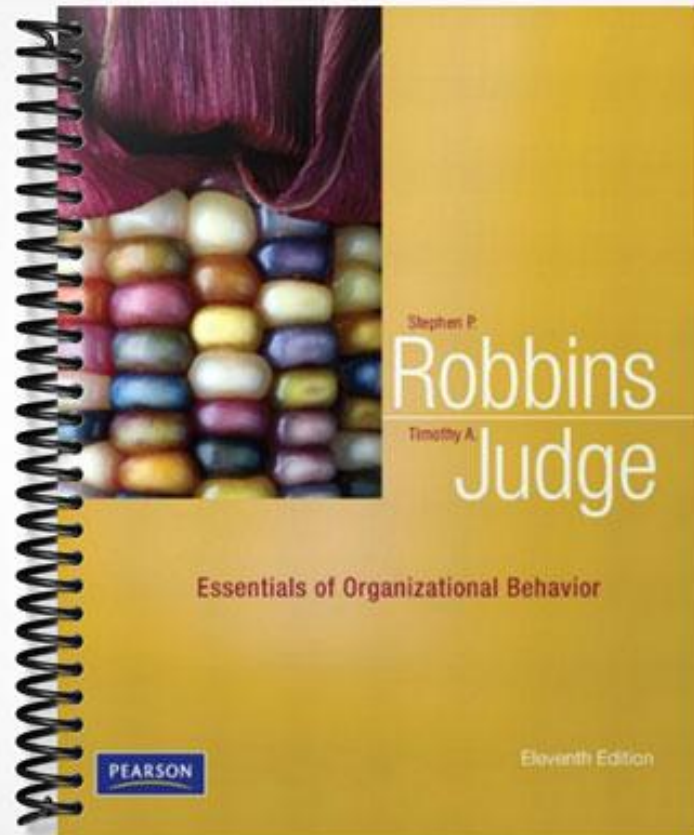


**TEST BANK**



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Essentials of Organizational Behavior

PEARSON

Eleventh Edition

***Essentials of Organizational Behavior, 11e (Robbins/Judge)***  
**Chapter 2 Attitudes and Job Satisfaction**

1) Which of the following answer choices is the best definition of attitude?

- A) Attitudes indicate how one will react to a given event.
- B) Attitudes are the yardstick by which one measures ones actions.
- C) Attitudes are the emotional part of an evaluation of a person, object, or event.
- D) Attitudes are evaluative statements of what one believes about something or someone.
- E) Attitudes are a measure of how the worth of an object, person or event is evaluated.

Answer: D

Explanation: D) Attitudes are defined as evaluative statements, either favorable or unfavorable, about objects, people, or events. Although attitudes can indicate how people will react and behave, this is not the definition encompassing all attitudes. Emotion and evaluation are facets of types of attitudes.

Diff: 2 Page Ref: 13

Objective: Attitudes

Quest. Category: Concept/Definitional

LO: 1

2) The emotional, or feeling component of a person's attitude is called \_\_\_\_\_.

- A) complex understanding
- B) the cognitive component
- C) the affective component
- D) a complex attitude
- E) the behavior component

Answer: C

Explanation: C) Affect is the emotional or feeling segment of an attitude and is called the affective component. Description of or belief in the way things are is the cognitive component of attitude. The intention to behave in a certain way toward something describes the behavior component of attitude. Complex understanding and a complex attitude are not components of attitude as defined in OB.

Diff: 1 Page Ref: 14

Objective: Attitudes

Quest. Category: Concept/Definitional

LO: 1

3) Janice is spending the summer working as an intern writing copy for a local firm. Today Janice's senior editor sent back some of Janice's work covered in red ink corrections. Up until now, all of Janice's work had been corrected in green or blue ink. Janice is upset and worried that her senior editor doesn't like her.

Which component of an attitude is not represented in the previous scenario?

- A) the positive component
- B) the cognitive component
- C) the affective component
- D) the negative component
- E) the behavioral component

Answer: E

Explanation: E) In the example, Janice does not take action. Therefore, she does not demonstrate the behavioral component of an attitude. Janice believes that her senior editor doesn't like her. This judgement, or evaluation, demonstrates the cognitive component of an attitude. Janice is upset. She has had an emotional reaction to the red ink on her work, which represents the affective component of an attitude. Although an attitude can be positive or negative, these are not considered components of an attitude as defined in OB.

Diff: 2 Page Ref: 14

AACSB: Analytic Skills

Objective: Attitudes

Quest. Category: Application

LO: 1

4) The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes the \_\_\_\_\_ component of an attitude.

- A) cognitive
- B) affective
- C) reflective
- D) behavioral
- E) reactive

Answer: A

Explanation: A) The cognitive component of an attitude is a description of, or belief in the way things are, which is exemplified in the statement "violence is wrong". The affective component of an attitude reveals the emotional reaction, and the behavioral component is how someone behaves toward someone or something. There are no components of attitude called reflective or reactive in OB.

Diff: 2 Page Ref: 14

AACSB: Analytic Skills

Objective: Components of Attitudes

Quest. Category: Application

LO: 1

5) Jan is a security officer. Jan believes that it is important to know exactly who is in the office at any given time. She notices that some employees do not sign out of the office when they take lunch, which makes it impossible to keep track of who is actually in the office. Jan becomes frustrated with those employees. She makes note of them and reports them to their supervisors. In the above scenario, what is the behavioral component of Jan's attitude to the employees who did not sign out of the office?

- A) Jan believes that it is important that she know exactly who is in the office at any given time.
- B) Jan does not like that some employees do not sign out of the office when they take lunch.
- C) Jan finds it impossible to keep track of who is actually in the office.
- D) Jan becomes frustrated with those employees who do not sign out of the office.
- E) Jan notes which employees leave the office without signing out, and reports them to their supervisors.

Answer: E

Explanation: E) The behavioral component of an attitude is how someone behaves toward someone or something. Jan's behavior was to note the employees and report them to supervisors. The affective component of an attitude reveals the emotional reaction. Jan's belief that it is important and her frustration are affective components. The cognitive component of an attitude is a description of, or belief in the way things are. Her belief that it's impossible to keep the building secure without knowing who signs out is a cognitive attitude.

Diff: 2 Page Ref: 14

AACSB: Analytic Skills

Objective: Components of Attitudes

Quest. Category: Application

LO: 1

6) Which of the following is an example of an affective attitude?

- A) Believing that you did a good job.
- B) The observation that most dogs have four legs.
- C) The opinion that it is never acceptable to steal.
- D) Anger at being unfairly accused of a wrongdoing.
- E) The avoidance of a restaurant where one once received bad service.

Answer: D

Explanation: D) Affective attitudes reveal emotion, such as anger. Belief and opinions are examples of cognitive or evaluative attitudes. Observation and avoidance are behaviors and are facets of behavioral attitudes.

Diff: 2 Page Ref: 14

AACSB: Analytic Skills

Objective: Components of Attitudes

Quest. Category: Application

LO: 1

7) The theory of cognitive dissonance was proposed by \_\_\_\_\_.

- A) Maslow
- B) Festinger
- C) Hofstede
- D) Skinner
- E) Pavlov

Answer: B

Explanation: B) In the 1960s, Leon Festinger argued that attitudes follow behavior. Festinger argued that any form of inconsistency is uncomfortable and that individuals will therefore attempt to reduce it. They will seek a stable state, which is a minimum of dissonance. Maslow, Hofstede, Skinner, and Pavlov all made other contributions to OB.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

8) According to Festinger, people will seek a(n) \_\_\_\_\_.

- A) variable state with variable dissonance
- B) stable state with maximal dissonance
- C) unstable state with maximal dissonance
- D) unstable state with minimal dissonance
- E) stable state with minimal dissonance

Answer: E

Explanation: E) Festinger argued that any form of inconsistency is uncomfortable and that individuals will therefore attempt to reduce it. They will seek a stable state, which is a minimum of dissonance. People do not seek variable or unstable states because they would be uncomfortable.

Diff: 2 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

9) "Dissonance" means \_\_\_\_\_.

- A) reactance
- B) constance
- C) resistance
- D) consistency
- E) inconsistency

Answer: E

Explanation: E) Cognitive dissonance is defined as any incompatibility, or inconsistency, an individual might perceive between two or more attitudes or between behavior and attitudes. Reactance is an emotional reaction to pressure. Constance and consistency is to continue and not interrupt. Resistance is to avoid.

Diff: 1 Page Ref: 3

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

10) Leon Festinger argued that \_\_\_\_\_ follow(s) \_\_\_\_\_.

- A) behavior; job satisfaction
- B) behavior; attitude
- C) attitudes; behavior
- D) attitudes; job satisfaction
- E) job satisfaction; behavior

Answer: C

Explanation: C) In the late 1960s, a review of the research challenged the assumed effect of attitudes on behavior. One researcher—Leon Festinger—argued that attitudes follow behavior.

Diff: 1 Page Ref: 15

Quest. Category: Concept/Definitional

LO: 2

11) Festinger argued that dissonance is \_\_\_\_\_. Therefore, people will attempt to reduce it.

- A) monotonous
- B) confounding
- C) physically painful
- D) exhausting
- E) uncomfortable

Answer: E

Explanation: E) Festinger argued that any form of inconsistency is uncomfortable and that individuals will therefore attempt to reduce it. They will seek a stable state, which is a minimum of dissonance.

Diff: 1 Page Ref: 15

Quest. Category: Concept/Definitional

LO: 2

12) Any incompatibility between two or more attitudes or between behavior and attitudes results in \_\_\_\_\_.

- A) organizational dissonance
- B) cognitive dissonance
- C) attitudinal clarification
- D) values clarification
- E) affective reactance

Answer: B

Explanation: B) Cognitive dissonance is defined as any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes. Organizational dissonance, attitudinal clarification, values clarification, and affective reactance are not types of attitude or behavior in OB.

