	2	3	4	5	6	7
4. This Company has procedures designed to recognize my work. . . .	1	2	3	4	5	6	7
5. I think that this Company pays competitive salaries . . . . .	1	2	3	4	5	6	7

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
6. This Company cares for the well-being of its employees. . . . .	1	2	3	4	5	6	7
7. There are plenty of challenges in my job.	1	2	3	4	5	6	7
8. One thing that I appreciate very much about this Company is the quality of its management. . . . .	1	2	3	4	5	6	7
9. When I have done a good job in the Company, I have always been properly recognized. . . . .	1	2	3	4	5	6	7
10. I trust the procedures of this Company to administer its employees' salaries in a fair way.	1	2	3	4	5	6	7
11. The Company makes a great effort to develop benefit programs for its employees. .	1	2	3	4	5	6	7

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
12. My job gives me the opportunity of developing new knowledge in my work area. . .	1	2	3	4	5	6	7
13. My supervisor inspires me to do my job effectively. . . . .	1	2	3	4	5	6	7
14. I think the procedure followed by this Company to rank individual performance is appropriate. . . .	1	2	3	4	5	6	7
15. I think that the remuneration policy of this Company is good. . . .	1	2	3	4	5	6	7
16. This company is one of the organizations that cares the most about its personnel. . . . .	1	2	3	4	5	6	7
17. I feel that this Company is concerned about my career development. .	1	2	3	4	5	6	7
18. I feel a lot of respect for my supervisor. . .	1	2	3	4	5	6	7

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
19. I have been assigned special duties in recognition for my experience and knowledge. . . . .	1	2	3	4	5	6	7
20. When I add to my salary the additional benefits the organization provides, I feel that my overall compensation is attractive. . . . .	1	2	3	4	5	6	7
21. I fully trust that the Company will help me when I have an urgent need. . . . .	1	2	3	4	5	6	7
22. The formal training given by the Company is good. . . . .	1	2	3	4	5	6	7
23. When I have a problem, I can count on help from my supervisor. . . . .	1	2	3	4	5	6	7
24. I feel good about the way the company recognizes my work. . . . .	1	2	3	4	5	6	7
25. I think that merit is one of the most important factors taken into account in the administration of salaries in this Company. . . . .	1	2	3	4	5	6	7



## PART II

HOW YOU SEE YOUR PERFORMANCE

Below are a series of statements representing important aspects of an individual's performance at work. Think about your own performance during the last six months and indicate your degree of agreement or disagreement with each of the statements, by circling one of the seven alternatives which appear to the right of each statement.

	<u>STRONG</u> LY DIS- <u>AGREE</u>	MODERA- TELY DIS- <u>AGREE</u>	SLIGHT LY DIS- <u>AGREE</u>	NEITHER DIS- AGREE NOR <u>AGREE</u>	SLIGHT LY <u>AGREE</u>	MODERA- TELY <u>AGREE</u>	STRONG LY <u>AGREE</u>
26. My performance at work has been outstanding during the last six months. .	1	2	3	4	5	6	7
27. I have been very dedicated to my work. .	1	2	3	4	5	6	7
28. I have shown a great degree of collaboration at work. . . . .	1	2	3	4	5	6	7
29. When I complete my job I always look for new assignments. . .	1	2	3	4	5	6	7
30. My contribution to the organization during the last six months has been important. .	1	2	3	4	5	6	7
31. I am always ready to put in additional effort to complete my work. . . . .	1	2	3	4	5	6	7

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
32. During this period I was able during this period to meet all my target dates agreed upon. . . . .	1	2	3	4	5	6	7
33. My overall output has been above the standard. . . . .	1	2	3	4	5	6	7
34. In addition to completing my Job I have been willing to help others at work. . . . .	1	2	3	4	5	6	7
35. In general, my production level has been excellent. . . . .	1	2	3	4	5	6	7
36. My supervisor has been very happy having me working for him/her. . . . .	1	2	3	4	5	6	7
37. I have really contributed to the achievement of this company's goals. . . . .	1	2	3	4	5	6	7
38. I consider myself a very valuable resource for this organization. . . . .	1	2	3	4	5	6	7
39. I always try to complete my job before the target date. . . . .	1	2	3	4	5	6	7
40. The quality of my work has been excellent. . . . .	1	2	3	4	5	6	7

PART III

ORGANIZATIONAL COMMITMENT

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives which appear to the right of each statement.

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
41. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. . . . .	1	2	3	4	5	6	7
42. I talk up this organization to my friends as a great organization to work for. . .	1	2	3	4	5	6	7
43. I feel very little loyalty to this organization . . . . .	1	2	3	4	5	6	7
44. I would accept almost any type of job assignment in order to keep working for this organization . . . . .	1	2	3	4	5	6	7

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
45. I find that my values and this organization's values are very similar.	1	2	3	4	5	6	7
46. I am proud to tell others that I am part of this organization .	1	2	3	4	5	6	7
47. I could just as well be working for a different organization as long as the type of work were similar. . .	1	2	3	4	5	6	7
48. This organization really inspires the very best in me in the way of job performance. . . . .	1	2	3	4	5	6	7
49. It would take very little change in my <u>pre</u> sent circumstances to cause me to leave this organization. . . . .	1	2	3	4	5	6	7
50. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. . . . .	1	2	3	4	5	6	7
51. There is not too much to be gained by sticking with this organization indefinitely. . . . .	1	2	3	4	5	6	7

	<u>STRONG</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>DIS-</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>DIS-</u> <u>AGREE</u>	<u>NEITHER</u> <u>DIS-</u> <u>AGREE</u> <u>NOR</u> <u>AGREE</u>	<u>SLIGHT</u> <u>LY</u> <u>AGREE</u>	<u>MODERA-</u> <u>TELY</u> <u>AGREE</u>	<u>STRONG</u> <u>LY</u> <u>AGREE</u>
52. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	1	2	3	4	5	6	7
53. I really care about the fate of this organization. . . . .	1	2	3	4	5	6	7
54. For me this is the best of all possible organizations for which to work. . . .	1	2	3	4	5	6	7
55. Deciding to work for this organization was a definite mistake on my part. . . . .	1	2	3	4	5	6	7

PART IV

Finally, we would appreciate it if you could provide the following information which will be used for statistical purposes. (Please circle the appropriate number).

56.

Sex:

- 1 MALE
- 2 FEMALE

Present marital status

- 1 SINGLE
- 2 MARRIED
- 3 OTHER

Your present age \_\_\_\_\_ years

57. What is the highest educational level you have achieved? (Please circle the appropriate number).

- 1 ELEMENTARY SCHOOL
- 2 COMPLETE HIGH SCHOOL
- 3 INCOMPLETE JUNIOR COLLEGE
- 4 COMPLETE JUNIOR COLLEGE
- 5 INCOMPLETE COLLEGE EDUCATION
- 6 COMPLETE COLLEGE EDUCATION (DEGREE \_\_\_\_\_)
- 7 INCOMPLETE GRADUATE SCHOOL
- 8 MASTER (AREA: \_\_\_\_\_)
- 9 DOCTORATE (AREA: \_\_\_\_\_)

58. Number of years you have worked for this Company. (\_\_\_\_\_ years)

59. Division where you presently work (Circle the appropriate number).

- 1 HEAD OFFICE
- 2 PRODUCTION OPERATIONS DIVISION
- 3 REFINING DIVISION
- 4 DOMESTIC MARKETING DIVISION

If you like to make any comments about any of the topics mentioned in the questionnaire, please use the following space:

---

Thanks for your participation.

