

# Psychological Contract Inventory

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## 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](mailto: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 organizational 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