Diff: 2 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

13) Jo is a courier, delivering parcels throughout the metropolitan area. Although she considers herself law abiding, she often breaks the speed limit while making her deliveries. Which of the following statements does not reflect a likely response to the conflict between her attitude and her behavior?

- A) "It's not a problem that I speed a little bit; it's not much over the limit, and everyone else speeds some."
- B) "The speed limits are just too low around here; anyone driving at a reasonable speed will break them."
- C) "This speeding is irresponsible. From now on I am observing the speed limits."
- D) "I've got to drive fast sometimes, otherwise I will not make all my deliveries and I'll lose clients."
- E) "It's wrong to break even minor laws, but I'll probably keep speeding anyway."

Answer: E

Explanation: E) Jo seeing speeding as wrong and not providing a reason to continue does not logically fit into a method of reducing cognitive dissonance. Jo is able to justify her speeding just a little bit and still feel comfortable. Jo justifies her speeding because the limits are too low. Jo's cognitive dissonance is too strong, so she quits speeding. Jo reduces the dissonance by rationalizing her need to speed.

Diff: 3 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2

14) Sheila works for a manufacturer of styrofoam trays for school lunches. Last year her son came home from school and told her that the trays she makes go straight to the landfill where they sit for hundreds of years without ever biodegrading. Although this information bothers Sheila, she does not look for another job because she enjoys her very high salary.

Which dissonance moderating factor is illustrated by this example?

- A) Dissonance is reduced because of the sense of control by the individual.
- B) Dissonance is reduced because of the importance to the individual.
- C) There is no dissonance moderating factor in the example.
- D) Dissonance is increased because of the sense of control by the individual.
- E) High dissonance is tolerated because of a high reward.

Answer: E

Explanation: E) Shiela tolerates her dislike for this aspect of her job because she is given a high reward in the form of a high salary. Shiela does not feel like she can control what the company does with the trays. Control doesn't increase or reduce the dissonance. Although the information bothers Shiela and she considers it important, she is not able to reduce the dissonance.

Diff: 2 Page Ref: 15

AACSB: Analytic Skills

Objective: Attitudes

Quest. Category: Application

LO: 2

Mrs. Jonas believes strongly that it is important that worker's rights be respected, and that one of the more important ways of doing this is to ensure that all workers be properly documented. She is supervising a contracting company that is building a new warehouse for her company. While doing this she discovers that many of the workers employed by the contractor are undocumented aliens working for well below minimum wage.

15) Mrs. Jonas is likely experiencing \_\_\_\_\_.

- A) cognitive dissonance
- B) unresolved anger
- C) ethical evasion
- D) uncertainty avoidance
- E) social pressure

Answer: A

Explanation: A) Because there is a contradiction in what Mrs. Jonas is feeling and the situation in which she finds herself, she is experiencing cognitive dissonance, any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes. The example doesn't say that Mrs. Jonas is experiencing anger or social pressure. Not knowing what Mrs. Jonas will do, we cannot say whether she will avoid the ethical decisions.

Diff: 2 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2



16) Mrs. Jonas comes to you for an explanation of why she is so uncomfortable. You would refer her to the theories of \_\_\_\_\_.

- A) Hofstede
- B) Maslow
- C) Skinner
- D) Festinger
- E) Surber

Answer: D

Explanation: D) In the 1960s Festinger coined the term cognitive dissonance, any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes. Hofstede, Maslow, Skinner, and Surber made other contributions to OB, but not cognitive dissonance.

Diff: 2 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2

17) Mrs. Jonas can be expected to relieve the discomfort she is experiencing by doing the following except \_\_\_\_\_.

- A) deciding this issue is unimportant
- B) rationalizing that it is not her problem since she is not the contractor
- C) attempting to stop the contractor using undocumented workers
- D) coming to accept that using undocumented workers does not harm workers' rights
- E) terminating the contract as it is against her attitude

Answer: E

Explanation: E) Research has generally concluded that people do seek consistency among their attitudes and between their attitudes and their behavior. They either alter the attitudes or the behavior, or they develop a rationalization for the discrepancy. Each of these answers is an example of how Mrs. Jonas either alters her attitude or behavior.

Diff: 2 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2

18) In this situation Mrs. Jonas has a(n) \_\_\_\_\_ that is in conflict with a(n) \_\_\_\_\_.

- A) behavior; behavior
- B) attitude; attitude
- C) social need; social interest
- D) social need; social need
- E) attitude; behavior

Answer: E

Explanation: E) The belief in workers' rights represents Mrs. Jonas' attitude, which comes into direct conflict with her behavior of contracting illegal workers. Her behavior is not conflicting with another behavior, nor are two attitudes conflicting represented in this example. Social need and interest are not a part of the attitude equation.

Diff: 2 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2

19) It is safe to say that this wouldn't be a problem if Mrs. Jonas was \_\_\_\_\_.

- A) a worker rather than a supervisor
- B) working for the construction company
- C) more of an ethical character
- D) an undocumented worker
- E) indifferent to workers' rights

Answer: E

Explanation: E) It is Mrs. Jonas' attitude that workers' rights are important that establishes the conflict. It would not matter what professional position Mrs. Jonas held; if her attitude was the same, she would continue to have the conflict. Mrs. Jonas is an ethical character, which helps to establish the conflict.

Diff: 2 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2

20) Festinger proposed that the desire to reduce dissonance is determined by three moderating factors including the \_\_\_\_\_.

- A) values of the elements creating the dissonance
- B) degree of influence the individual believes he or she has over the elements
- C) degree of positive affect the person has toward the behavior
- D) fact that values and attitudes will vary over the short term
- E) awareness that dissonance exists

Answer: B

Explanation: B) Festinger proposed that the desire to reduce dissonance depends on moderating factors, including the *importance* of the elements creating it, the degree of *influence* we believe we have over it, and the *rewards* of dissonance. Festinger does not mention the values of the elements or the degree of positive affect toward the behavior. Values and attitudes will vary, but don't reduce dissonance. Awareness of dissonance doesn't mean that dissonance will be reduced.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

21) Cameron loves her job as a data programmer, but her co-worker Blake, is very challenging. Blake often loses his temper over aspects of shared projects that neither of them can control. When discussing projects in Cameron's work station, Blake plays with her office supplies, rearranges her desk, and leaves snack and food crumbs. Worst of all, Blake always takes the portion of a project that is the easiest, leaving Cameron to work harder and longer hours.

Which of the following is not an effective method for handling Cameron's problems with Blake?

- A) Cameron should invite Blake to lunch and directly confront him with her feelings.
- B) Cameron should invite Blake to coffee to clarify if there are any misunderstandings.
- C) Cameron should simply ignore Blake and his behavior.
- D) Cameron should make a point of going to Blake's work station and leaving a mess.
- E) Cameron should ask a manager to help divide the work load for the next project.

Answer: D

Explanation: D) Although tempting, retaliation will only escalate the situation. Cameron should not engage in Blake's petty behavior by messing up his work station. A direct and conciliatory approach is the first step to try, as well as seeing the problem from the other person's point of view. If unable to solve the problem, the next best thing to do is to ignore it. Involving management is a last resort, but can be done if there is a positive solution in mind, such as evenly dividing the work.

Diff: 2 Page Ref: 4

AACSB: Analytic Skills

Objective: Attitudes

Quest. Category: Application

LO: 2

- 22) The attitude-behavior relationship is likely to be much stronger if the attitude \_\_\_\_\_.
- A) refers to something that the individual has direct personal experience with
  - B) must be defended against the attitudes of society at large
  - C) is perceived to be of little importance
  - D) is related to organizational structure
  - E) is not regularly discussed and examined

Answer: A

Explanation: A) Behavior is hard to predict based on responses by those who have no experience in the type of behavior being evaluated. Experience is important to the attitude-behavior relationship. Having to defend an attitude against all of society would create dissonance and weaken the relationship. If the attitude isn't important or discussed, neither will the behavior be important, nor the attitude-behavior relationship strong. Relationship to organizational structure often creates discrepancies in the attitude-behavior relationship.

Diff: 2 Page Ref: 16

Objective: Attitude-Behavior Relationship

Quest. Category: Concept/Definitional

LO: 2

- 23) Which of the following is not a moderating variable of the attitude-behavior relationship?
- A) direct experience
  - B) correspondence to behavior
  - C) power
  - D) accessibility
  - E) importance

Answer: C

Explanation: C) The most powerful moderators of the attitudes relationship are the importance of the attitude, its correspondence to behavior, its accessibility, the presence of social pressures, and whether a person has direct experience with the attitude.

Diff: 2 Page Ref: 15

Quest. Category: Concept/Definitional

LO: 2

24) What refers to a positive feeling about a job, resulting from an evaluation of its characteristics?

- A) job satisfaction
- B) job involvement
- C) job stability
- D) organizational commitment
- E) social investment

Answer: A

Explanation: A) When people speak of employee attitudes, they usually mean job satisfaction, which describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.

Diff: 1 Page Ref: 16

Objective: Job Satisfaction

Quest. Category: Concept/Definitional

LO: 3

25) Job satisfaction is best described as \_\_\_\_\_.

- A) a result
- B) a value
- C) an attitude
- D) causing high performance
- E) a valued discipline

Answer: C

Explanation: C) Job satisfaction is categorized as one of the major job attitudes in OB. Although job satisfaction can be a result or a value, it isn't described as such in OB. Positive job satisfaction can cause high performance, but this does not describe all job satisfaction. Job satisfaction is not a discipline.

Diff: 1 Page Ref: 16

Objective: Job Satisfaction

Quest. Category: Concept/Definitional

LO: 3

26) Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived autonomy is termed as \_\_\_\_\_.

- A) psychological empowerment
- B) organizational commitment
- C) perceived organizational support
- D) employee engagement
- E) job satisfaction

Answer: A

Explanation: A) Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived autonomy is termed as psychological empowerment.

Diff: 1 Page Ref: 16

Quest. Category: Concept/Definitional

LO: 3

27) The degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is \_\_\_\_\_.

