



## Chapter 3 Attitudes and Job Satisfaction

Organizational Behavior (National Taiwan University)



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**Organizational Behavior, 18e (Robbins)**  
**Chapter 3 Attitudes and Job Satisfaction**

1) \_\_\_\_\_ refers to evaluative statements or judgments concerning objects, people, or events.

- A) Attitude
- B) Behavior
- C) Appearance
- D) Demeanor
- E) Performance

Answer: A

Explanation: Attitudes are evaluative statements, either favorable or unfavorable, about objects, people, or events. They reflect how one feels about something.

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Easy

Quest. Category: Concept

2) The statement, "A person who eats meat and then fights for animal rights demonstrates double standards" 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: The cognitive component of an attitude is a description of, or belief in the way things are, which is exemplified in the statement, "A person who eats meat and then fights for animal rights demonstrates double standards."

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Moderate

Quest. Category: Concept

3) Which of the following statements represents the cognitive component of attitude?

- A) I have decided to inform my supervisor that I will be quitting my job.
- B) I intend to work during the weekend to meet the month's deadline.
- C) I feel upset about having to work during Christmas.
- D) It is disappointing to know that I did not get a good evaluation.
- E) This job is not giving me an opportunity to explore my skills.

Answer: E

Explanation: The cognitive component of an attitude is a description of, or belief in the way things are, which is exemplified in the statement, "This job is not giving me an opportunity to explore my skills."

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

4) Abigail Jones is a sales executive at Orbit Bank in Brussels. She is the best performer on her team and often gets the highest number of corporate accounts for the company. However, she feels that she does not get sufficient credit for her hard work. During lunch, she says to her colleague, "I have been getting the largest accounts for the bank for the past eight months. Yet, my manager never acknowledges the kind of effort I put in to get these accounts." Which component of attitude is being demonstrated by Jones?

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

Answer: B

Explanation: The cognitive component of an attitude is a description of, or belief in the way things are, which is exemplified in the statement, "My manager never acknowledges the kind of effort I put in to get these accounts."

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

5) Which of the following is an example of the affective component of an attitude?

- A) believing that one achieved all objectives of a project
- B) relying on the information of a company's annual report
- C) perceiving whistle-blowing as the right thing to do
- D) feeling hurt at being unfairly accused of a wrongdoing
- E) deciding to fire an employee because of underperformance

Answer: D

Explanation: The affective component refers to the emotional, or feeling, segment of an attitude.

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Moderate

Quest. Category: Concept

6) Johanna Rouse feels disheartened because she was not selected for the campaign exchange program in Amsterdam. Which component of an attitude does Rouse's feeling represent?

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

Answer: B

Explanation: The affective component represents the emotional, or feeling, segment of an attitude.

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

7) Janice Hartley works as a writer at a fashion magazine in New York. She was recently asked by her editor to write an article on "10 must-haves for the autumn season." Her editor has now sent back the article saying it is not interesting enough to hold the attention of the reader. Janice is upset and disappointed about the feedback. Which component of an attitude is represented in this scenario?

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

Answer: C

Explanation: The emotional, or feeling, segment of an attitude is known as the affective component. It is reflected in this scenario because Janice is upset and disappointed about the feedback received.

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

8) Kimberley Mayfield recently evaluated her subordinate's progress report. She now plans to inform her about the objectives she did not achieve and how she can perform better. By doing this, Mayfield will be demonstrating the \_\_\_\_\_ component of an attitude.

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

Answer: D

Explanation: The behavioral component of an attitude describes an intention to behave in a certain way toward someone or something. By planning to inform her subordinate of her performance, Mayfield is demonstrating the behavioral component of attitude.

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

- 9) Which of the following statements is an example of the behavioral component of an attitude?
- A) I have decided to apply for the position of a campaigner in the climate department.
  - B) I am thrilled to know that the human resource department is looking for a climate campaigner.
  - C) The position of a climate campaigner is challenging and interesting.
  - D) The position of a climate campaigner will allow me to explore my skills as a campaigner.
  - E) I think the position of a climate campaigner involves extensive travel.

Answer: A

Explanation: The behavioral component of an attitude describes an intention to behave in a certain way toward someone or something. The statement, "I have decided to apply for the position of a campaigner in the climate department" represents an intention to apply for the position and demonstrates the behavioral component of attitude.

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

- 10) Sarah Mayer works as a security officer and is in charge of keeping track of who is in the office at any given time. She notices that some employees do not sign out of the office when they go out for meals, which makes it difficult to keep track of attendance of employees. Even though Mayer has repeatedly asked the employees to sign out, they have not followed her advice. She now decides to report the issue to her supervisor. Which of the following components of an attitude is being demonstrated by Mayer?

- A) affective
- B) behavioral
- C) positive
- D) cognitive
- E) knowledge

Answer: B

Explanation: The behavioral component of an attitude is an intention to behave in a certain way toward someone or something. Mayer's intention to report the issue to her supervisor represents the behavioral component of her attitude.

LO: 3.1: Contrast the three components of an attitude.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

- 11) Attitudes are favorable or unfavorable evaluative statements about objects, people, or events.

Answer: TRUE

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

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Easy

Quest. Category: Concept

12) The three components of an attitude are cognition, affect, and behavior.

Answer: TRUE

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

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Easy

Quest. Category: Concept

13) The affective component of attitude is the emotional, or feeling, segment of an attitude.

Answer: TRUE

Explanation: The affective component of attitude is the emotional, or feeling, segment of an attitude. It sets the stage for the more critical part of an attitude.

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Easy

Quest. Category: Concept

14) The cognitive component of an attitude describes an intention to behave in a certain way toward someone or something.

Answer: FALSE

Explanation: The behavioral component of an attitude describes an intention to behave in a certain way toward someone or something. The cognitive component refers to the opinion or belief segment of an attitude.

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Easy

Quest. Category: Concept

15) What are 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.

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Moderate

Quest. Category: Concept

16) Why is it difficult to analyze the three components of an attitude separately? Provide a workplace example that demonstrates the three components.

