

Exam

Name \_\_\_\_\_

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) The attitude-behavior relationship is likely to be much stronger if the attitude \_\_\_\_\_. 1) \_\_\_\_\_
- A) is not regularly discussed and examined
  - B) refers to something that the individual has direct personal experience with
  - C) is perceived to be of little importance
  - D) is related to organizational structure
  - E) must be defended against the attitudes of society at large

Answer: B

- Explanation: A)  
B)  
C)  
D)  
E)

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

- 2) Mrs. Ibrahim can be expected to relieve the discomfort she is experiencing by \_\_\_\_\_. 2) \_\_\_\_\_
- A) deciding this issue is unimportant
  - B) rationalizing that it is not her problem since she is not the contractor
  - C) coming to accept that using undocumented workers does not harm workers' rights
  - D) attempting to stop the contractor using undocumented workers
  - E) any of the above

Answer: E

- Explanation: A)  
B)  
C)  
D)  
E)

- 3) Which of the following is not a moderating variable of the attitude-behavior relationship? 3) \_\_\_\_\_
- A) accessibility
  - B) social pressures
  - C) consistency
  - D) direct experience
  - E) importance

Answer: C

- Explanation: A)  
B)  
C)  
D)  
E)

4) In her work in the publishing industry, Zara 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. Zara believes that the decision not to publish these authors was based on personal rivalries within management, rather than the quality of her writers' work. She is extremely frustrated, dreads coming into work each morning, and is seriously thinking of resigning. 4) \_\_\_\_\_

How can Zara's job attitudes best be described?

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

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

5) Mrs. Ibrahim comes to you for an explanation of why she is so uncomfortable. You might refer her to the theories of \_\_\_\_\_. 5) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

6) The following are methods of measuring employee attitudes:

6) \_\_\_\_\_

- I. a one-question global rating
- II. a summation score made up of a number of job facets
- III. a 360° battery

Which of these methods are the best to use in order to measure job satisfaction?

- A) III only
- B) II only
- C) II or III are equally as good
- D) I only
- E) I and II are equally as good

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

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

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

7) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

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

8) \_\_\_\_\_

- A) affective dissonance
- B) organizational commitment
- C) job involvement
- D) job satisfaction
- E) cognitive dissonance

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

9) Which of the following statements is not true about attitudes in the workplace? 9) \_\_\_\_\_

- A) High job involvement is not necessarily a good indicator of high job satisfaction.
- B) Attitudes give warnings of potential problems
- C) High pay alone is not likely to create a satisfying workplace.
- D) Generating positive job attitudes helps lower absenteeism and turnover.
- E) Attitudes help determine how well employees perform on the job

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

10) Which of the following is an example of an attitude? 10) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

11) Quietly continuing to do your work when you know things won't improve, is what type of response to dissatisfaction? 11) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

12) Festinger argued that cognitive dissonance is \_\_\_\_\_. 12) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

13) Sharif is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up for work late. He is expressing his dissatisfaction through \_\_\_\_\_ 13) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

14) Which of the following answer choices is the best definition of attitude? 14) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

15) Which of the following statements is not true? 15) \_\_\_\_\_

- A) Dissatisfied customers can increase an employee's job dissatisfaction.
- B) Satisfied employees are likely to be more productive.
- C) In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers.
- D) The most effective way to improve job satisfaction is a raise in pay.
- E) Satisfied employees increase customer satisfaction and loyalty.

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

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

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

17) An important moderator of the satisfaction-turnover relationship is the \_\_\_\_\_.

- A) employee's values and attitudes
- B) management's style
- C) organization's culture
- D) employee's level of workplace deviance
- E) employee's level of performance

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

18) The following are possible actions that an individual may take if they behave in a way that is inconsistent with an attitude that they hold:

- I: change the behavior
- II: change the attitude
- III: rationalize the behavior
- IV: ignore the inconstancy

Which of these actions are the most likely to be taken?