- A) job satisfaction
- B) job involvement
- C) job stability
- D) organizational commitment
- E) social embeddedness

Answer: B

Explanation: B) Job involvement measures the degree to which people identify psychologically with their job and consider their perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

Diff: 1 Page Ref: 16

Objective: Job Involvement

Quest. Category: Concept/Definitional

LO: 3

28) In her work in the publishing industry, Vera seeks out new authors who she considers promising. In the past two years she has found a number of new writers whose work she thought was exceptional, and immersed herself in the task of helping them shape their manuscripts for submission to her managers for publishing. Although she was extremely proud of the results, none of the authors she worked with were chosen for publication. Vera believes that the decision not to publish these authors was based on personal rivalries within management, rather than the quality of her writers' work. She is extremely frustrated, dreads coming into work each morning, and is seriously thinking of resigning.

How can Vera's job attitudes best be described?

- A) low job satisfaction and low job involvement
- B) low job satisfaction and high job involvement
- C) high job satisfaction and low job involvement
- D) high job satisfaction and high job involvement
- E) low organizational commitment

Answer: B

Explanation: B) Vera is feeling negative toward her job resulting in low job satisfaction, even though she believes that she has invested tremendously in the organization and is important to it, showing a high job involvement. Vera's negative feelings reveal a low job satisfaction rating. Vera showed dedication to her organization as she prepared her writers.

Diff: 2 Page Ref: 16

AACSB: Analytic Skills

Objective: Job Satisfaction and Job Involvement

Quest. Category: Application

LO: 3

29) Which of the following is not considered a major job attitude by OB researchers?

- A) job satisfaction
- B) positive personality
- C) organizational commitment
- D) employee engagement
- E) job involvement

Answer: B

Explanation: B) A positive personality isn't considered a major job attitude in OB. A positive feeling about one's job as indicated in job satisfaction is considered a major job attitude. Organizational commitment, the degree to which a person identifies with the organization, and job involvement, the degree to which a person identifies with the job and participates in it, are both considered major job attitudes, as is employee engagement, a person's involvement with the job

Diff: 1 Page Ref: 16

Objective: Major Job Attitudes

Quest. Category: Concept/Definitional

LO: 3

30) Organizational commitment is defined as \_\_\_\_\_.

- A) the degree to which an employee identifies with the organization they work for and its goals
- B) an employee's belief that the organization they work for will go to considerable lengths to ensure that its employees are treated fairly
- C) the degree to which an employee's sense of fulfillment and self worth is related to their job
- D) the amount of effort an employee will make in order to keep or advance their position in an organization
- E) the degree to which an employee believes their work impacts their organization

Answer: A

Explanation: A) The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization is organizational commitment. Perceived organizational support (POS) is an employee's belief that the organization they work for will go to considerable lengths to ensure that its employees are treated fairly. Job involvement is the degree to which an employee's sense of fulfillment and self worth is related to their job. Psychological empowerment is the degree to which an employee believes their work impacts their organization.

Diff: 2 Page Ref: 17

Objective: Organizational Commitment

Quest. Category: Concept/Definitional

LO: 3

31) \_\_\_\_\_ is an emotional attachment to the organization and a belief in its values.

- A) Affective commitment
- B) Continuance commitment
- C) Normative commitment
- D) Positive commitment
- E) Negative commitment

Answer: A

Explanation: A) Affective commitment is an emotional attachment to the organization and a belief in its values. For example, a Petco employee may be affectively committed to the company because of its involvement with animals.

Diff: 1 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3



32) Which dimension to organizational commitment is reflected in the perceived economic value of remaining with an organization compared to leaving it?

- A) general organizational commitment
- B) affective commitment
- C) continuance commitment
- D) normative commitment
- E) incremental commitment

Answer: C

Explanation: C) Continuance commitment is the perceived economic value of remaining with an organization.

Diff: 1 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3

33) \_\_\_\_\_ is an obligation to remain with the organization for moral or ethical reasons.

- A) Negative commitment
- B) Positive commitment
- C) Affective commitment
- D) Normative commitment
- E) Continuance commitment

Answer: D

Explanation: D) Normative commitment is an obligation to remain with the organization for moral or ethical reasons. An employee spearheading a new initiative may remain with an employer because he feels he would "leave the employer in the lurch" if he left.

Diff: 1 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3

34) Jane is committed to her employer because she is paid well and feels it would hurt her family to quit. This is indicative of \_\_\_\_\_.

- A) affective commitment
- B) normative commitment
- C) continuance commitment
- D) positive commitment
- E) negative commitment

Answer: C

Explanation: C) Continuance commitment is the perceived economic value of remaining with an organization. An employee may be committed to an employer because she is paid well and feels it would hurt her family to quit.

Diff: 1 Page Ref: 17

AACSB: Analytic Skills

Quest. Category: Concept/Definitional

LO: 3

35) Neville feels obligated to remain with his company on account of the resources they have invested in training him. This example is indicative of \_\_\_\_\_.

- A) normative commitment
- B) continuance commitment
- C) affective commitment
- D) positive commitment
- E) negative commitment

Answer: A

Explanation: A) Normative commitment is an obligation to remain with the organization for moral or ethical reasons.

Diff: 2 Page Ref: 17

AACSB: Analytic Skills

Quest. Category: Application

LO: 3

36) Which dimension of organizational commitment describes an employee who is "tethered" to an employer simply because there isn't anything better available?

- A) general organizational commitment
- B) affective commitment
- C) normative commitment
- D) continuance commitment
- E) incremental commitment

Answer: D

Explanation: D) Continuance commitment is the perceived economic value of remaining with an organization. Rather than an allegiance (affective commitment) or an obligation (normative commitment) to an employer, a continuance commitment describes an employee "tethered" to an employer simply because there isn't anything better available.

Diff: 2 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3

37) Of the following attitudes, the best predictor of turnover is \_\_\_\_\_.

- A) pay
- B) supervision
- C) organizational commitment
- D) cognitive dissonance
- E) affective dissonance

Answer: C

Explanation: C) Research evidence demonstrates negative relationships between organizational commitment and both absenteeism and turnover. Pay, supervision, cognitive dissonance, and affective dissonance are not attitudes.

Diff: 1 Page Ref: 17

Objective: Organizational Commitment

Quest. Category: Concept/Definitional

LO: 3

38) The following answer choices are quotes from employees about their job at Healthy Eating, a chain of health food stores. Which quote most likely comes from an employee who has a great deal of organizational commitment?

A) "I am a great believer in the importance of a healthy diet, so I'm glad I am working for a company that is trying to make simple, healthy food available to all."

B) "I like the fact that in my role as a buyer for Healthy Eating I get to make choices about which food is good enough for us to sell."

C) "Even though I only work in the produce department for now, it's good to know that the suggestions I make about how the store could be improved are heard and considered by my managers."

D) "The challenging nature of the work and the thoughtful and generous way they treat their staff has made Healthy Eating the best place I have ever worked."

E) "With the benefits it provides, it is vital for me to keep my job. In fact, I will stay with Healthy Eating for as long as I possibly can."

Answer: A

Explanation: A) The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization is organizational commitment.

Diff: 3 Page Ref: 17

AACSB: Analytic Skills

Quest. Category: Application

LO: 3

39) \_\_\_\_\_ is the degree to which employees believe the organization values their contribution and cares about their well-being.

A) Psychological empowerment

B) Employee engagement

C) Perceived organizational support

D) Organizational commitment

E) Job involvement

Answer: C

Explanation: C) Perceived organizational support (POS) is the degree to which employees believe the organization values their contribution and cares about their well-being. Research shows that people perceive their organization as supportive when rewards are deemed fair, when employees have a voice in decisions, and when they see their supervisors as supportive.

Diff: 1 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3

40) Guillermo's wife was recently diagnosed with breast cancer. Guillermo had to take a considerable amount of time off work to care for their children, and he was late in completing his portion of a large project. Guillermo never feared that his job was in jeopardy because of his absences or his delay in completion of work.

Name the major job attitude relative to the above stated example.

- A) psychological empowerment
- B) perceived organizational support
- C) organizational commitment
- D) employee engagement
- E) job involvement

Answer: B

Explanation: B) Guillermo believed that his organization would be supportive through his times of stress. This major job attitude is called perceived organizational support. The belief and sense that a person has an affect in the work environment is psychological empowerment.

Organizational commitment, the degree to which a person identifies with the organization, and job involvement, the degree to which a person identifies with the job and participates in it, are both considered major job attitudes, as is employee engagement, a person's involvement with the job, but these were not what calmed Guillermo's fears.

Diff: 2 Page Ref: 17

AACSB: Analytic Skills

Objective: Major Job Attitudes

Quest. Category: Application

LO: 3

41) Bryan Eusebius has a positive attitude toward his organization. He feels the management treats all employees fairly in matters concerning rewards, takes into account employees' opinions, and overall, is highly supportive. Bryan's attitude toward his employing organization is indicative of \_\_\_\_\_.

- A) psychological empowerment
- B) employee engagement
- C) perceived organizational support
- D) core self evaluations
- E) organizational citizenship

Answer: C

Explanation: C) Perceived organizational support (POS) is the degree to which employees believe the organization values their contribution and cares about their well-being. Research shows that people perceive their organization as supportive when rewards are deemed fair, when employees have a voice in decisions, and when they see their supervisors as supportive.

Diff: 2 Page Ref: 17

AACSB: Analytic Skills

Quest. Category: Application

LO: 3

42) In the context of employee engagement, it is observed that the highly engaged employees feel a deep connection to their company. Disengaged employees \_\_\_\_\_.

- A) feel disconnected, portraying deviant behavior at work place
- B) put in efforts to be as good as engaged employees
- C) continue working without affecting the turnover
- D) put time but no attention into their work
- E) engage in productive activities to prove their worth

Answer: D

Explanation: D) Highly engaged employees have a passion for their work and feel a deep connection to their company; disengaged employees have essentially checked out—putting time but not energy or attention into their work.

