

Psychological Contract Inventory

Employee and Employer Obligations

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This document contains four sets of psychological contract scales: Employee Obligations, Employer Obligations, Fulfillment, and Contract Transition Indicators. The H.J.Heinz II Professorship provided research support. Denise Rousseau holds copyright to this work. You have permission to use any or all of the measures included here as long as you provide appropriate citation (consistent with APA or AOM guidelines) in any publication, presentation or other dissemination based on its use. Please email denise@cmu.edu with any questions. Best wishes, Denise

I. Employee Obligations

To what extent have you made the following commitments or obligations to your employer?

Please answer each question using the following scale:

1	2	3	4	5
Not at all	Slightly	Somewhat	Moderately	To a great extent

EE SHORT-TERM

- _____ Quit whenever I want
- _____ I have no future obligations to this employer
- _____ Leave at any time I choose
- _____ I am under no obligation to remain with this company

EE LOYALTY

- _____ Make personal sacrifices for this organization
- _____ Take this organization's concerns personally
- _____ Protect this organization's image
- _____ Commit myself personally to this organization

EE NARROW

- _____ Perform only required tasks
- _____ Do only what I am paid to do
- _____ Fulfill a limited number of responsibilities
- _____ Only perform specific duties I agreed to when hired

EE PERFORMANCE SUPPORT

- _____ Accept increasingly challenging performance standards
- _____ Adjust to changing performance demands due to business necessity
- _____ Respond positively to dynamic performance requirements
- _____ Accept new and different performance demands

EE DEVELOPMENT

- _____ Seek out developmental opportunities that enhance my value to this employer
- _____ Build skills to increase my value to this organization
- _____ Make myself increasingly valuable to my employer
- _____ Actively seek internal opportunities for training and development

EE EXTERNAL MARKETABILITY

- _____ Build contacts outside this firm that enhance my career potential
- _____ Build skills to increase my future employment opportunities elsewhere
- _____ Increase my visibility to potential employers outside this firm
- _____ Seek out assignments that enhance my employability elsewhere

EE STABILITY

- _____ Remain with this organization indefinitely
- _____ Plan to stay here a long time

- _____ Continue to work here
- _____ Make no plans to work anywhere else

II. Employer Obligations

Consider your relationship with your current employer. To what extent has your employer made the following commitments or obligations to you? Please answer each question using the following scale:

1	2	3	4	5
Not at all	Slightly	Somewhat	Moderately	To a great extent

ER SHORT-TERM

- _____ A job only as long as this employer needs me
- _____ Makes no commitments to retain me in the future
- _____ Short-term employment
- _____ A job for a short time only

ER LOYALTY

- _____ Concern for my personal welfare
- _____ Be responsive to my personal concerns and well-being
- _____ Make decisions with my interests in mind
- _____ Concern for my long-term well-being

ER NARROW

- _____ Limited involvement in the organization
- _____ Training me only for my current job
- _____ A job limited to specific, well-defined responsibilities
- _____ Require me to perform only a limited set of duties

ER PERFORMANCE SUPPORT

- _____ Support me to attain the highest possible levels of performance
- _____ Help me to respond to ever greater industry standards
- _____ Support me in meeting increasingly higher goals
- _____ Enable me to adjust to new, challenging performance requirements

ER DEVELOPMENT

- _____ Opportunity for career development within this firm
- _____ Developmental opportunities with this firm
- _____ Advancement within the firm
- _____ Opportunities for promotion

ER EXTERNAL MARKETABILITY

- _____ Help me develop externally marketable skills
- _____ Job assignments that enhance my external marketability
- _____ Potential job opportunities outside the firm
- _____ Contacts that create employment opportunities elsewhere

ER STABILITY

- _____ Secure employment
- _____ Wages and benefits I can count on
- _____ Steady employment
- _____ Stable benefits for employees' families

III. Psychological Contract Transitions

To what extent do the items below describe your employer's relationship to you? Please answer each question using the following scale:				
1	2	3	4	5
Not at all	Slightly	Somewhat	Moderately	To a great extent

NO TRUST

- _____ Withholds information from its employees
- _____ Acts as if it doesn't trust its employees
- _____ Introduces changes without involving employees
- _____ Doesn't share important information with its workers

UNCERTAINTY

- _____ Difficult to predict future direction of its relations with me
- _____ An uncertain future regarding its relations with me
- _____ Uncertainty regarding its commitments to employees
- _____ Uncertainty regarding its commitments to me

EROSION

- _____ Demand more from me while giving me less in return
- _____ Decreased benefits in the next few years
- _____ Stagnant or reduced wages the longer I work here
- _____ More and more work for less pay

IV. Psychological Contract Fulfillment

Please answer each question using the following scale:				
1	2	3	4	5
Not at all	Slightly	Somewhat	Moderately	To a great extent

EMPLOYEE FULFILLMENT

- _____ Overall, how well have you fulfilled your commitment to your employer
- _____ In general, how well do you live up to your promises to your employer

EMPLOYER FULFILLMENT

- _____ Overall, how well does your employer fulfill its commitments to you
- _____ In general, how well does your employer live up to its promises