- A) One of I, III or IV
- B) One of II, III or IV
- C) Either I, or II
- D) Either III or IV
- E) One of I, II or III

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

19) Compared to people who have a negative core self-evaluation, people who have a positive core self evaluation \_\_\_\_\_ 19) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

20) The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes the \_\_\_\_\_ component of an attitude. 20) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

21) Why should managers be interested in their employees' attitudes? 21) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

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

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

22) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

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

23) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

24) Amir is dissatisfied with the way that his manager treats him. He has quit his job and found a new position with another firm. He has expressed his dissatisfaction through \_\_\_\_\_.

24) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

- 25) The following statements are about the relationship between job satisfaction and customer satisfaction for frontline employees who have regular customer contact: 25) \_\_\_\_\_
- I. employee satisfaction is positively correlated to customer satisfaction
  - II. employee satisfaction has no correlation to customer satisfaction
  - III. satisfied customers tend to raise employee satisfaction

Which of these statements are true?

- A) I and III      B) II only      C) III only      D) II and III      E) I only

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

- 26) The \_\_\_\_\_ component of an attitude is the emotional or feeling component of that attitude. 26) \_\_\_\_\_
- A) evaluative      B) behavioral      C) cognitive      D) reffective      E) affective

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

- 27) Who appears to have the highest levels of job satisfaction? 27) \_\_\_\_\_
- A) employees in most Asian countries
  - B) employees in Russia
  - C) employees in Canada and the U.S.
  - D) employees in the U.S. and Western Europe
  - E) employees in Eastern Europe

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

- 28) Which of the following is true regarding the relationship between satisfaction and absenteeism? 28) \_\_\_\_\_
- A) There is a curvilinear relationship between the two.
  - B) When fairness is controlled for, there is a direct relationship between the two.
  - C) No relationship can be established between the two.
  - D) There is a consistent positive relationship between the two.
  - E) There is a consistent negative relationship between the two.

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

29) The theory of cognitive dissonance was proposed by \_\_\_\_\_. 29) \_\_\_\_\_  
A) Festinger      B) Pavlov      C) Skinner      D) Maslow      E) Hofstede

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

30) Which of the following is not generally true? 30) \_\_\_\_\_

- A) Satisfaction comes down to fairness of outcomes, treatments or procedures.
- B) The negative correlation between job satisfaction and absenteeism is strong.
- C) Satisfaction is a major determinant of a worker's OCB.
- D) Enterprises with a greater percentage of satisfied workers are more effective than those with a smaller percentage of satisfied workers.
- E) Satisfied workers are likely to be more productive workers.

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

31) Dan strongly believes that it is important that he spends time with his children on the weekends. Which of the following situations would most likely result in a very strong desire to reduce cognitive dissonance? 31) \_\_\_\_\_

- A) Working over the weekend in order to free up time for a golf game later in the week.
- B) Working over the weekend in order to complete a project for a client vital to the company.
- C) Being made by his boss to work weekends or lose his job.
- D) Working over the weekend in order to secure a large cash bonus.
- E) Working over the weekend in order to cover for a sick friend.

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

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

- 32) Mrs. Ibrahim is likely experiencing \_\_\_\_\_. 32) \_\_\_\_\_
- A) ethical evasion
  - B) uncertainty avoidance
  - C) cognitive dissonance
  - D) unresolved anger
  - E) social pressure

Answer: C

- Explanation: A)  
B)  
C)  
D)  
E)

- 33) According to Festinger, people will seek a(an) \_\_\_\_\_. 33) \_\_\_\_\_
- A) unstable state with maximal dissonance
  - B) variable state with variable dissonance
  - C) unstable state with minimal dissonance
  - D) stable state with maximal dissonance
  - E) stable state with minimal dissonance

Answer: E

- Explanation: A)  
B)  
C)  
D)  
E)

- 34) What refers to an individual's general attitude toward his or her job? 34) \_\_\_\_\_
- A) job satisfaction
  - B) job stability
  - C) social investment
  - D) organizational commitment
  - E) job involvement

Answer: A

- Explanation: A)  
B)  
C)  
D)  
E)

35) "Dissonance" means \_\_\_\_\_.