Diff: 2 Page Ref: 18

Quest. Category: Concept/Definitional

LO: 3

43) An individual's involvement with, satisfaction with, and enthusiasm for the work he/she performs is known as \_\_\_\_\_.

- A) employee engagement
- B) job involvement
- C) loyalty
- D) job satisfaction
- E) psychological empowerment

Answer: A

Explanation: A) A new concept is employee engagement, an individual's involvement with, satisfaction with, and enthusiasm for, the work he/she does. Highly engaged employees have a passion for their work and feel a deep connection to their company; disengaged employees have essentially checked out—putting time but not energy or attention into their work.

Diff: 1 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3

44) Which of the following statements is true about the major job attitudes?

- A) They are highly distinct from one another.
- B) They are generally resistant to change.
- C) They tend to overlap one another.
- D) They are not correlated to one another.
- E) They are culture-specific.

Answer: C

Explanation: C) Evidence suggests that job attitudes are highly related. There is some distinctiveness among them, but they overlap greatly, for various reasons including the employee's personality.

Diff: 1 Page Ref: 18

Quest. Category: Concept/Definitional

LO: 3

- 45) Which of the following is the best method for measuring job satisfaction?
- A) a single global rating system of 1 to 5 (highly satisfied to highly dissatisfied)
  - B) the summation of satisfaction of various job facets to reveal an overall score
  - C) job satisfaction is too broad of a term and there is no good way to measure it
  - D) the single global rating system and the job facets score are equally accurate
  - E) the length of time an employee stays on the job and is engaged

Answer: D

Explanation: D) Single global rating system and job facets scoring are two popular approaches to measuring job satisfaction. Research indicates that one method is essentially as valid as the other. Although job satisfaction is a broad term, it is perhaps this simplicity which makes it easy to measure. The length of time an employee stays on the job isn't necessarily an indicator of job satisfaction.

Diff: 2 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

- 46) Which of the following statements is true about measuring job satisfaction?
- A) The simplistic approach of the single global rating system leads to greater inaccuracies.
  - B) The single global rating method isn't very time consuming.
  - C) Problem identification and resolution takes more time with the summation of job facets method.
  - D) The essence of satisfaction cannot be captured through a single question.
  - E) The more complex and intricate the measurement method, the better the results.

Answer: B

Explanation: B) Both the single global rating system as well as the summation of job facets are equally valid. This is one of those rare instances in which simplicity seems to work as well as complexity. The best explanation is that the concept of job satisfaction is so broad a single question captures its essence. The summation of job facets may also leave out some important data. Both methods are helpful. The single global rating method isn't very time consuming, thus freeing time for other tasks, and the summation of job facets helps managers zero in on problems and deal with them faster and more accurately.

Diff: 2 Page Ref: 19

Quest. Category: Concept/Definitional

LO: 4

47) Which of the following statements is not a finding from independent studies conducted among workers in the U.S. and other developed countries over the past 30 years?

- A) Most workers are satisfied with their jobs overall.
- B) U.S. trends are generally applicable to other developed countries.
- C) Employees tend to be most satisfied by the work itself.
- D) Rate of pay is strongly correlated with job satisfaction for almost all workers.
- E) Employees tend to be least satisfied with pay and promotion opportunities.

Answer: D

Explanation: D) Once an individual reaches a level of comfortable living (in the United States, that occurs at about \$40,000 a year, depending on the region and family size), the relationship between pay and job satisfaction virtually disappears. Research indicates that most workers are satisfied in their jobs and with the work itself. It is true that U.S. trends are applicable in other countries and that employees are least satisfied with pay in job satisfaction polls.

Diff: 2 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

48) In which of the following categories do people report lower levels of satisfaction?

- A) pay
- B) coworkers
- C) the work itself
- D) overall job
- E) supervisors

Answer: A

Explanation: A) people are, on average, satisfied with their jobs overall, with the work itself, and with their supervisors and co-workers. However, they tend to be less satisfied with their pay and with promotion opportunities.

Diff: 2 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

49) Which major job-satisfaction facet is most strongly correlated with high levels of overall job satisfaction?

- A) work flexibility
- B) pay
- C) social context of the workplace
- D) supervision
- E) transparency

Answer: C

Explanation: C) There is a strong correspondence between how well people enjoy the social context of their work place and how satisfied they are overall. Interdependence, feedback, social support, and interaction with co-workers outside the work place are strongly related to job satisfaction even after accounting for characteristics of the work itself.

Diff: 1 Page Ref: 20

Quest. Category: Concept/Definitional

LO: 5

50) Once an individual reaches a level of comfortable living, the relationship between pay and job satisfaction \_\_\_\_\_.

- A) becomes stronger
- B) turns positive
- C) virtually disappears
- D) becomes negative
- E) weakens, but only slightly

Answer: C

Explanation: C) For people who are poor or who live in poor countries, pay does correlate with job satisfaction and overall happiness. But once an individual reaches a level of comfortable living (in the United States, that occurs at about \$40,000 a year, depending on the region and family size), the relationship between pay and job satisfaction virtually disappears. People who earn \$80,000 are, on average, no happier with their jobs than those who earn closer to \$40,000.

Diff: 1 Page Ref: 20

Quest. Category: Concept/Definitional

LO: 5



51) Charles makes \$24,000 a year. Ana makes \$40,000 a year. Ellis makes \$75,000 a year. Adam makes \$75,000 a year. Shonali makes \$30,000 a year.

Which of the following is not a true statement about the usual correlation between pay and job satisfaction?

- A) Charles is less likely to be satisfied with his job than Adam.
- B) Ana is as likely to be as satisfied with her job as Ellis.
- C) Ellis and Adam are more likely to be satisfied with their jobs than Shonali.
- D) Charles is less likely to be satisfied with his job than Shonali.
- E) Shonali is as likely to be satisfied with her job as Charles.

Answer: D

Explanation: D) Research shows that once a person earns a comfortable living at \$40,000 in the U.S. the correlation between pay and job satisfaction disappears, making Ana, Ellis, and Adam all likely to be equally satisfied with their jobs. For those earning under \$40,000 a year, pay is related to job satisfaction, making Charles likely to be less satisfied than Adam. Since Charles and Shonali both earn under \$40,000 they are likely to be equally dissatisfied.

Diff: 2 Page Ref: 20

AACSB: Analytic Skills

Objective: Job Satisfaction in the U.S.

Quest. Category: Application

LO: 5

52) Ramiro has been a forklift driver for the local grocery store for six years. He earns \$32,000 a year. He works with a nice crew. He plays softball with his coworkers on the weekends. They also volunteer together at the local food bank during the holidays, and socialize with their families at summer picnics. Ramiro is highly satisfied with his job.

Which of the following is the most probable cause of Ramiro's high job satisfaction?

- A) pay
- B) promotion
- C) high stress
- D) social context
- E) work itself

Answer: D

Explanation: D) There is a strong correspondence between how well people enjoy the social context of their work place and how satisfied they are overall. Ramiro is very active with his coworkers, which leads to his job satisfaction. Ramiro's pay is under \$40,000 which would, in general, indicate a less comfortable lifestyle and lower level of satisfaction. Ramiro has been doing the same thing for six years, indicating little promotion or stress. The work itself is repetitive and would not usually indicate a high level of satisfaction.

Diff: 2 Page Ref: 20

AACSB: Analytic Skills

Objective: Job Satisfaction in the U.S.

Quest. Category: Application

LO: 5

53) Compared to people who have a negative core self-evaluation, people who have a positive core self-evaluation \_\_\_\_\_.

- A) are less satisfied with their jobs
- B) see their work as less challenging
- C) see their work as less fulfilling
- D) are less likely to gravitate toward challenging jobs
- E) are less likely to give up when confronting difficulties

Answer: E

Explanation: E) Those with negative core self-evaluations are more likely to give up when confronting difficulties. Research has shown that people who have positive core self-evaluation, who believe in their inner worth and basic competence, are more satisfied with their jobs than those with negative core self-evaluations. Not only do they see their work as more fulfilling and challenging, they are more likely to gravitate toward challenging jobs in the first place.

Diff: 1 Page Ref: 21

Objective: Core Self-Evaluation

Quest. Category: Concept/Definitional

LO: 5

54) Employees with positive core self-evaluations believe in their inner worth and basic competence, and are more satisfied with their jobs than those with negative core self-evaluations. This concept helps us understand that \_\_\_\_\_.

- A) job satisfaction depends on the psychological engagement of the employee
- B) employees should continuously evaluate their level of satisfaction
- C) job conditions influence job satisfaction
- D) personality also plays a role in job satisfaction
- E) organizational commitment is an important aspect of job satisfaction

Answer: D

Explanation: D) Job satisfaction is not just about job conditions. Personality also plays a role. Research has shown that people who have positive core self-evaluations—who believe in their inner worth and basic competence—are more satisfied with their jobs than those with negative core self-evaluations.

Diff: 2 Page Ref: 21

Quest. Category: Concept/Definitional

LO: 5

55) The exit-voice-loyalty-neglect framework aids in understanding the consequences of \_\_\_\_\_.

- A) pay
- B) low motivation
- C) dissatisfaction
- D) lack of loyalty
- E) low levels of employee engagement

Answer: C

Explanation: C) One theoretical model—the exit–voice–loyalty–neglect framework—is helpful in understanding the consequences of dissatisfaction.

Diff: 1 Page Ref: 21

Quest. Category: Concept/Definitional

LO: 5

56) Henry is dissatisfied with his job but believes that his supervisor is a good man who will do the right thing. Henry has decided that if he just waits, conditions will improve. Henry's approach to this problem is termed \_\_\_\_\_.

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) reification

Answer: C

Explanation: C) The loyalty response means passively but optimistically waiting for conditions to improve. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Reification is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Objective: Loyalty

Quest. Category: Application

LO: 5

57) The performance variables productivity, absenteeism, and turnover are generally considered a part of the \_\_\_\_\_ behaviors in the exit–voice–loyalty–neglect framework.