Answer: The three components of an attitude are cognition, affect, and behavior. Since they are all related, it is difficult to discuss or analyze them separately. For example, a person may believe that he was 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 new job occurs in conjunction with both the cognitive and affective attitudes.

LO: 3.1: Contrast the three components of an attitude.

Difficulty: Moderate

Quest. Category: Concept

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

- A) Abraham Maslow
- B) Leon Festinger
- C) Geert Hofstede
- D) Daryl Bem
- E) Ivan Petrovich Pavlov

Answer: B

Explanation: Leon Festinger argued that attitudes follow behavior. Festinger proposed that 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.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

18) Which of the following does cognitive dissonance indicate between two or more attitudes or between behavior and attitudes?

- A) congruity
- B) tenacity
- C) solidarity
- D) consistency
- E) incompatibility

Answer: E

Explanation: Cognitive dissonance is defined as any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

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

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

Answer: B

Explanation: 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, positivity offset, and affective reactance are not types of attitude or behavior in OB.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

20) Julie recently joined a youth center as a counselor who provides support services for teenage mothers. An important part of her job involves referring pregnant teenagers to abortion clinics, should they decide to avail of such services. This aspect of her work, however, conflicts with her religious beliefs. Her manager, Kyle, is aware of this and expects her to submit her resignation at any time, but Julie continues to carry out her duties in a sincere manner and shows no signs of quitting her job. Which of the following best explains this situation?

- A) Julie allows her professional life to be dictated by her religious ideals.
- B) Julie refuses to acknowledge the hard truths of life.
- C) Julie has accepted that people have the freedom of choice.
- D) Julie is unable to empathize with the teenagers who visit the youth center.
- E) Julie does not realize the importance of her work to society.

Answer: C

Explanation: In the case of cognitive dissonance, research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behavior. In this scenario, Julie achieves this consistency by acknowledging the fact that people have the freedom of choice and this allows her to carry on working at the youth center. If Julie allowed her professional life to be dictated by her religious ideals or did not understand the importance of her work to society, then she would most likely not continue working at the center. Similarly, if she refused to acknowledge the hard truths of life or was unable to empathize with the teenagers who visited the youth center, then she would be more likely to resign.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking



Sonia works as a lab research assistant at Frost Labs, which conducts trials for cosmetic products such as sprays, dyes, ointments, soaps, and the like. She joined the firm right out of college and has been working there for almost two years now.

21) Which of the following, if true, would most *strengthen* the argument that Sonia is experiencing cognitive dissonance?

- A) She believes that cosmetics help boost women's self-confidence.
- B) She believes that testing products on animals is an unethical practice.
- C) She majored in pharmacology as part of her master's degree program in college.
- D) She recently received a positive performance review from her supervisor.
- E) She is confounded by the fact that the cosmetic industry rakes in almost \$7 billion annually.

Answer: B

Explanation: Cognitive dissonance implies an incompatibility between two or more attitudes or between behavior and attitudes. If Sonia believes that testing products on animals is unethical and yet conducts trials for cosmetic products, which would most likely be conducted on animals, it would suggest that she is experiencing a conflict between her behavior and attitude. If Sonia believes that cosmetics help boost women's self-confidence, it would weaken the argument that she is experiencing cognitive dissonance, as would the fact that she majored in pharmacology, which is a discipline related to the field of cosmetic testing. A positive performance review is irrelevant or, at the most, only slightly weakens the argument that she is experiencing cognitive dissonance. The fact that Sonia is confounded by the annual revenue generated by the cosmetic industry is irrelevant to the argument.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

22) Which of the following, if true, would *weaken* the argument that Sonia is experiencing cognitive dissonance?

- A) She believes that beauty is merely a superficial aspect of one's personality.
- B) She does not wear makeup as she is aware of the ingredients that go into making these products.
- C) She recently attended a presentation on the harmful effects of certain chemicals used in cosmetics.
- D) She believes that research and testing are an integral part of providing consumers with safe products.
- E) She feels that this field of work does not allow her to utilize her full potential.

Answer: D

Explanation: Cognitive dissonance implies an incompatibility between two or more attitudes or between behavior and attitudes. If Sonia believes that research and testing are integral to providing consumers with safe products, it would suggest that her attitude and behavior (conducting trials) are in sync with one another, thereby weakening the argument that she is experiencing cognitive dissonance. If she believes that beauty is a superficial aspect of one's personality and does not wear makeup because she is aware of the ingredients that go into making such products, then it would imply an incongruence between her behavior and attitude, thereby strengthening the argument. Similarly, if Sonia is aware of the harmful effects of the chemicals used in cosmetics, it would strengthen the argument that she is experiencing cognitive dissonance. If she feels that this field of work does not allow her to utilize her full potential, it would also strengthen the argument for cognitive dissonance.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

23) Anna Jonas owns a manufacturing firm in Indonesia and strongly believes that it is important that workers' rights be respected. However, because of the recent economic meltdown, she makes the management pay workers a wage which is below ethical standards. In addition, the working conditions are below standards because of low investment in safety equipment. She knows her actions are unethical but continues to do so to avoid major losses. Jonas is most likely to be experiencing \_\_\_\_\_.

- A) cognitive dissonance
- B) emotional contagion
- C) ethical evasion
- D) self-concordance
- E) positivity offset

Answer: A

Explanation: There is a contradiction in what Anna Jonas is feeling and the situation in which she finds herself. She is experiencing cognitive dissonance, which may be defined as incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

24) Which of the following statements is most likely to be true regarding cognitive dissonance?

- A) High dissonance is accompanied by high rewards.
- B) People are less inspired to reduce dissonance when it is within their control.
- C) People are less likely to reduce dissonance when the behavior is crucial.
- D) People are more motivated to reduce dissonance when attitudes are important.
- E) The desire to reduce dissonance is not affected by moods and emotions.