35) \_\_\_\_\_

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

Answer: C

- Explanation:
- A)
  - B)
  - C)
  - D)
  - E)

36) Perceived Organizational Support (POS) is best described as:

36) \_\_\_\_\_

- A) an employee's obligation to remain with the organization for moral or ethical reasons.
- B) the amount of time an organization spends arranging public relations activities
- C) the degree to which an employee believes in the values of the organization
- D) the degree to which an employee is willing to promote the organization to the general public
- E) the degree to which employees believe that the organization values their contribution and cares about their wellbeing

Answer: E

- Explanation:
- A)
  - B)
  - C)
  - D)
  - E)

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

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

37) \_\_\_\_\_

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

Answer: C

- Explanation:
- A)
  - B)
  - C)
  - D)
  - E)

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

38) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

39) Which of the following statements is not a finding from independent studies conducted recently among workers in the Arab world?

39) \_\_\_\_\_

- A) Employees tend to be least satisfied with pay and promotion opportunities.
- B) Employees tend to be most satisfied by interpersonal relations with fellow workers.
- C) Rate of pay is strongly correlated with job satisfaction for almost all workers.
- D) Most workers are satisfied with their jobs overall.
- E) 40% of respondents are not satisfied with the level of job security and the pay and benefits.

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

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

40) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

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

- 41) In this situation Mrs. Ibrahim has a/an \_\_\_\_\_ that is in conflict with a/an \_\_\_\_\_. 41) \_\_\_\_\_
- A) attitude; attitude
  - B) behavior; behavior
  - C) behavior; attitude
  - D) social need; social interest
  - E) social need; social need

Answer: C

- Explanation: A)  
B)  
C)  
D)  
E)

- 42) Job satisfaction is best described as \_\_\_\_\_. 42) \_\_\_\_\_
- A) a valued discipline
  - B) causing high performance
  - C) an attitude
  - D) a value
  - E) a result

Answer: C

- Explanation: A)  
B)  
C)  
D)  
E)

- 43) Jamila is a security officer. Jamila believes that it is important to know exactly who is in the office at any given time. She notices that some employees do not sign out of the office when they take lunch, which makes it impossible to keep track of who is actually in the office. Jamila becomes frustrated with those employees. She makes note of them and reports them to their supervisors. 43) \_\_\_\_\_

In the above scenario, what is the behavioral component of Jamila's attitude to the employees who did not sign out of the office?

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

Answer: A

- Explanation: A)  
B)  
C)  
D)  
E)

- 44) The following answer choices are quotes from employees about their job at Healthy Eating, a chain of health food stores. Which quote most probably comes from an employee who has a great deal of organizational commitment? 44) \_\_\_\_\_
- A) "The challenging nature of the work and the thoughtful and generous way they treat their staff has made Healthy Eating the best place I have ever worked."
  - B) "With the benefits it provides, it is vital for me to keep my job. In fact, I will stay with Healthy Eating for as long as I possibly can."
  - C) "Even though I only work in the produce department for now, it's good to know that the suggestions I make about how the store could be improved are heard and considered by my managers."
  - D) "I am a great believer in the importance of a healthy diet, so I'm glad I am working for a company that is trying to make simple, healthy food available to all."
  - E) "I like the fact that in my role as a buyer for Healthy Eating I get to make choices about which food is good enough for us to sell."

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

- 45) Which of the following statements would have been most likely made by an employee with a high degree of job involvement? 45) \_\_\_\_\_
- A) "I enjoy working with my hands, so much so that on the days when my job requires me to actually physically build something time flies by without me even noticing it."
  - B) "My skills make me exceptionally valuable to the company."
  - C) "I'm a harder worker than most of my colleagues, even to the degree I am carrying some of the lazier ones."
  - D) "I love my job. It is engaging, pays well, and is low pressure, enough that I don't have to be always worrying about it in my time off."
  - E) "It felt great to get promoted; I guess the guys upstairs really did appreciate the way I had been running things."

