

APPENDICES

APPENDIX A: QUESTIONNAIRE

Questionnaire: Following the three-component organizational commitment scale by Meyer and Allen (1991), a specifically adapted scale of that type will be applied to measure the employees' three directions of commitment to the organization (affective, continuance, normative commitment). Participants respond on a seven-point Likert scale, measuring organizational commitment (1 = strongly disagree to 7 = strongly agree).

Instruction: Listed below is a sequence of statements, depicting potential feelings of employees to the organization, resp. company they work for. Based on your individual feelings to the specific organization you are currently working for, please specify the level of your agreement or disagreement with each statement.

Scale: Responses to each statement are measured on a scale, scoping from one to seven with the following marks: (1) strongly disagree, (2) disagree, (3) slightly disagree, (4) indifferent, (5) slightly agree, (6) agree, (7) strongly agree.

Please indicate your:							
Age:	Gender:	Marital status:	Education level:				
Confidentiality of collected data will be maintained at all times. Identification of participants will not be released during or after the study.							
(Pride Manifestation)							
The following statements relate to your perception of pride of your job and company/organization.							
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree							
		1	2	3	4	5	6 7
01	I am proud to work for my company, resp. my organization.						
02	The work that I am assigned to makes me proud.						
03	I take pride in discussing my company, resp. my organization with other people.						
04	I take pride in talking about my work, assignments, and work responsibilities.						
(Affective Commitment)							
The following statements relate to the affection you perceive for your job.							
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree							
		1	2	3	4	5	6 7
01	To spend the rest of my career in this comp./org. would make me exceptionally happy and proud.						
02	I don't think I could become as attached to another comp./org. as I am to my comp./org.						
03	My comp./org. represents a family to me and I feel like I am a member of it.						
04	It makes me happy to talk about my comp./org. with other people.						
05	I perceive the comp./org.'s problems as my own problems.						
06	I feel emotionally attached to my comp./org.						
07	I feel a sense of belonging to my comp./org.						
08	My comp./org. has strong personal meaning for me.						
(Continuance Commitment)							
The following statements relate to the fear of a potential loss of your job.							
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree							
		1	2	3	4	5	6 7
01	It would be very difficult for me to leave my comp./org., even if I wanted to do so.						
02	I feel that I have many possible options to consider when leaving my comp./org.						
03	It would be highly costly for me to leave my comp./org.						
04	The lack of potential alternatives is a severe consequence when leaving my comp./org.						
05	Many things in my life would be disrupted if I left my comp./org.						
06	To stay with comp./org. is a requirement as well as desire.						
07	Leaving my comp./org. would require severe personal sacrifice (i.e., benefits etc.).						
08	I am afraid of what would happen if I left my comp./org. (fear of "losing my face").						
(Normative Commitment)							
The following statements relate to your sense of obligation to stay at your company or organization.							
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree							
		1	2	3	4	5	6 7
01	I think that an employee must always be loyal to his/her comp./org. and represent it with pride.						
02	The times when employees stayed with one comp./org. have been better times.						
03	I find that wanting to be a <i>company man/woman</i> still is sensible.						
04	If I got a better employment offer at another comp./org., I still would not quit.						
05	Going from one to another comp./org. seems not ethical to me.						
06	I feel a sense of moral obligation to stay with my comp./org.						

07	I was taught to respect the value of loyalty to one comp./org.								
08	I find that in the present time, people go from one comp./org. to another too often.								



APPENDIX B: COMMITMENT MODEL

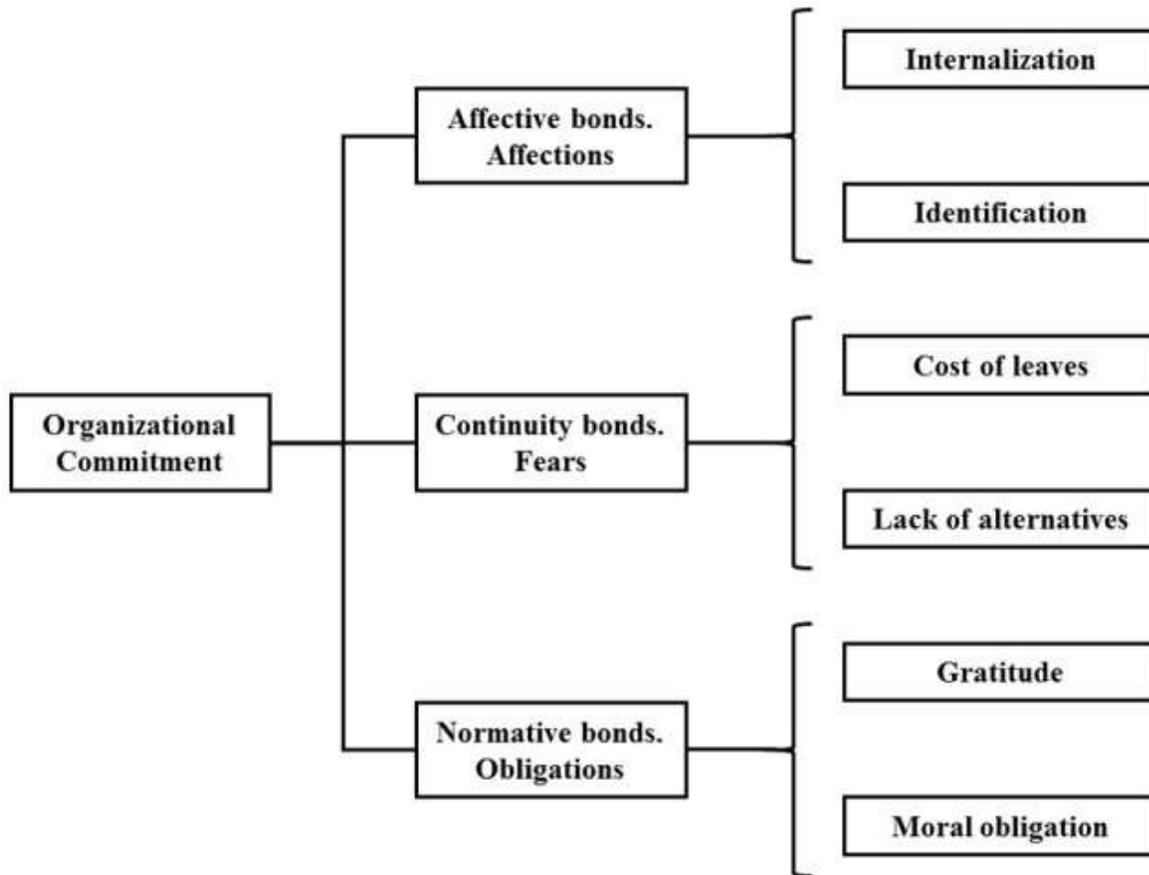


FIGURE 7: ORGANIZATIONAL COMMITMENT MODEL (Juaneda-Ayensa, Clavel San Emeterio, González-Menorca, 2017)