Answer: D

Explanation: People seek a stable consistency among their attitudes and between their attitudes and their behavior. Any form of inconsistency is uncomfortable, and individuals therefore attempt to reduce or minimize it. When there is dissonance, people alter either their attitudes or the behavior to minimize the dissonance, or they develop a rationalization for the discrepancy.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Moderate

Quest. Category: Concept

25) Joseph Pierce is the managing director of Drake Coal Power Plant in North Yorkshire. He knows that coal is a major contributor to climate change and has made his research team study impacts of coal on the environment. After knowing the facts, he faces a high degree of dissonance between his values and behavior. Which of the following is he most likely to do to reduce the dissonance between his belief and behavior?

- A) get government sanction to build and develop more power plants across the country
- B) increase revenue by building power plants in developing and underdeveloped countries
- C) reassure the public that there is no correlation between environment and coal production
- D) hire more employees to fill positions in new power plant stations
- E) provide locals benefits to substantiate for the effects of coal power stations

Answer: C

Explanation: Festinger proposed that 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. 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.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

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

- A) behavior; attitudes
- B) emotions; attitude
- C) attitudes; behavior
- D) thought processes; moods
- E) conduct; feelings

Answer: C

Explanation: While Festinger argued that attitudes follow behavior, other researchers asked whether there was any relationship at all.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

27) Kim Anderson works as a campaign manager at an environmental organization in Ottawa. In the past few months, she has noticed that one team member, Janice Kenneth, has shown a lot of potential as the next project lead. However, Anderson heard from the grapevine that Kenneth may be quitting the job. She now needs to know whether she has the intention to lead the campaign in the next few months, which are crucial months for the campaign. Which of the following questions would best help Anderson understand Kenneth's intention toward the project?

- A) How do you like your job on the whole?
- B) Do you like the work culture in the organization?
- C) Do you see yourself working with us in the next six months?
- D) Are you motivated enough to achieve all project milestones?
- E) Are you happy with your overall job performance?

Answer: C

Explanation: Specific attitudes tend to predict specific behaviors, whereas general attitudes tend to best predict general behaviors. For instance, asking someone about her intention to stay with an organization for the next six months is likely to better predict turnover for that person than asking her how satisfied she is with her job overall. On the other hand, overall job satisfaction would better predict a general behavior, such as whether the individual was engaged in her work or is motivated to contribute to her organization.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

- 28) With reference to cognitive dissonance, in which of the following situations is the attitude-behavior relationship most likely to be strong?
- A) The affective component of the attitude is weak.
  - B) The behavior is not affected by the cognitive component of the attitude.
  - C) The attitude does not reflect the person's fundamental values.
  - D) The behavior is affected by external factors and is not entirely under the control of the person.
  - E) The attitude refers to something with which the person has direct experience.

Answer: E

Explanation: The attitude-behavior relationship is likely to be much stronger if an attitude refers to something with which a person has direct personal experience.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Moderate

Quest. Category: Concept

- 29) Which of the following is true with regard to moderating variables in attitude relationships?
- A) Attitudes that our memories can easily access are more likely to predict our behavior.
  - B) General attitudes tend to predict particular or specific behaviors.
  - C) Attitudes are less likely to be remembered if frequently expressed or talked about.
  - D) The relationship between an attitude and a behavior is weaker if an attitude involves a direct relation to personal experience.
  - E) Conflicts between attitudes and behavior occur when there are no social pressures.

Answer: A

Explanation: Attitudes that our memories can easily access are more likely to predict our behavior. One would be more likely to remember attitudes one frequently expresses. So the more one talks about an attitude on a subject, the more likely one is to remember it, and the more likely it is to shape a behavior.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Moderate

Quest. Category: Concept

- 30) Oversharers can contribute to teamwork when they share personal stories related to organizational goals, according to a *Harvard Business Review* article.

Answer: TRUE

Explanation: Since guidelines for acceptable office conversation are almost nonexistent in the contemporary age of openness, personalization, and transparency, you must decide what kinds of office talk are ethical and productive. Knowing who is approaching you for conversation, why they are approaching you, what they may talk about, and how you may keep the discussion productive and ethical can help you choose whether to engage or excuse yourself.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Application

31) People seek consistency between their attitudes and their behaviors.

Answer: TRUE

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

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

32) 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.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

33) No individual can completely avoid dissonance.

Answer: TRUE

Explanation: No individual can completely avoid dissonance.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

34) Individuals will be more motivated to reduce dissonance when they believe the dissonance is due to something they cannot control.

Answer: FALSE

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.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

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

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

36) Attitudes that our memories can easily access are less likely to predict our behavior.

Answer: FALSE

Explanation: Attitudes that our memories can easily access are more likely to predict our behavior.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

37) 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.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Easy

Quest. Category: Concept

38) 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: Student examples may vary. The following is a sample response. Harry, 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 Harry's attitude is the evaluation that tobacco is harmful. The affective part of the attitude is feeling certain discomfort knowing that he works for a company that is harming people. The behavioral component of Harry's attitude is ignoring the information to continue to receive the high salary.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Moderate

Quest. Category: Synthesis

39) Discuss the 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. Alternately, they can quit the attitude or the behavior because the dissonance is too great.

LO: 3.2: Summarize the relationship between attitudes and behavior.

Difficulty: Moderate

Quest. Category: Concept

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

Answer: Students' answers may vary. The following is a sample response. As a scientist, Jonathan is horrified by the amount of pollution his company is generating. The dissonance he feels is the contradiction between a sense of loyalty and love for his job and his anger at the company's actions. To reduce the dissonance, Jonathan could rationalize that all companies pollute and that it is worth the sacrifice because his company provides jobs for the whole community. Jonathan could accept certain excuses and evidence that the company provides, such as that the pollution is not massive and moves down river, not really affecting his community. Jonathan can ignore the dissonance because he values his job as a scientist in a community with few jobs.

LO: 3.2: Summarize the relationship between attitudes and behavior.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application



41) Employees with \_\_\_\_\_ strongly identify with and care about the kind of work they do.

- A) high job involvement
- B) high cognitive dissonance
- C) low psychological empowerment
- D) low organizational commitment
- E) high emotional contagion

Answer: A

Explanation: Employees with high job involvement strongly identify with and care about the kind of work they do.