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

- 46) Haroun is dissatisfied with his job but believes that his supervisor is a good man who will do the right thing. Haroun has decided that if he just waits, conditions will improve. Haroun's approach to this problem is termed \_\_\_\_\_. 46) \_\_\_\_\_
- A) loyalty                      B) neglect                      C) reification                      D) voice                      E) exit

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

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

47) Sameh has composed a list of concerns along with her suggestions for improving conditions. 47) \_\_\_\_\_  
Sameh is dealing with her dissatisfaction through \_\_\_\_\_.

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

48) The degree to which a person identifies with his or her job, actively participates in it, and considers 48) \_\_\_\_\_  
his or her performance as being important to self-worth is \_\_\_\_\_.

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

49) Research has concluded that people seek consistency among their attitudes but not between their 49) \_\_\_\_\_  
attitudes and behavior.

Answer: True  False

Explanation:

50) Neglect is an active and destructive response to dissatisfaction. 50) \_\_\_\_\_

Answer: True  False

Explanation:

51) Organizational commitment is a measure of the personal compatibility of a person and their 51) \_\_\_\_\_  
position.

Answer: True  False

Explanation:

52) In organizations, attitudes are important because they affect job behavior. 52) \_\_\_\_\_

Answer:  True  False

Explanation:

53) Superior performers who are dissatisfied are more likely to leave than poor performers who are dissatisfied. 53) \_\_\_\_\_  
Answer: True  False  
Explanation:

54) Loyalty is a passive and constructive response to dissatisfaction. 54) \_\_\_\_\_  
Answer:  True  False  
Explanation:

Your supervisor is trying to assess the degree to which those working for her are satisfied with their jobs. You are trying to gather information from your peers that might help her in her aim to improve job satisfaction.

55) You should advise her that a single global rating question such as "Are you satisfied with your job?" will be as good an indicator as a more sophisticated questionnaire. 55) \_\_\_\_\_  
Answer:  True  False  
Explanation:

56) A person with a high level of job satisfaction holds positive attitudes toward the job. 56) \_\_\_\_\_  
Answer:  True  False  
Explanation:

57) High levels of job involvement are related to higher absences. 57) \_\_\_\_\_  
Answer: True  False  
Explanation:

58) An organizational commitment to remain with a company because of moral or ethical obligations is affective commitment. 58) \_\_\_\_\_  
Answer: True  False  
Explanation:

59) A person who holds positive attitudes toward a job necessarily has a high level of job satisfaction. 59) \_\_\_\_\_  
Answer: True  False  
Explanation:

60) The more specific the attitude and the more specific the behavior, the stronger the link between the two. 60) \_\_\_\_\_  
Answer:  True  False  
Explanation:

61) If individuals perceive the dissonance to be an uncontrollable result, they are less likely to be receptive to attitude change. 61) \_\_\_\_\_  
Answer:  True  False  
Explanation:

62) Voice is an active and constructive response to dissatisfaction. 62) \_\_\_\_\_  
Answer:  True  False  
Explanation:

63) According to Festinger, people seek consistency among their attitudes. 63) \_\_\_\_\_  
Answer:  True  False  
Explanation:

64) An increase in absenteeism is an example of dissatisfaction expressed through neglect. 64) \_\_\_\_\_  
Answer:  True  False  
Explanation:

Your supervisor is trying to assess the degree to which those working for her are satisfied with their jobs. You are trying to gather information from your peers that might help her in her aim to improve job satisfaction.

65) You should advise your supervisor that there is renewed support for the satisfaction-performance relationship at the organizational level. 65) \_\_\_\_\_  
Answer:  True  False  
Explanation:

66) The evidence indicates that satisfied employees increase customer satisfaction and loyalty. 66) \_\_\_\_\_  
Answer:  True  False  
Explanation:

67) In measuring job satisfaction, the two most widely used measuring approaches are a single global rating and a summation score made up of a number of job facets. 67) \_\_\_\_\_  
Answer:  True  False  
Explanation:

68) There are three components of an attitude: cognition, affect, and behavior. 68) \_\_\_\_\_  
Answer:  True  False  
Explanation:

69) Attitudes and values are synonymous terms. 69) \_\_\_\_\_  
Answer:  True  False  
Explanation:

70) Rewards can offset dissonance. 70) \_\_\_\_\_  
Answer:  True  False  
Explanation:

71) Summing up responses to a number of job factors achieves a more accurate evaluation of job satisfaction than does a single global rating. 71) \_\_\_\_\_  
Answer:  True  False  
Explanation:

72) Asking employees how they feel about key elements in a job, then adding the results to create an overall job satisfaction score is the single global rating approach to job satisfaction. 72) \_\_\_\_\_  
Answer:  True  False  
Explanation:

73) Festinger argued that individuals will seek a stable state where there is a minimum of dissonance. 73) \_\_\_\_\_  
Answer:  True  False  
Explanation:

- 74) Actively and constructively attempting to improve conditions is expressing dissatisfaction through loyalty. 74) \_\_\_\_\_  
 Answer: True  False  
 Explanation:
- 75) Attitudes are often concrete matters of fact. 75) \_\_\_\_\_  
 Answer: True  False  
 Explanation:
- 76) Attitude surveys alert managers to potential problems. 76) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:
- 77) Job involvement refers to an individual's general attitude toward his or her job. 77) \_\_\_\_\_  
 Answer: True  False  
 Explanation:
- 78) All the following are moderating variables in the attitude behavior relationship: importance of the attitude, its applicability, its accessibility, social pressures, and direct experience. 78) \_\_\_\_\_  
 Answer: True  False  
 Explanation:
- 79) If the elements creating dissonance are relatively unimportant, the pressure to correct this imbalance will be low. 79) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:
- 80) At the individual level, satisfaction generally leads to productivity. 80) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:
- 81) If there is an inconsistency between an individual's attitude on a specific issue and his or her behavior, there are only two courses of action available—alter the attitude or alter the behavior. 81) \_\_\_\_\_  
 Answer: True  False  
 Explanation:

Your supervisor is trying to assess the degree to which those working for her are satisfied with their jobs. You are trying to gather information from your peers that might help her in her aim to improve job satisfaction.

- 82) She will find that turnover and absenteeism are both negatively related to satisfaction, but the correlation is stronger for absenteeism than for turnover. 82) \_\_\_\_\_  
 Answer: True  False  
 Explanation:
- 83) According to Festinger, people seek consistency among their attitudes and their behaviors. 83) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:

- 84) The intent to act in a certain way is the affective component of an attitude. 84) \_\_\_\_\_  
 Answer: True  False  
 Explanation:
- 85) Cognitive dissonance explains the linkage between attitudes and behavior. 85) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:
- 86) Attitudes are evaluative statements. 86) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:
- 87) Organizational commitment is more of an overall response to the organization than is job satisfaction. 87) \_\_\_\_\_  
 Answer:  True  False  
 Explanation:

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 88) Define and discuss the theory of cognitive dissonance.  
 Answer: Cognitive dissonance was proposed in the late 1950s by Leon Festinger. This theory sought to explain the linkage between attitudes and behavior. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between the two or more of his or her attitudes, or between his or her behavior and attitudes. Individuals will seek a stable state where there is a minimum of dissonance.
- 89) List and explain the four ways employees can express job dissatisfaction.  
 Answer: Employees can express dissatisfaction by using exit, voice, loyalty, and neglect. These arise from whether a response is active or passive, and constructive or destructive.
- 1) Behavior directed toward leaving the organization is defined as exit behavior. It is active and destructive.
  - 2) Voice involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.
  - 3) Loyalty involves passively but optimistically waiting for conditions to improve, so it is passive and constructive.
  - 4) Neglect is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate, so it is a passive and destructive response.
- 90) Discuss whether employee satisfaction is related to positive customer outcomes.  
 Answer: The evidence indicates that satisfied employees increase customer satisfaction and loyalty. In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers. Satisfied employees are more likely to be friendly, upbeat, and responsive - which customers appreciate. And because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty. Dissatisfied customers can increase an employee's job dissatisfaction. Employees who have regular contact with customers report that rude, thoughtless, or unreasonably demanding customers adversely effect the employees' job satisfaction.