- A) voice and neglect
- B) neglect and loyalty
- C) exit and voice
- D) loyalty and exit
- E) exit and neglect

Answer: E

Explanation: E) In the exit–voice–loyalty–neglect framework, the exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Exit and neglect behaviors encompass our performance variables—productivity, absenteeism, and turnover.

Diff: 1 Page Ref: 21

Quest. Category: Concept/Definitional

LO: 5

58) The exit–voice–loyalty–neglect framework expands employee response to include voice and loyalty—constructive behaviors that allow individuals to \_\_\_\_\_.

- A) revolt against the management
- B) reject unionization and focus on external activities
- C) identify psychologically with their jobs
- D) tolerate unpleasant situations or revive satisfactory working conditions
- E) improve their perceptions of organizational support

Answer: D

Explanation: D) The exit–voice–loyalty–neglect framework expands employee response to include voice and loyalty—constructive behaviors that allow individuals to tolerate unpleasant situations or revive satisfactory working conditions.

Diff: 1 Page Ref: 22

Quest. Category: Concept/Definitional

LO: 5

Employees at Acme Express are dissatisfied with the working conditions, salary, and the general attitude of the management. Mark, Susan, and Toni are good friends who work at Acme, yet each seems to be reacting differently to the problems at work.

59) Toni has decided that she'll just get a new job and get away from the problem. Toni is dealing with her dissatisfaction through \_\_\_\_\_.

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) acceptance

Answer: A

Explanation: A) The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The loyalty response means passively but optimistically waiting for conditions to improve. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Acceptance is not a reaction to dissatisfaction on the job.

Diff: 1 Page Ref: 21

AACSB: Analytic Skills

Objective: Exit

Quest. Category: Application

LO: 5

60) Susan has composed a list of concerns along with her suggestions for improving conditions. Susan is dealing with her dissatisfaction through \_\_\_\_\_.

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) acceptance

Answer: B

Explanation: B) The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The loyalty response means passively but optimistically waiting for conditions to improve. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Acceptance is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Objective: Voice

Quest. Category: Application

LO: 5

61) Mark believes that his manager is a good person and will work things out if Mark just gives him time to do so. Mark is dealing with his dissatisfaction through \_\_\_\_\_.

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) acceptance

Answer: C

Explanation: C) The loyalty response means passively but optimistically waiting for conditions to improve. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Acceptance is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Objective: Loyalty

Quest. Category: Application

LO: 5

62) Maria is dissatisfied with the way that her manager treats her. She has quit her job and found a new position with another firm. She has expressed her dissatisfaction through \_\_\_\_\_.

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) social voice

Answer: A

Explanation: A) The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The loyalty response means passively but optimistically waiting for conditions to improve. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Social voice is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Objective: Exit

Quest. Category: Application

LO: 5

63) Steve is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up late for work. He is expressing his dissatisfaction through \_\_\_\_\_.

- A) exit
- B) voice
- C) loyalty
- D) social voice
- E) neglect

Answer: E

Explanation: E) The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The loyalty response means passively but optimistically waiting for conditions to improve. Social voice is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Objective: Neglect

Quest. Category: Application

LO: 5

64) Which response is demonstrated by Joe when he speaks up to support his company's actions even when the local newspaper is criticizing them?

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) performance

Answer: C

Explanation: C) The loyalty response means passively but optimistically waiting for conditions to improve. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. performance is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Quest. Category: Application

LO: 5

65) Joe is dissatisfied with his job and deals with it by regularly discussing his problems with his manager. Which type of response is Joe using in this situation?

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) performance

Answer: B

Explanation: B) The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The loyalty response means passively but optimistically waiting for conditions to improve. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Performance is not a reaction to dissatisfaction on the job.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Quest. Category: Application

LO: 5

66) Attending union meetings as a way of coping with job dissatisfaction would be what type of response?

- A) exit
- B) voice
- C) loyalty
- D) neglect
- E) reification

Answer: B

Explanation: B) The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity. The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning. The loyalty response means passively but optimistically waiting for conditions to improve. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate. Reification is not a reaction to dissatisfaction on the job.

Diff: 1 Page Ref: 21

Objective: Voice

Quest. Category: Concept/Definitional

LO: 5



67) To get his company through some hard economic times, Ben's hours have just been reduced from 40 a week to 33. Ben is upset about the reduction in time and pay, but he shows up at work every morning and is willing to patiently wait until economic times improve, and he can go back to working full time.

Which of the following best describes Ben's response to his dissatisfaction?

- A) active, constructive, voice
- B) passive, destructive, neglect
- C) passive, constructive, loyal
- D) active, destructive, exit
- E) active, constructive, loyal

Answer: C

Explanation: C) Ben demonstrates loyalty to the company and is passively waiting for things to improve, which is a constructive response. Ben is not voicing his negative feelings about less work. Ben continues to show up for work and does not neglect his duties. Ben is waiting for things to get better rather than looking for a different job. Ben is passive, rather than active in his behavior.

Diff: 2 Page Ref: 21

AACSB: Analytic Skills

Objective: Job Satisfaction

Quest. Category: Application

LO: 5

68) Which of the following is not an example of organizational citizenship behavior?

- A) telling your friends about the company's great work environment
- B) contributing to a fund for a co-worker to help with medical bills
- C) discouraging a friend from applying for a job at the company
- D) working over the weekend to make sure a project gets done
- E) volunteering to help a colleague meet a deadline

Answer: C

Explanation: C) OCB, or organizational citizenship behavior, refers to positive behaviors toward the company. Discouraging a friend to apply implies a dissatisfaction and negative attitude. Talking positively about the organization, helping others, and going beyond the normal expectations of the job are all examples of OCB.

Diff: 2 Page Ref: 22

AACSB: Analytic Skills

Objective: Job Satisfaction and OCB

Quest. Category: Application

LO: 5

69) Sharon is unhappy with her job as a salesperson at a retail store for many reasons. Yesterday a customer asked her where the shampoo was located. Sharon listlessly replied, "I don't know." She then turned her back on the customer and continued stocking the shelf.

This is an example of how job satisfaction can affect \_\_\_\_\_.

- A) employee OCB
- B) customer satisfaction
- C) absenteeism
- D) turnover
- E) work place deviance

Answer: B

Explanation: B) Sharon's rude behavior toward the customer will directly affect customer satisfaction. Organizational citizenship behavior is not reflected in this example. Sharon is at work and the example doesn't discuss looking for a new job. Sharon is doing her job, although badly, and is not engaging in deviant activities.

Diff: 2 Page Ref: 22

AACSB: Analytic Skills

Objective: Job Satisfaction and Customer Satisfaction

Quest. Category: Application

LO: 5

70) Early studies of organizational citizenship behavior (OCB) assumed that it was closely linked with satisfaction. More recent evidence suggests that satisfaction influences OCB, but through perceptions of \_\_\_\_\_.

- A) fairness
- B) consistency
- C) productivity
- D) leadership ability
- E) out marketing

Answer: A

Explanation: A) Evidence suggests job satisfaction is moderately correlated with OCBs; people who are more satisfied with their jobs are more likely to engage in OCBs, with fairness perceptions helping to explain the relationship. Those who feel their co-workers support them are more likely to engage in helpful behaviors, whereas those who have antagonistic relationships with co-workers are less likely to do so. Consistency, productivity, leadership ability, and out marketing do not explain the OCB-job satisfaction relationship.

Diff: 1 Page Ref: 22

Objective: Job Satisfaction and OCB

Quest. Category: Concept/Definitional

LO: 5

71) Which of the following is true regarding the relationship between satisfaction and absenteeism?

- A) There is a consistent positive relationship between the two.
- B) There is a consistent negative relationship between the two.
- C) There is a curvilinear relationship between the two.
- D) When fairness is controlled for, there is a direct relationship between the two.
- E) No relationship can be established between the two.

Answer: B

Explanation: B) Although moderate to weak, there is a consistent negative relationship between satisfaction and absenteeism. The fairness control does not affect the relationship.

Diff: 2 Page Ref: 23

Objective: Job Satisfaction and Absenteeism

Quest. Category: Concept/Definitional

LO: 5

72) Job dissatisfaction is more likely to translate into \_\_\_\_\_ when employees feel or perceive they have many available alternatives. This can happen when employees have high human capital.

- A) neglect
- B) engagement
- C) tardiness
- D) turnover
- E) absenteeism

Answer: D

Explanation: D) Job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. When employees have high "human capital" (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.

Diff: 1 Page Ref: 23

Quest. Category: Concept/Definitional

LO: 5

73) Under which of the following conditions is job dissatisfaction less predictive of turnover?

- A) when employees consider their current jobs to be unattractive
- B) when employees are presented with unsolicited job offers
- C) when employment opportunities are plentiful
- D) when employees are highly skilled
- E) when employees are highly educated

Answer: B

Explanation: B) If an employee is presented with an unsolicited job offer, job dissatisfaction is less predictive of turnover because the employee is more likely leaving because of "pull" (the lure of the other job) than "push" (the unattractiveness of the current job). Similarly, job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. Finally, when employees have high "human capital" (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.

Diff: 2 Page Ref: 23

Quest. Category: Concept/Definitional

LO: 5

74) Under which of the following conditions is job dissatisfaction not likely to translate into turnover?

- A) lack of job prospects
- B) alternative job prospects
- C) high human capital
- D) ease of job mobility
- E) high employee education

Answer: A

Explanation: A) The satisfaction–turnover relationship is affected by alternative job prospects. Job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. When employees have high "human capital" (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.

Diff: 2 Page Ref: 23

Objective: Job Satisfaction and Turnover

Quest. Category: Concept/Definitional

LO: 5

75) Rashid is dissatisfied at work. He feels he is paid too little and asked to do too much. To compensate for his perceived unjust pay, he regularly takes work supplies home for personal use, such as computer ink cartridges, staplers., and reams of paper.

Rashid's behavior is an example of \_\_\_\_\_.