LO: 3.3: Compare the major job attitudes.

Difficulty: Moderate

Quest. Category: Concept

42) \_\_\_\_\_ refers to a positive feeling about one's job resulting from an evaluation of its characteristics.

- A) Job satisfaction
- B) Job design
- C) Positivity offset
- D) Constructive dismissal
- E) Picketing

Answer: A

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

43) Which of the following statements represents a person's job attitude?

- A) I enjoy my work because it offers me challenges and helps me hone my networking skills.
- B) I believe my work has a direct impact on the processes of the organization.
- C) I believe my work performance indicates my caliber and potential.
- D) I agree with the organization about its commitment to the environment.
- E) I believe in the organization's objectives about supporting the underprivileged.

Answer: A

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

44) Which of the following actions best represents Kelly's high job involvement?

- A) Kelly always complains about her work to her colleagues.
- B) Kelly actively takes part in team activities and proactively takes up additional job responsibilities.
- C) Kelly shares the organization's vision of supporting renewable energy.
- D) Kelly dislikes the unethical practices followed by her employer.
- E) Kelly wants to continue working for the organization because many of her college friends are working there.

Answer: B

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

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

- A) psychological empowerment
- B) organizational dissent
- C) organizational commitment
- D) employee engagement
- E) secondary action

Answer: A

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

46) 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 referred to as \_\_\_\_\_.

- A) emotional contagion
- B) job involvement
- C) job stability
- D) emotional dissonance
- E) direct action

Answer: B

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

47) In her work in the publishing industry, Vera Loranzo 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. After learning about her management's decision, she is extremely frustrated and is beginning to resent the job she does. However, she knows there is nothing she can do and continues working because of the good perks and salary benefits the job offers. How can Loranzo's job attitude be best described?

- A) low job involvement
- B) low job satisfaction
- C) high psychological empowerment
- D) high positivity offset
- E) low emotional contagion

Answer: B

Explanation: Vera is beginning to have a negative feeling toward her job resulting in low job satisfaction. She believes that she has invested tremendously in the organization, which shows a high job involvement. She also demonstrates a low psychological empowerment because she succumbs to the situation and feels there is nothing she can do to make the situation better.

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

48) Ben has been working as a process executive at an accounting firm for the past two years. A hard worker, his work is of good quality and he often puts in extra hours at the office to ensure his schedules are on track. Noticing his efforts, the management offers him a 20 percent hike. Two months later, Ben submits his resignation and soon joins a startup organization, at a senior position. Which of the following best explains this situation?

- A) Ben felt the hike was unwarranted.
- B) Ben, though highly skilled, lacked ambition.
- C) Ben was motivated by the prospect of extrinsic rewards.
- D) Ben found his work to be routine and monotonous.
- E) Ben was gunning for a position at the competing firm all along.

Answer: D

Explanation: Even if Ben were a highly competent employee, he would be more likely to quit in spite of the salary hike if he found his work to be routine and monotonous. This implies a lack of job satisfaction and involvement. If Ben felt the hike was unwarranted, it would still not drive him to resign from the firm. Similarly, if Ben were motivated by the extrinsic rewards, it would not explain his leaving the firm as he was given a salary hike. It cannot be argued that Ben lacked ambition as he found employment with another firm, at a senior position. It also cannot be argued that Ben was aiming for a position at the competing firm all along, because he worked as a process executive for two years and he joined a startup company.

LO: 3.3: Compare the major job attitudes.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

49) Which of the following questions best helps understand an employee's organizational commitment?

- A) Do you feel you have a good working relationship with team members?
- B) Do you feel the organization will take care of you and your family in times of need?
- C) Do you enjoy your work even in the face of challenges?
- D) Does the organization provide valuable feedback to help you increase productivity?
- E) Do you believe in the organization's objective on sustainable work practices?

Answer: E

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

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

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

- A) the degree to which employees identify with the organization they work for and its goals
- B) the state of discord caused by opposition of values between people working together
- C) the degree to which an employee's sense of cognitive dissonance is related to his/her job
- D) the employee's degree of disagreement or differential opinions about organizational practices
- E) the degree to which employees believe their work impacts their organization significantly

Answer: A

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

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

51) The human resource department of Healthy Eating, a chain of health food stores, recently conducted a survey to analyze employee commitment. Which of the following statements is most likely to indicate a high degree of organizational commitment?

- A) I am a great believer in the importance of a healthy diet and this is why I am glad to be working for a company that is trying to make simple, healthy food available to all.
- B) I enjoy working for Healthy Eating because of the growth prospects that it offers and the wide range of responsibilities each one of us has.
- C) Even though I only work in the production department, it's good to know that my feedback gets considered during our interactive in-house sessions.
- D) The challenging nature of the work and the thoughtful and generous way the firm treats its staff has made Healthy Eating the best place I have ever worked in.
- E) My company offers me good perks and benefits.

Answer: A

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

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

52) \_\_\_\_\_ 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: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

53) Which of the following questions best helps understand the degree of perceived organizational support among employees?

- A) Do you believe that employee engagement has a large impact on productivity?
- B) Do you believe there is sufficient employee engagement in your department?
- C) Do your beliefs align with the organization's vision and long-term goals?
- D) Do you feel the long-term goals on sustainable work practices are workable?
- E) Do you feel the organization has sufficient recognition rewards to value good work?

Answer: E

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

54) Lillian Stintson works for a global women's rights organization. In the past few months, she has traveled across the globe for the campaign she was working on. In addition, she has been working weekends to meet campaign milestones. She has now decided to take a month's holiday to relax and get a much-needed break. She knows that the organization will understand her need for a long holiday. Which of the following best represents Stintson's feeling?

- A) low employee engagement
- B) high perceived organizational support
- C) low organizational commitment
- D) low job involvement
- E) high interest in whistle-blowing

Answer: B

Explanation: Perceived organizational support (POS) is the degree to which employees believe the organization values their contribution and cares about their well-being.