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

Answer: Cognitive dissonance refers to any incompatibility an individual might perceive between two or more attitudes, or between behavior and attitudes. Festinger argued that any form of inconsistency is uncomfortable, and that individuals will attempt to reduce the dissonance and, hence, the discomfort. They will seek a stable state, in which there is a minimum of dissonance.

Research has generally concluded that people seek consistency among their attitudes, and between their attitudes and their behavior. They do this by altering either the attitudes or the behavior, or by developing a rationalization for the discrepancy. They can deny that any clear causation between the attitude and the behavior has been established. They can brainwash themselves by continually articulating the benefits of the attitude or the behavior. They can acknowledge the negative consequences of the attitude or behavior but rationalize it. They can accept the research evidence and begin actively working to better the conditions. Or they can quit the attitude or the behavior because the dissonance is too great.

92) What are the major causes of job satisfaction?

Answer: The major job satisfaction facets are the work itself, pay, advancement opportunities, supervision, and coworkers. Enjoying the work itself is almost always the facet most strongly correlated with high levels of overall job satisfaction. Most people prefer work that is challenging and stimulating over work that is predictable and routine. For people who are poor or who live in poor countries, pay does correlate with job satisfaction and with overall happiness. But, once an individual reaches a level of comfortable living the relationship virtually disappears. Personality also plays a role in job satisfaction. Research has shown that people who have a negative personality (for example, those who tend to be grumpy, critical, and negative) are usually less satisfied with their jobs.

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

Answer: Job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. So high organizational commitment means identifying with one's employing organization.

94) Discuss the three components of an attitude.

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

- 1) The cognitive component is a value statement.
- 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.

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

Answer: At the individual level, the evidence suggests that productivity is likely to lead to satisfaction. There is a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate. Satisfaction is also negatively related to turnover, but the correlation is stronger than what was found for absenteeism. An important moderator of the satisfaction-turnover relationship is the employee's level of performance.

Answer Key  
Testname: C3

- 1) B
- 2) E
- 3) C
- 4) D
- 5) D
- 6) E
- 7) C
- 8) B
- 9) A
- 10) E
- 11) A
- 12) A
- 13) E
- 14) C
- 15) D
- 16) C
- 17) E
- 18) E
- 19) D
- 20) A
- 21) A
- 22) D
- 23) C
- 24) E
- 25) A
- 26) E
- 27) D
- 28) E
- 29) A
- 30) B
- 31) A
- 32) C
- 33) E
- 34) A
- 35) C
- 36) E
- 37) C
- 38) B
- 39) C
- 40) C
- 41) C
- 42) C
- 43) A
- 44) D
- 45) E
- 46) A
- 47) B
- 48) A
- 49) FALSE
- 50) FALSE

Answer Key  
Testname: C3

- 51) FALSE
- 52) TRUE
- 53) FALSE
- 54) TRUE
- 55) TRUE
- 56) TRUE
- 57) FALSE
- 58) FALSE
- 59) FALSE
- 60) TRUE
- 61) TRUE
- 62) TRUE
- 63) TRUE
- 64) TRUE
- 65) TRUE
- 66) TRUE
- 67) TRUE
- 68) TRUE
- 69) FALSE
- 70) TRUE
- 71) FALSE
- 72) FALSE
- 73) TRUE
- 74) FALSE
- 75) FALSE
- 76) TRUE
- 77) FALSE
- 78) FALSE
- 79) TRUE
- 80) TRUE
- 81) FALSE
- 82) FALSE
- 83) TRUE
- 84) FALSE
- 85) TRUE
- 86) TRUE
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Answer Key  
Testname: C3

- 90) The evidence indicates that satisfied employees increase customer satisfaction and loyalty. In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers. Satisfied employees are more likely to be friendly, upbeat, and responsive - which customers appreciate. And because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty. Dissatisfied customers can increase an employee's job dissatisfaction. Employees who have regular contact with customers report that rude, thoughtless, or unreasonably demanding customers adversely effect the employees' job satisfaction.
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