- A) employee OCB
- B) customer satisfaction
- C) absenteeism
- D) turnover
- E) work place deviance

Answer: E

Explanation: E) Rashid's behavior is a manifestation of work place deviance, in which workers who don't like their jobs "get even" somehow. Organizational citizenship behavior is not reflected in this example. There is no mention of Rashid's customers in the example. Rashid goes to work and the example does not mention him looking for a new job.

Diff: 2 Page Ref: 23

AACSB: Analytic Skills

Objective: Job Satisfaction and Implications for Managers

Quest. Category: Application

LO: 5

76) Jason has been spending a great deal of work time talking to his co-workers about how dissatisfied he is with the job. He has spent quite a bit of time discussing unionization. Jason has also arrived at work intoxicated twice in the last week and has repeatedly taken office supplies home with him. His behavior might be classified as \_\_\_\_\_.

- A) job enlargement
- B) deviant behavior
- C) separation anticipation
- D) theft
- E) cognitive dissonance

Answer: B

Explanation: B) Job dissatisfaction and antagonistic relationships with co-workers predict a variety of behaviors organizations find undesirable, including unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness. Researchers argue these behaviors are indicators of a broader syndrome called deviant behavior in the workplace (or counterproductive behavior or employee withdrawal).

Diff: 2 Page Ref: 23

AACSB: Analytic Skills

Quest. Category: Application

LO: 5

77) Dispatch Heroes Inc. is a medium-sized logistics company. The management is facing tough times as the workers are dissatisfied and are engaging in a number of deviant workplace behaviors such as stealing, undue socializing, and tardiness. The management is considering enforcing several rules restrictions to curb these counterproductive behaviors. What would be a better way to deal with such forms of workplace deviance?

- A) Employers must take corrective action to stop the unwanted activities.
- B) Employers should attack the source of the problem, i.e. the dissatisfaction.
- C) Employers must introduce surveillance to ensure smooth flow of work.
- D) The management must suspend employees who engage in deviant workplace behaviors.
- E) The management must restrict the activities that adversely affect productivity.

Answer: B

Explanation: B) Workers who don't like their jobs "get even" in various ways—and because those ways can be quite creative, controlling only one behavior, such as with an absence control policy, leaves the root cause untouched. To effectively control the undesirable consequences of job dissatisfaction, employers should attack the source of the problem—the dissatisfaction—rather than try to control the different responses.

Diff: 2 Page Ref: 23

AACSB: Analytic Skills

Quest. Category: Application

LO: 5

78) A study conducted by a management consulting firm found that companies with higher morale \_\_\_\_\_.

- A) experienced a larger growth in their stock prices
- B) experienced a larger growth in market share
- C) experienced a smaller decrease in their stock prices
- D) experienced a smaller decrease in their market share
- E) had more dissatisfied employees

Answer: A

Explanation: A) One study by a management consulting firm separated large organizations into high morale (more than 70 percent of employees expressed overall job satisfaction) and medium or low morale (fewer than 70 percent). The stock prices of companies in the high morale group grew 19.4 percent, compared with 10 percent for the medium or low morale group.

Diff: 1 Page Ref: 23

Quest. Category: Concept/Definitional

LO: 5

79) Ang is very satisfied with his job. On a scale of 1 to 10 he rated his job satisfaction at nearly six. Based on his job satisfaction rating, in which of the following countries is Ang least likely to work?

- A) Sweden
- B) U.S.A.
- C) Denmark
- D) Germany
- E) Japan

Answer: E

Explanation: E) Studies reveal that levels of job satisfaction are lowest in Eastern cultures, making Japan the least likely place for Ang to work, given his high job satisfaction. The United States and western Europe exhibit the highest employee job satisfaction in research polls.

Diff: 2 Page Ref: 24

AACSB: Analytic Skills

Objective: Job Satisfaction and Global Implications

Quest. Category: Application

LO: 6

80) Lower job satisfaction ratings in Eastern cultures may be attributed to \_\_\_\_\_.

- A) greater aversion to positive emotions
- B) less aversion to negative emotions
- C) a larger percentage of workers responding to polls
- D) fewer workers responding to polls
- E) greater aversion to negative emotions

Answer: B

Explanation: B) Evidence suggests that individuals in Eastern cultures find negative emotions less aversive than do individuals in Western cultures, who tend to emphasize positive emotions and individual happiness. The research does not mention any discrepancy in the number of respondents.

Diff: 2 Page Ref: 24

AACSB: Multicultural and Diversity Understanding

Objective: Job Satisfaction and Global Implications

Quest. Category: Concept/Definitional

LO: 6

81) Which of the following groups appears to have the highest levels of job satisfaction?

- A) employees in the U.S. and Western Europe
- B) employees in Eastern Europe
- C) employees in most Asian countries
- D) employees in Canada and the U.S.
- E) employees in Mexico and Venezuela

Answer: A

Explanation: A) The United States and western Europe exhibit the highest levels of employee job satisfaction in research polls. Studies reveal that levels of job satisfaction are lowest in Eastern cultures.

Diff: 2 Page Ref: 24

Objective: Job Satisfaction and Global Implications

Quest. Category: Concept/Definitional

LO: 6

82) Why should managers be interested in their employees' attitudes?

- A) They result from behavior.
- B) They cause problems.
- C) They give warnings of potential problems.
- D) They are generally low.
- E) They result in cognitive dissonance.

Answer: C

Explanation: C) Managers should be interested in their employees' attitudes because attitudes give warnings of potential problems and influence behavior, resulting in higher or lower profits and productivity. Some researchers believe that attitudes follow behavior, not the other way around. Although negative attitudes can cause problems, there are many positive reasons managers should look at job attitudes. Job satisfaction and attitudes in the U.S. are generally high. Cognitive dissonance is the result of a disparity between an attitude and a behavior.

Diff: 2 Page Ref: 25

Objective: Job Satisfaction and Implications for Managers

Quest. Category: Concept/Definitional

LO: 6



83) Higher levels of job satisfaction have been reported in the U.S. and western Europe. This may be because \_\_\_\_\_.

- A) individuals in western cultures need to work
- B) individuals in western cultures emphasize positive emotions
- C) there is more industrialization in western cultures
- D) individuals in western cultures are more self-critical and geared toward continuous improvement
- E) these are collectivist societies that do not focus on individual happiness

Answer: B

Explanation: B) Evidence suggests that individuals in Eastern cultures find negative emotions less aversive more than do individuals in Western cultures, who tend to emphasize positive emotions and individual happiness.

Diff: 2 Page Ref: 24

AACSB: Multicultural and Diversity Understanding

Quest. Category: Concept/Definitional

LO: 6

84) Which of the following statements is not true about attitudes in the workplace?

- A) Changing employee attitudes is necessary if you are to manage dissonance.
- B) High pay alone is not likely to create a satisfying workplace.
- C) Generating positive job attitudes helps lower absenteeism and turnover.
- D) Attitudes help determine how well employees perform on the job.
- E) Attitudes give warnings of potential problems.

Answer: A

Explanation: A) Dissonance can be managed in a variety of ways, and usually the person with the attitude will do what he needs to do to reduce dissonance. Job satisfaction is not related to pay after employees reach a comfortable income. Absenteeism and turnover are shown to decrease as job satisfaction increases. Attitudes increase productivity and allow managers to see future problems.

Diff: 1 Page Ref: 15

Objective: Attitudes in the Workplace

Quest. Category: Concept/Definitional

LO: 2

85) The most important thing a manager can do to raise employee satisfaction is to focus on \_\_\_\_\_.

- A) employee pay
- B) benefits
- C) work hours
- D) intrinsic parts of the job
- E) employee productivity

Answer: D

Explanation: D) The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting. Although paying employees poorly will likely not attract high-quality employees to the organization, or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.

Diff: 1 Page Ref: 25

Quest. Category: Concept/Definitional

LO: 6

86) A satisfied workforce does not guarantee successful organizational performance. In order to improve organizational effectiveness, managers \_\_\_\_\_.

- A) must formulate strategies to attack and eliminate deviant behaviors
- B) must keep track of absenteeism and turnover among the employees
- C) must make jobs easier and targets achievable
- D) must offer periodic salary increments
- E) must try to improve employee attitudes

Answer: E

Explanation: E) Creating a satisfied work force is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will likely result in heightened organizational effectiveness.

Diff: 1 Page Ref: 25

Quest. Category: Concept/Definitional

LO: 6

87) Attitudes are evaluative statements.

Answer: TRUE

Explanation: Attitudes in OB are defined as evaluative statements or judgments concerning objects, people, or events.

Diff: 1 Page Ref: 13

Objective: Attitudes

Quest. Category: Concept/Definitional

LO: 1

88) Attitudes are often concrete matters of fact.

Answer: FALSE

Explanation: Attitudes in OB are defined as evaluative statements or judgments concerning objects, people, or events. They are not facts, but rather opinions.

Diff: 1 Page Ref: 13

Objective: Attitudes

Quest. Category: Concept/Definitional

LO: 1

89) There are three components of an attitude: cognition, affect, and behavior.

Answer: TRUE

Explanation: Typically, researchers have assumed that attitudes have three components: cognition, affect, and behavior.

Diff: 1 Page Ref: 14

Objective: Components of Attitudes

Quest. Category: Concept/Definitional

LO: 1

90) The intent to act in a certain way is the affective component of an attitude.

Answer: FALSE

Explanation: The affective component is the emotional or feeling segment of an attitude. An intent to act in a certain way is the behavioral component of an attitude.

Diff: 1 Page Ref: 14

Objective: Components of Attitudes

Quest. Category: Concept/Definitional

LO: 1

91) According to Festinger, people seek consistency among their attitudes and their behaviors.

Answer: TRUE

Explanation: Festinger argued that any form of inconsistency is uncomfortable and that individuals will, therefore, attempt to reduce it. They will seek a stable state, which is a minimum of dissonance.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

92) Cognitive dissonance explains the linkage between attitudes and behavior.