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

55) Employees are most likely to perceive their organization as supportive when \_\_\_\_\_.

- A) they experience a cognitive dissonance between their job attitude and behavior
- B) the affective component of the attitude is extremely strong
- C) there is a weak relationship between their attitude and behavior
- D) they have a voice in decisions
- E) they experience an emotional contagion while performing their job duties

Answer: D

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Moderate

Quest. Category: Concept

56) Antonio 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 associated with this example.

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

Answer: B

Explanation: Guillermo believed that his organization would be supportive through his time of stress. This major job attitude is called perceived organizational support. The belief and sense that a person has an effect 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.

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

57) Bryan Eusebius has a positive attitude toward his organization. He feels the management treats all employees fairly in matters concerning rewards, is understanding toward their needs and requirements, and allows them to have a voice in decisions. Bryan's attitude toward his organization is indicative of \_\_\_\_\_.

- A) emotional contagion
- B) positivity offset
- C) perceived organizational support
- D) cognitive dissonance
- E) self-concordance

Answer: C

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application



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

- A) employee engagement
- B) cognitive dissonance
- C) emotional contagion
- D) positivity offset
- E) self-concordance

Answer: A

Explanation: Employee engagement refers to 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 whereas disengaged employees put time, but not energy or attention, into their work.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

59) Which of the following is most likely to be a characteristic of disengaged employees?

- A) They feel a deep connection for their organization.
- B) They have a sense of passion for their work.
- C) They have the lowest levels of turnover.
- D) They put in time but give no attention to their work.
- E) They proactively take up responsibilities.

Answer: D

Explanation: Employee engagement refers to an individual's involvement with, satisfaction with, and enthusiasm for the work they do. Highly engaged employees have a passion for their work and feel a deep connection to their company. On the other hand, disengaged employees put time, but not energy or attention, into their work.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

60) The human resource department of Palmer Inc. is aiming to understand the degree of employee engagement in the organization. Which of the following statements would best help them in the process?

- A) Do you believe in the organization's five-year plan?
- B) Do you believe the organization is concerned about your well-being?
- C) Do you enjoy your everyday tasks and achieving project milestones?
- D) Do you feel the organization values your work?
- E) Do you agree with the organization's stand on sustainable work practices?

Answer: C

Explanation: Employee engagement refers to an individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

61) Which of the following statements is most likely to be 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 increase cognitive dissonance.

Answer: C

Explanation: 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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Moderate

Quest. Category: Concept

62) Job involvement measures the degree to which people identify psychologically with the organization's mission and vision.

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.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

63) We have thousands of attitudes, but OB focuses on a very limited number that form positive or negative evaluations employees hold about their work environments.

Answer: TRUE

Explanation: Much of the research has looked at three attitudes: job satisfaction, job involvement, and organizational commitment. Other important attitudes include perceived organizational support and employee engagement.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

64) Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their jobs, and their perceived autonomy is known as psychological empowerment.

Answer: TRUE

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

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

65) An individual's involvement with, satisfaction with, and enthusiasm for the work he or she does is known as employee engagement.

Answer: TRUE

Explanation: An individual's involvement with, satisfaction with, and enthusiasm for the work he/she does is known as employee engagement. Highly engaged employees have a passion for their work and feel a deep connection to their company.

LO: 3.3: Compare the major job attitudes.

Difficulty: Easy

Quest. Category: Concept

66) What is power distance? Differentiate between high power distance and low power distance countries.

Answer: Power distance is the degree to which people in a country accept that power in institutions and organizations is distributed unequally, is lower. In low power distance countries like the United States, people are more likely to view work as an exchange than as a moral obligation, so employees look for reasons to be supported by their organizations. In high power distance countries like China, employee POS perceptions are not as deeply based on demonstrations of fairness, support, and encouragement.

LO: 3.3: Compare the major job attitudes.

Difficulty: Moderate

Quest. Category: Synthesis

67) Compare and contrast job satisfaction, job involvement, and organizational commitment.

Answer: Job satisfaction refers to an individual's general attitude toward his/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/her job holds negative attitudes about the job. Job involvement, on the other hand, measures the degree to which a person identifies psychologically with his/her job and considers his/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. Thus, high organizational commitment means identifying with one's employing organization.

LO: 3.3: Compare the major job attitudes.

Difficulty: Moderate

Quest. Category: Synthesis

68) The business head at Solaris Services was alarmed by the finding of a recent survey conducted in-house which revealed that most employees were dissatisfied with their work. He holds a meeting with various department heads to identify ways to stem the brewing discontent. One manager suggests providing employees with greater training opportunities. What assumption is the manager making?

- A) Employees feel that their efforts are not being adequately recognized by the management.
- B) Employees are highly skilled and value economic rewards over and above opportunities for growth.
- C) Employees are stifled by the degree of centralized control and bureaucracy within the organization.
- D) Employees feel that their employer does not value them enough to make investments in them.
- E) Employees feel excluded from organizational issues that have an influence on them.

Answer: D

Explanation: Given that the manager suggests providing employees with more opportunities for training, he is most likely assuming that employees feel dissatisfied because their employer is not investing in their growth and development. It would be incorrect to assume that employees are highly skilled and value economic rewards over and above opportunities for growth as this directly conflicts with the manager's suggestion of providing employees with training opportunities. It would also be wrong to assume that employees are feeling excluded from organizational issues, are stifled by the degree of centralized control and bureaucracy, and are experiencing a lack of recognition as these are not directly related to training.

LO: 3.4: Define job satisfaction.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

69) Which of the following statements is true about measuring job satisfaction?

- A) The single global rating system is not very time consuming.
- B) The summation of job facets approach takes into account cognitive dissonance experienced by employees.
- C) The summation of job facets approach prevents managers from zeroing in on problems.
- D) The summation of job facets approach involves responding to one particular question.
- E) The single global rating approach is rarely used for measuring job satisfaction.

Answer: A

Explanation: The single global rating system as well as the summation of job facets are two popular approaches of measuring job satisfaction. The single global rating method is not 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.

