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:

<table>
<thead>
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### 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 organizational indefinitely
- _____ Plan to stay here a long time
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:

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**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:

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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:

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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