Answer: TRUE

Explanation: Cases of attitude following behavior illustrate the effects of cognitive dissonance, any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

93) Festinger argued that individuals will seek a stable state where there is minimum dissonance.

Answer: TRUE

Explanation: Festinger argued that any form of inconsistency is uncomfortable and that individuals will, therefore, attempt to reduce it. They will seek a stable state, which is a minimum of dissonance.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

94) Research has concluded that people seek consistency among their attitudes but not between their attitudes and behavior.

Answer: FALSE

Explanation: Research has generally concluded that people do seek consistency among their attitudes and between their attitudes and their behavior.

Diff: 2 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

95) If there is an inconsistency between an individual's attitude on a specific issue and his or her behavior, there are only two courses of action available—alter the attitude or alter the behavior.

Answer: FALSE

Explanation: If there is an inconsistency between an individual's attitude on a specific issue and his or her behavior, the individual can either alter the attitude or the behavior, or he or she may develop a rationalization for the discrepancy.

Diff: 2 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

96) If individuals perceive the dissonance to be an uncontrollable result, they are less likely to be receptive to attitude change.

Answer: TRUE

Explanation: Individuals will be more motivated to reduce dissonance when the attitudes or behavior are important or when they believe the dissonance is due to something they can control.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

97) Rewards can offset dissonance.

Answer: TRUE

Explanation: High rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance.

Diff: 1 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

98) All of the following are moderating variables in the attitude behavior relationship: importance of the attitude, its applicability, its accessibility, social pressures, and direct experience.

Answer: FALSE

Explanation: The most powerful moderators of the attitudes relationship are the importance of the attitude, its correspondence to behavior, its accessibility, the presence of social pressures, and whether a person has direct experience with the attitude. Applicability is not a moderator.

Diff: 2 Page Ref: 15

Objective: Moderating Variables

Quest. Category: Concept/Definitional

LO: 2

99) Discrepancies between attitudes and behavior tend to occur when social pressures to behave in certain ways hold exceptional power, as in most organizations.

Answer: TRUE

Explanation: Discrepancies between attitudes and behavior tend to occur when social pressures to behave in certain ways hold exceptional power, as in most organizations.

Diff: 2 Page Ref: 16

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

100) The more specific the attitude and the more specific the behavior, the stronger the link between the two.

Answer: TRUE

Explanation: Specific attitudes tend to predict specific behaviors, whereas general attitudes tend to best predict general behaviors.

Diff: 2 Page Ref: 16

Objective: Attitude-Behavior Relationship

Quest. Category: Concept/Definitional

LO: 2

101) A person with a high level of job satisfaction holds positive attitudes toward the job.

Answer: TRUE

Explanation: A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.

Diff: 1 Page Ref: 16

Objective: Job Satisfaction

Quest. Category: Concept/Definitional

LO: 3

102) Job involvement refers to an individual's general attitude toward his or her job.

Answer: FALSE

Explanation: Job involvement is the degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.

Diff: 1 Page Ref: 16

Objective: Job Involvement

Quest. Category: Concept/Definitional

LO: 3

103) Organizational commitment is a more global response to the organization than is job satisfaction.

Answer: TRUE

Explanation: In organizational commitment, an employee identifies with a particular organization and its goals and wishes to remain a member.

Diff: 2 Page Ref: 17

Objective: Organizational Commitment

Quest. Category: Concept/Definitional

LO: 3

104) An organizational commitment to remain with a company because of moral or ethical obligations is affective commitment.

Answer: FALSE

Explanation: Affective commitment is an emotional attachment to the organization and a belief in its values. For example, a Petco employee may be affectively committed to the company because of its involvement with animals.

Diff: 2 Page Ref: 17

Objective: Organizational Commitment

Quest. Category: Concept/Definitional

LO: 3

105) Research suggests that employees with strong perceived organizational support (POS) perceptions are more likely to have higher levels of organizational citizenship behaviors, lower levels of tardiness, and better customer service.

Answer: TRUE

Explanation: Perceived organizational support (POS) is the degree to which employees believe the organization values their contribution and cares about their well-being. Research suggests that employees with strong perceived organizational support (POS) perceptions are more likely to have higher levels of organizational citizenship behaviors, lower levels of tardiness, and better customer service.

Diff: 2 Page Ref: 17

Quest. Category: Concept/Definitional

LO: 3

106) In measuring job satisfaction, the two most widely used approaches are a single global rating and a score arrived at by weighting the contribution of a number of job facets to overall satisfaction.

Answer: FALSE

Explanation: Two approaches are popular for measuring job satisfaction; the single global rating and the summation of job facets.

Diff: 2 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

107) Summing up responses to a number of job factors achieves a more accurate evaluation of job satisfaction than does a single global rating.

Answer: FALSE

Explanation: The single global rating and the summation of job facts are essentially equal in their accuracy.

Diff: 2 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

108) Asking employees how they feel about key elements in a job, then adding the results to create an overall job satisfaction score is the single global rating approach to job satisfaction.

Answer: FALSE

Explanation: The summation of job facets identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relations with coworkers. Respondents rate these on a standardized scale, and researchers add the ratings to create an overall job satisfaction score.

Diff: 2 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

109) Research suggests that people are, on average, satisfied with their pay and with promotion opportunities.

Answer: FALSE

Explanation: People are, on average, satisfied with their jobs overall, with the work itself, and with their supervisors and co-workers. However, they tend to be less satisfied with their pay and with promotion opportunities.

Diff: 1 Page Ref: 19

Quest. Category: Concept/Definitional

LO: 4

110) Voice is an active and constructive response to dissatisfaction.

Answer: TRUE

Explanation: Voice response is the dissatisfaction expressed through active and constructive attempts to improve conditions.

Diff: 2 Page Ref: 21

Objective: Voice

Quest. Category: Concept/Definitional

LO: 5

111) Actively and constructively attempting to improve conditions is part of the loyalty response to dissatisfaction.

Answer: FALSE

Explanation: The loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing.

Diff: 2 Page Ref: 21

Objective: Loyalty

Quest. Category: Concept/Definitional

LO: 5

112) Loyalty is a passive and constructive response to dissatisfaction.

Answer: TRUE

Explanation: The loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing.

Diff: 2 Page Ref: 21

Objective: Loyalty

Quest. Category: Concept/Definitional

LO: 5

113) Neglect is an active and destructive response to dissatisfaction.

Answer: FALSE

Explanation: The neglect response to dissatisfaction passively allows conditions to worsen.

Diff: 2 Page Ref: 21

Objective: Neglect

Quest. Category: Concept/Definitional

LO: 5



114) The evidence indicates that satisfied employees increase customer satisfaction and loyalty.

Answer: TRUE

Explanation: Satisfied employees increase customer satisfaction and loyalty.

Diff: 2 Page Ref: 22

Objective: Job Satisfaction and Customer Satisfaction

Quest. Category: Concept/Definitional

LO: 5

115) To effectively control the undesirable consequences of job dissatisfaction, employers should try to control the different responses to dissatisfaction.

Answer: FALSE

Explanation: To effectively control the undesirable consequences of job dissatisfaction, employers should attack the source of the problem—the dissatisfaction—rather than try to control the different responses.

Diff: 1 Page Ref: 23

Quest. Category: Concept/Definitional

LO: 5

116) Evidence suggests that employees in Eastern cultures have higher levels of job satisfaction than those in Western cultures.

Answer: FALSE

Explanation: Evidence suggests employees in Western cultures have higher levels of job satisfaction than those in Eastern cultures.

Diff: 1 Page Ref: 24

AACSB: Multicultural and Diversity Understanding

Quest. Category: Concept/Definitional

LO: 6

117) Creating a satisfied workforce guarantees successful organizational performance.

Answer: FALSE

Explanation: Creating a satisfied workforce is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will likely result in heightened organizational effectiveness.

Diff: 1 Page Ref: 25

Quest. Category: Concept/Definitional

LO: 6

118) Discuss the three components of an attitude.

Answer: The three components of an attitude are cognition, affect, and behavior.

1) The cognitive component is a description of or belief in the way things are.

2) Affect is the emotional or feeling segment of an attitude.

3) The behavioral component of an attitude refers to an intention to behave in a certain way toward someone or something.

Diff: 2 Page Ref: 14

Objective: Components of Attitudes

Quest. Category: Critical Thinking

LO: 1

119) Why is it difficult to discuss the three components of an attitude separately? Provide a workplace example that demonstrates this difficulty.

Answer: The three components of an attitude are cognition, affect, and behavior. Because they are all related, it is difficult to discuss or analyze them separately. For example, a person may believe that they were unjustly passed over for promotion. This is a cognitive evaluation, but it occurs at the same time that the negative feeling, or affective attitude takes place. The final behavior of looking for a job occurs in conjunction with both the cognitive and affective attitudes.

Diff: 2 Page Ref: 14

AACSB: Analytic Skills

Objective: Components of Attitudes

Quest. Category: Application

LO: 1

120) Describe a workplace example of how people seek consistency among their attitudes and their behavior by reducing cognitive dissonance. Then, sort your example into the three main components of attitudes.

Answer: Answers will vary. Possible answer: A person working for a tobacco company can ignore the scientific information that tobacco is harmful, because he receives high rewards in the form of a high salary. This allows him to reduce the cognitive dissonance between his feelings of discomfort with his company's product, and his job satisfaction. The cognitive part of the person's attitude would be the evaluation that tobacco is harmful. The affective part of the attitude would be feeling certain discomfort knowing that he works for a company that is harming people. The behavioral component of the person's attitude would be the ignoring of the information to continue to receive the high salary.

Diff: 3 Page Ref: 14-15

AACSB: Reflective Thinking Skills

Objective: Components of Attitudes

Quest. Category: Synthesis

LO: 1, 2

121) Discuss cognitive dissonance theory. How do individuals seek consistency among their attitudes, and between their attitudes and their behavior?