LO: 3.4: Define job satisfaction.

Difficulty: Moderate

Quest. Category: Concept

70) The single global rating approach to measuring job satisfaction is more sophisticated than the summation of job facets approach.

Answer: FALSE

Explanation: The single global rating approach to measuring job satisfaction is less sophisticated than the summation of job facets approach.

LO: 3.4: Define job satisfaction.

Difficulty: Easy

Quest. Category: Concept

71) Economic conditions influence job satisfaction levels.

Answer: TRUE

Explanation: U.S. average job satisfaction levels were consistently high from 1972-2006. However, economic conditions tend to influence job satisfaction rates. In late 2007, the economic contraction precipitated a drop-off in job satisfaction.

LO: 3.4: Define job satisfaction.

Difficulty: Easy

Quest. Category: Concept

72) Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics.

Answer: TRUE

Explanation: 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.

LO: 3.4: Define job satisfaction.

Difficulty: Easy

Quest. Category: Concept

73) Asking employees how they feel about key elements in a job and 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 co-workers. Respondents rate these on a standardized scale, and researchers add the ratings to create an overall job satisfaction score.

LO: 3.4: Define job satisfaction.

Difficulty: Easy

Quest. Category: Concept

74) Rachel, a sales executive at a bank, earns \$35,000 a year. Her company often allows her to work her schedule around her daughter's school athletic events. She believes in the goals of her organization and works hard toward achieving them. Rachel's husband, Peter, has recently joined an engineering firm as a designer. He earns \$75,000 a year. His job involves working long hours from Monday to Friday, and his work is often stressful. But he enjoys his work and is passionate about the projects he works on. Due to Peter's time constraints, his wife, Rachel, attends all their children's school events. How would you compare Rachel and Peter's levels of job satisfaction? Describe how you would measure their satisfaction level if the level of comfortable living in their country is \$40,000. In addition, name at least three major job attitudes that play a part in each of their satisfaction levels.

Answer: Students' answers may vary. The following is a sample response. Rachel is likely to be less satisfied than Peter in the pure measurement of pay because she makes less than the \$40,000 level required for a comfortable living in the United States. However, she is more likely to have a higher degree of perceived organizational support because her company allows her a flexible schedule around her family, whereas Peter's company does not. Rachel shows a high level of organizational commitment because she identifies with the organization's objectives. Peter is most likely to have a high level of job involvement because he feels passionate about and cares for the job he does. His level of job satisfaction can be increased by providing more flexibility whereas Rachel's level of job satisfaction can be increased by increasing her pay.

LO: 3.4: Define job satisfaction.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Synthesis

75) Which of the following is true about the correlation between salary and job satisfaction?

- A) Pay is not related to job satisfaction for employees in underdeveloped countries.
- B) Salary and perks do not have a role in overall happiness of employees from poor countries.
- C) Pay does not play a critical role in job satisfaction when an individual reaches a level of comfortable living.
- D) Financial perks and benefits always create job satisfaction irrespective of standards of living.
- E) High salary level always creates organizational commitment.

Answer: C

Explanation: 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.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Moderate

Quest. Category: Concept

76) \_\_\_\_\_ refers to an organization's self-regulated actions to benefit society or the environment beyond what is required by law.

- A) Emissions accountability
- B) Sustainability level
- C) Philanthropy profile
- D) Corporate Social Responsibility
- E) Ethical preference assessment

Answer: D

Explanation: An organization's self-regulated actions to benefit society or the environment beyond what is required by law is corporate social responsibility.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Easy

Quest. Category: Concept

77) In Indonesia, comfortable living occurs at about \$30,000. Based on the measurement of comfortable living, which of the following is most likely to be true?

- A) People earning approximately \$25,000 are content with their jobs.
- B) People earning below \$30,000 are as happy with jobs as those earning \$35,000.
- C) People earning below \$30,000 experience a positive correlation between pay and job satisfaction.
- D) People earning \$50,000 have higher levels of job satisfaction than those earning \$40,000.
- E) People's earnings have no relation to their job satisfaction if they earn \$25,000.

Answer: C

Explanation: 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.

LO: 3.5: Summarize the main causes of job satisfaction.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

78) Charles, Anna, Elle, and Adam are college friends and work in New York City. Comfortable living in New York occurs at about \$40,000 a year. Charles makes \$24,000 a year, Anna makes \$30,000 a year, Elle makes \$50,000 a year, and Adam makes \$75,000 a year. Which of the following is most likely to be true with reference to correlation between pay and job satisfaction?

- A) Charles is more satisfied with his job in comparison with Anna.
- B) Anna is more satisfied with the job than Adam.
- C) Charles and Adam share identical levels of job satisfaction related to pay.
- D) Elle and Adam are most likely to have a similar level of job satisfaction.
- E) Charles and Anna have the same levels of job satisfaction in relation to their pay.

Answer: D

Explanation: Research shows that once a person earns a comfortable living, the correlation between pay and job satisfaction disappears. Thus, in this scenario, Elle and Adam are likely to be equally satisfied with their jobs. For those earning under the amount of comfortable living, pay is related to job satisfaction.

LO: 3.5: Summarize the main causes of job satisfaction.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

79) Dennis Galvan works as a campaigner at Green Earth, an environmental organization. Every month, his organization arranges a team outing where they play disc golf, soccer, and participate in relays and other team-building activities. The human resource department ensures that there are regular interactions between employees through team dinners and cultural events. According to the information given in this case, which of the following is most likely to be the reason for Galvan's high level of satisfaction toward his job?

- A) salary packaging
- B) promotion and growth
- C) constructive dismissal
- D) social environment
- E) profile of work

Answer: D

Explanation: Generally, interdependence, feedback, social support, and interaction with co-workers outside the workplace are strongly related to job satisfaction.

LO: 3.5: Summarize the main causes of job satisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application



80) Christina Hutchins was recently recruited by a publishing firm in Manhattan. During her first month on the job, she demonstrated positive core self-evaluations. Which of the following did she most likely do?

