

# Commitment

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**Organisationales Commitment** bezeichnet das Ausmaß der Identifikation einer Person gegenüber einer Organisation. Commitment im allgemeinen kann sich jedoch auf eine Vielzahl unterschiedlicher Foci richten. Dabei wird zwischen drei Betrachtungsebenen unterschieden:

- *affektive Ebene*: Emotionale Verbindung zu einer Organisation; ein starkes affektives Commitment äußert sich so, dass die Organisation eine große persönliche Bedeutung für den Mitarbeiter hat und dass der Mitarbeiter ihr daher auch zukünftig gern angehören will (van Dick, 2004)
- *normative Ebene*: Akzeptanz der Organisationswerte sowie erlebte Verpflichtung des Mitarbeiters, in der Organisation zu bleiben aufgrund von "Investitionen, die die Organisation für den Mitarbeiter tätigt (z. B. die Aus- und Fortbildung)" (van Dick, 2004, S. 17).
- *Beständigkeit* bzw. fortsetzungsbezogenes Commitment: Wechselkosten bei Verlassen der Organisation<sup>[1]</sup>. Wird daher auch als rationale Ebene des organisationalen Commitments bezeichnet.

## Konsequenzen von Commitment

Einschlägige Studien belegen positive Zusammenhänge zwischen Commitment und Leistung, Motivation und Anwesenheit am Arbeitsplatz; negative Zusammenhänge bestehen zwischen Commitment und Stress, der Absicht, das Unternehmen zu verlassen, sowie dem tatsächlichen Verlassen des Unternehmens (Cooper-Hakim & Viswesvaran, 2005; Mathieu & Zajac, 1990). Hier wird die große Bedeutung von Commitment deutlich. Allerdings bezeichnen sich nur 11 % der vom Beratungsunternehmen Gallup befragten Arbeitnehmer als emotional stark an ihre Organisation gebunden (Gallup, 2010).

## Messung von Commitment

Ein klassischer Kurz-Fragebogen zur Erfassung des Commitments ist der "Organizational Commitment Questionnaire - OCQ" (Porter, Steers, Mowday & Boulian, 1974). Auf einer siebenfach abgestuften Antwortskala von "strongly disagree" ("stimme überhaupt nicht zu") bis "strongly agree" ("stimme stark zu") schätzen Mitarbeiter dabei 15 Aussagen u. a. zu Loyalität und Engagement ein. Im Fragebogen von Allen und Meyer (1990) sind zu bewertende Aussagen jeweils einer der drei Commitment-Komponenten (affektiv, normativ, fortsetzungsbezogen) zugeordnet.

## Referenzen

- [1] Allen, N.J.; Meyer, J.P. (1990): The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organisation, in: *Journal of Occupational Psychology*, 63, S. 1-18

## Quellen

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  - Mathieu, J. E. & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.
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- van Dick, R. (2004). *Commitment und Identifikation mit Organisationen*. Göttingen: Hogrefe.

## **Weblinks**

- Commitment in virtuellen Teams - Forschungsprojekt der TU Dresden ([http://www.atvirtu.de/downloads/2005\\_Meyer\\_Tomaschek.pdf](http://www.atvirtu.de/downloads/2005_Meyer_Tomaschek.pdf)) (PDF-Datei; 120 kB)
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