Answer: Cognitive dissonance refers to any incompatibility an individual might perceive between two or more attitudes, or between behavior and attitudes. Festinger argued that any form of inconsistency is uncomfortable, and that individuals will attempt to reduce the dissonance and, hence, the discomfort. They will seek a stable state, in which there is a minimum of dissonance. Research has generally concluded that people seek consistency among their attitudes, and between their attitudes and their behavior. They do this by altering either the attitudes or the behavior, or by developing a rationalization for the discrepancy. They can deny that any clear causation between the attitude and the behavior has been established. They can brainwash themselves by continually articulating the benefits of the attitude or the behavior. They can acknowledge the negative consequences of the attitude or behavior, but rationalize it. They can accept the research evidence and begin actively working to better the conditions. Or they can quit the attitude or the behavior because the dissonance is too great.

Diff: 2 Page Ref: 15

Objective: Cognitive Dissonance

Quest. Category: Concept/Definitional

LO: 2

122) James is a scientist for a local manufacturer that employs a large percentage of the small town where he lives. Until recently James has loved his job. However, it has been discovered that the company is releasing small amounts of toxins into the local river. James is extremely bothered by this information. Based on what you know about James, describe the cognitive dissonance that he is experiencing, and two ways that James might alter his behavior or attitude to reduce the dissonance.

Answer: Answers will vary. Possible answer: As a scientist James is horrified by his company's pollution. The dissonance he feels is the contradiction between a sense of loyalty and love for his job, versus an anger at the company's infractions. To reduce the dissonance James could rationalize that all companies pollute a little bit, and that it is worth the sacrifice because his company provides jobs for the whole community. James could accept certain excuses and evidence that the company provides, such as that the pollution is tiny and moves down-river, not really affecting his community. James can ignore the dissonance because he values his job as a scientist in a community with few jobs.

Diff: 3 Page Ref: 15

AACSB: Analytic Skills

Objective: Cognitive Dissonance

Quest. Category: Application

LO: 2

123) Most of the research in OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment. Explain the difference between these attitudes.

Answer: Job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. So high organizational commitment means identifying with one's employing organization.

Diff: 2 Page Ref: 16-17

AACSB: Reflective Thinking Skills

Objective: Major Job Attitudes

Quest. Category: Synthesis

LO: 3

124) Clara is a clerk at a retail outlet. She earns \$35,000 a year. She is allowed to work her schedule around her daughter's school athletic events, and because she has seniority over the other clerks, rarely has to work holidays.

Jeff is a new designer for an engineering firm. He earns \$75,000 a year. He must be at the office Monday through Friday from 8:00 to 5:00. His wife attends all their children's school events. His job is stressful, and if a project is due, he often works weekends and sometimes holidays, although from home.

How would you compare Clara and Jeff's levels of job satisfaction? Describe how you would measure their satisfaction and name at least three major job attitudes that play a part in each of their satisfaction levels.

Answer: Answers will vary. Possible answer: Clara might be less satisfied than Jeff in the pure measurement of pay because she makes less than the \$40,000 level required for a comfortable living. However, Clara probably has a higher attitude of perceived organizational support, because her company allows her a flexible schedule around her family, whereas Jeff's company does not. Clara shows a level of organizational commitment because she has seniority and has been with the company for at least some time, whereas Jeff is new, and most likely has a low level of organizational commitment. Jeff probably has a higher level of job involvement due to the challenging nature of his work. However, the stress might reduce this as a positive job attitude. They are both probably satisfied with their jobs, but if Jeff isn't given more flexibility he might look elsewhere.

Diff: 3 Page Ref: 20

AACSB: Analytic Skills

Objective: Major Job Attitudes

Quest. Category: Application

LO: 4

125) On what data or evidence is the idea that employee engagement is beneficial for the employer based on? Explain your answer with a workplace example.

Answer: Answers will vary. Possible answer: The idea that highly engaged employees result in profits for companies is based on data showing higher percentages of customer service, lower rates of on-job injuries, lower rates of turnover, and higher profits for the company. For example, Caterpillar set out to increase employee engagement and experienced an increase in customer satisfaction, and a decrease in employee grievances.

Diff: 2 Page Ref: 17-18

Objective: Major Job Attitudes

Quest. Category: Concept/Definitional

LO: 3

126) What inferences can be made from the data that workers in the U.S. show the lowest job satisfaction ratings in regard to pay and stress level, and the highest ratings in regard to work environment? What does this mean to an employer?

Answer: Answers will vary. Possible answer: Although U.S. workers generally feel that they are overworked and underpaid, they are willing to tolerate these areas of dissatisfaction if the work environment to which they have to present themselves on a daily basis, is pleasant and supportive. If an employer provides supportive, pleasant work conditions for his employees, he or she will be able to reduce labor costs by maintaining average wages, and reduce turnover and absenteeism. However, if the income is low and the environment is unpleasant, the employer will suffer high turnover and loss of profits.

Diff: 3 Page Ref: 19

Objective: Measuring Job Satisfaction

Quest. Category: Concept/Definitional

LO: 4

127) What are the major causes of job satisfaction?

Answer: The major job satisfaction facets are the work itself, pay, advancement opportunities, supervision, and coworkers. Enjoying the work itself is almost always the facet most strongly correlated with high levels of overall job satisfaction. Most people prefer work that is challenging and stimulating over work that is predictable and routine. For people who are poor or who live in poor countries, pay does correlate with job satisfaction and with overall happiness. But, once an individual reaches a level of comfortable living, the relationship virtually disappears. Personality also plays a role in job satisfaction. Research has shown that people who have positive core self-evaluations—who believe in their inner worth and basic competence—are more satisfied with their jobs than those with negative core self-evaluations. Not only do they see their work as more fulfilling and challenging, they are more likely to gravitate toward challenging jobs in the first place. Those with negative core self-evaluations set less ambitious goals and are more likely to give up when confronting difficulties.

Diff: 2 Page Ref: 20-21

Objective: Job Satisfaction Facets

Quest. Category: Concept/Definitional

LO: 5

128) Patrice has just been passed up for a promotion and is still earning less than \$40,000 a year. He is experiencing a very low level of job satisfaction. Describe two active responses that Patrice might take due to his dissatisfaction. Design a plan that Patrice's immediate supervisor can use to diffuse the situation and keep Patrice on board with the company.

Answer: Answers will vary. Possible answer: Patrice's active responses could be to voice his dissatisfaction to his supervisor, lobbying for his promotion or seeking reasons why he wasn't promoted. His other active option would be to exit the company, beginning immediately to look for another job. If the immediate supervisor is aware of Patrice's dissatisfaction and values him as an employee he needs to proactively discuss why Patrice was passed over for the promotion. He could design a training program, or longer term plan of how Patrice can reach his income and responsibility goals, with small measurable steps that would receive rewards, such as lunch gift cards, or time off in place of the income that Patrice feels he is denied.

Diff: 3 Page Ref: 21-22

AACSB: Analytic Skills

Objective: Job Satisfaction Facets

Quest. Category: Application

LO: 5

129) Elisa is upset with her supervisor because she was denied her requested vacation days, which were given to another worker. She is experiencing a very low level of job satisfaction, but cannot afford to quit her job. Describe three negative, passive responses that Elisa might take due to her dissatisfaction. Imagine that her manager actively catches her in a manifestation of workplace deviance. Predict the outcome of Elisa's behavior.

Answer: Answers will vary. Possible answer: Because Elisa cannot quit her job, her responses will be to passively neglect her work. She could manifest this in a number of ways, from increased absenteeism, to poor customer service, to workplace deviance, such as surfing the Internet during work hours, or stealing work supplies. If Elisa's manager were to catch her surfing the Internet he or she would most likely reprimand Elisa, increasing her level of dissatisfaction and level of job neglect. A better solution would be to question Elisa as to what she is doing, and perhaps opening up lines of communication which would allow her a chance to actively and positively voice her grievance.

Diff: 3 Page Ref: 23

AACSB: Analytic Skills

Objective: Job Satisfaction and Turnover

Quest. Category: Application

LO: 5

130) List and explain the four ways employees can express job dissatisfaction.

Answer: Employees can express dissatisfaction in four ways: exit, voice, loyalty, and neglect. These four responses differ along two dimensions: constructive/destructive and active/passive.

1) Behavior directed toward leaving the organization is defined as exit behavior. It is active and destructive.

2) Voice involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

3) Loyalty involves passively but optimistically waiting for conditions to improve, hence it is passive and constructive.

4) Neglect is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate, hence it is a passive and destructive response.

Diff: 2 Page Ref: 23

Objective: Job Dissatisfaction

Quest. Category: Concept/Definitional

LO: 5

131) Discuss how job satisfaction can impact employee productivity, absenteeism, and turnover.

Answer: At the individual level, the evidence suggests that productivity is likely to lead to satisfaction. There is a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate to weak. Satisfaction is also negatively related to turnover, but the correlation is stronger than what was found for absenteeism.

Diff: 1 Page Ref: 23

Objective: Job Satisfaction and Productivity, Turnover, and Absenteeism

Quest. Category: Concept/Definitional

LO: 5

132) Discuss whether employee satisfaction is related to positive customer outcomes.

Answer: The evidence indicates that satisfied employees increase customer satisfaction and loyalty. In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers. Satisfied employees are more likely to be friendly, upbeat, and responsive—which customers appreciate. And because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty.

Diff: 2 Page Ref: 22

Objective: Job Satisfaction and Customer Satisfaction

Quest. Category: Concept/Definitional

LO: 5

133) What are some possible biases or assumptions behind the data that workers in Eastern cultures generally show a lower job satisfaction than workers from Western cultures?

Answer: Cultural biases exist, such as a difference in the culture's general view towards negativity. Eastern cultures are less resistant to express negative feelings, they show less aversion to negative attitudes. Western cultures are more likely to view things from a positive light, and would therefore bring this cultural view into any surveys or polls discussing job satisfaction.

Diff: 2 Page Ref: 24

Objective: Job Satisfaction and Global Implications

Quest. Category: Concept/Definitional

LO: 6