- A) mentioned that she was confident about her basic competence
- B) expressed dissatisfied with the nature of work
- C) set less ambiguous goals and objectives
- D) gave up easily on tasks when faced with difficulties
- E) did not consider her work as challenging and fulfilling

Answer: A

Explanation: People who have positive core self-evaluations are those who believe in their inner worth and basic competence and 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 also more likely to gravitate toward challenging jobs in the first place.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Moderate

Quest. Category: Application

81) 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. The concept of positive core self-evaluations indicates that \_\_\_\_\_.

- A) promotions and growth opportunities influence job satisfaction
- B) employees should be regularly monitored and provided feedback
- C) job conditions have a direct influence on job satisfaction
- D) personality plays a role in job satisfaction
- E) pay always has a direct correlation with job satisfaction

Answer: D

Explanation: Job satisfaction is not just about job conditions. Personality also plays a role in it. 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.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Moderate

Quest. Category: Concept

82) Job conditions—especially the intrinsic nature of the work itself, social interactions, and supervision—are important predictors of job satisfaction.

Answer: TRUE

Explanation: Job conditions—especially the intrinsic nature of the work itself, social interactions, and supervision—are important predictors of job satisfaction. Although each is important, and although their relative value will vary across employees, the intrinsic nature of the work is most important.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Easy

Quest. Category: Concept

83) People who have positive core self-evaluations (CSEs)—who believe in their inner worth and basic competence—are more satisfied with their jobs than people with negative CSEs.

Answer: TRUE

Explanation: In the context of career commitment, CSE influences job satisfaction as people with high levels of both CSE and career commitment may realize particularly high job satisfaction.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Easy

Quest. Category: Concept

84) The relationship between pay and job satisfaction virtually disappears when one earns a pay package sufficient for or more than the comfortable living amount.

Answer: TRUE

Explanation: When an individual reaches a level of comfortable living, the relationship between pay and job satisfaction virtually disappears.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Easy

Quest. Category: Concept

85) What are the major causes of job satisfaction?

Answer: The major job satisfaction facets are the work itself, pay, advancement opportunities, supervision, and co-workers. 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. Once an individual reaches a level of comfortable living, however, 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.

LO: 3.5: Summarize the main causes of job satisfaction.

Difficulty: Moderate

Quest. Category: Concept

86) \_\_\_\_\_ is moderately correlated with organizational citizenship behavior.

A) Emotional contagion

B) Job satisfaction

C) Absenteeism

D) Turnover rate

E) Cognitive dissonance

Answer: B

Explanation: Job satisfaction is moderately correlated with organizational citizenship behavior.

LO: 3.6: Identify three outcomes of job satisfaction.

Difficulty: Easy

Quest. Category: Concept

87) Job satisfaction leads to employee's organizational citizenship behavior (OCB).

Answer: TRUE

Explanation: Job satisfaction leads to employee's organizational citizenship behavior (OCB).

One reason is trust. Research in 18 countries suggests that managers reciprocate employees' OCB with trusting behaviors. Individuals who feel their coworkers support them are also more likely to engage in helpful behaviors than those who have antagonistic coworker relationships.

LO: 3.6: Identify three outcomes of job satisfaction.

Difficulty: Easy

Quest. Category: Concept

88) Is there a relationship between employees whose personal values fit with the organization's CSR mission and job satisfaction? Explain.

Answer: Fifty-nine large and small organizations recently surveyed, 86 percent reported they have happier employees as a result of their CSR programs. The relationship between CSR and job satisfaction is particularly strong for Millennials.

LO: 3.6: Identify three outcomes of job satisfaction.

Difficulty: Moderate

Quest. Category: Concept

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

A) increasing growth opportunities

B) emotional contagion

C) dissatisfaction

D) regular feedback

E) high employee engagement

Answer: C

Explanation: The theoretical model of the exit-voice-loyalty-neglect framework is helpful in understanding the consequences of dissatisfaction.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

90) The \_\_\_\_\_ response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.

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

Answer: B

Explanation: 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

91) Henry Hutchins is discontent with his job but believes that his supervisor is a good man who will do whatever is necessary to reduce his dissatisfaction with the job. He has decided to just wait and give his supervisor some time until conditions improve. Henry's response to this problem is termed as \_\_\_\_\_.

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

Answer: C

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."

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

92) Susan Daniels works for an event management company and is discontent with her job because she was passed over for a promotion. She has now composed a list of concerns and plans to discuss the issue with her supervisor. Daniels' response to the problem is referred to as \_\_\_\_\_.

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

Answer: B

Explanation: According to the exit-voice-loyalty-neglect framework, 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

93) Maria Womack works for a bank in Michigan and is dissatisfied with the way her manager treats her. She is planning to quit her job and find a new position with another competitor bank. Her action represents the \_\_\_\_\_ response.

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

Answer: A

Explanation: The exit response, according to the exit-voice-loyalty-neglect framework, directs behavior toward leaving the organization, including looking for a new position as well as resigning.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

94) Steve Werner is unhappy with his job and takes every possible vacation and sick day to avoid going to work. In addition, whenever he goes to work, he shows up late and skips important meetings. Werner is expressing his dissatisfaction through the \_\_\_\_\_ response.

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

Answer: E

Explanation: According to the exit-voice-loyalty-neglect framework, the neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

95) Joe Dailey is unhappy with his job because he has not received the promotion due to him several years ago. However, in spite of this, he speaks up to support his company's actions even when the local newspaper is criticizing them. Which of the following types of response represents his behavior?

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

Answer: C

Explanation: According to the exit-voice-loyalty-neglect framework, the loyalty response means passively but optimistically waiting for conditions to improve.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

96) Sarah Mayer works as a marketing executive and has been unhappy with her job profile for several months now. Over the months, she has regularly discussed with her manager how her skills lie in administrative tasks instead of in marketing. In addition, she discusses how she can make a smooth transition into the administrative role. Which type of response is Mayer using in this situation?

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

Answer: B

Explanation: According to the exit-voice-loyalty-neglect framework, 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

97) Attending union meetings as a way of coping with job dissatisfaction is an example of a(n) \_\_\_\_\_ response.

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

Answer: B

Explanation: According to the exit-voice-loyalty-neglect framework, 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Concept

98) To get his company through some hard economic times, Ben's working hours have just been reduced from 40 hours 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 types of response is being displayed by Ben?

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

Answer: C

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

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

99) Which of the following is a type of response to dissatisfaction that is constructive and passive?

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

Answer: A

Explanation: Loyalty is considered a passive constructive response to dissatisfaction.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept



100) 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) voice and exit
- D) loyalty and voice
- E) exit and neglect

Answer: E

Explanation: 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 the performance variables—productivity, absenteeism, and turnover.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Concept

101) 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 team-building activities
- C) identify psychologically with their jobs
- D) tolerate unpleasant situations or revive satisfactory working conditions
- E) decrease emotional contagion

Answer: D

Explanation: 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Concept

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

- A) high productivity
- B) employee engagement
- C) increased customer satisfaction
- D) turnover
- E) organizational citizenship behavior

Answer: D

Explanation: 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—i.e., high education, high ability—job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

103) Under which of the following conditions is job dissatisfaction most likely to result in turnover?

- A) Employees have negative core self-evaluation.
- B) Employees have high education and ability.
- C) Employment opportunities are scarce.
- D) Employees experience emotional contagion.
- E) Employees have supportive relationships with their co-workers.

Answer: B

Explanation: Job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. In addition, when employees have high human capital—i.e., high education, high ability—job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

104) Job dissatisfaction and antagonistic relationships with co-workers predict a variety of behaviors organizations find undesirable, including unionization attempts, substance abuse, undue socializing, and tardiness. These behaviors are indicators of a broader syndrome called \_\_\_\_\_.

- A) employee withdrawal
- B) organizational commitment
- C) job involvement
- D) cognitive dissonance
- E) positivity offset

Answer: A

Explanation: 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).

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Concept

105) 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, such as computer ink cartridges, staplers, and reams of paper, home for personal use. Rashid's behavior is an example of \_\_\_\_\_.

- A) employee OCB
- B) customer satisfaction
- C) high productivity
- D) turnover rate
- E) deviant behavior

Answer: E

Explanation: 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).

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

106) Jason has been spending a great deal of work time talking to his co-workers about how dissatisfied he is with the job. He also has spent quite a bit of time gossiping. In the last week, Jason has arrived at work intoxicated twice. His behavior can be classified as \_\_\_\_\_ behavior.

- A) citizenship
- B) deviant
- C) organizational commitment
- D) positive affect
- E) satisficing

Answer: B

Explanation: Job dissatisfaction and antagonistic relationships with co-workers predict a variety of behaviors organizations find undesirable, including 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).

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

107) Synergy 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 and substance abuse during working hours. The management is considering various options to curb these counterproductive behaviors. What would be a better way to deal with such forms of workplace deviance?

- A) The management should let employees realize their wrongdoing on their own.
- B) The management should attack the source of the problem, i.e., the dissatisfaction.
- C) The management 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: Workers who do not like their jobs "get even" in various ways. Since those ways can be quite creative, controlling only one behavior, such as introduction of 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, i.e., the dissatisfaction rather than try to control the different responses.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

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

- A) They result from behavior.
- B) They lead to self-concordance.
- C) They give warnings of potential problems.
- D) They result in emotional contagion.
- E) They result in cognitive dissonance.

Answer: C

Explanation: 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 United States are generally high. Cognitive dissonance is the result of a disparity between an attitude and a behavior.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

109) 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: 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

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

- A) must use 360-degrees appraisal procedures
- B) must provide classroom training
- C) must make jobs easier and targets achievable
- D) must offer periodic salary increments
- E) must try to improve employee attitudes

Answer: E

Explanation: 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

111) "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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

112) 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

113) "Neglect" is an active and constructive response to dissatisfaction.

Answer: FALSE

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

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

114) 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

115) 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Easy

Quest. Category: Concept

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

Answer: Students' answers may vary. The following is a sample response. Sally's active responses could be to voice her dissatisfaction to her supervisor, lobbying for her promotion or seeking reasons why she was not promoted. Her other active option would be to exit the company, beginning immediately to look for another job. If the immediate supervisor is aware of Sally's dissatisfaction and values her as an employee, she needs to proactively discuss why Sally was passed over for the promotion. She could design a training program or a longer term plan of how Sally can reach her 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 Sally feels she is denied.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

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

Answer: Students' answers may vary. The following is a sample response. Since Karen 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 workplace deviance, such as surfing the Internet during work hours or stealing work supplies. If Karen's manager were to catch her surfing the Internet, he/she would most likely reprimand Karen, increasing her level of dissatisfaction and level of job neglect. A better solution would be to question Karen regarding the reasons behind her job dissatisfaction and open up lines of communication which would allow her a chance to actively and positively voice her grievance.

LO: 3.7: Identify four employee responses to job dissatisfaction.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

118) Compare and contrast the four ways that employees can express job dissatisfaction.

Answer: Employees can express dissatisfaction by four different ways. These are exit, voice, loyalty, and neglect. These four responses differ along two dimensions: constructive/destructive and active/passive. Behavior directed toward leaving the organization is defined as exit behavior. It is active and destructive. On the other hand, voice involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and engaging in some forms of union activity. In contrast, loyalty involves passively but optimistically waiting for conditions to improve. It is passive and constructive. 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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Synthesis

119) 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. Since satisfied employees are less prone to turnover, customers are also more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Concept

120) Is there a relationship between job satisfaction and turnover? Explain.

Answer: The relationship between job satisfaction and turnover is stronger than between satisfaction and absenteeism. The satisfaction-turnover relationship also is affected by alternative job prospects. For instance, if an employee is presented with an unsolicited job offer, job dissatisfaction is less predictive of turnover because the employee is more likely leaving in response to "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.

LO: 3.7: Identify four employee responses to job dissatisfaction.

Difficulty: Moderate

Quest. Category: Concept