Chapter 3

Student: _____

1. Many organizations find it difficult to attract skilled employees. According to the Conference Board of Canada, which organizations were most likely to not experience staff shortages?

    A. natural resources

    B. government

    C. accounting

    D. retail

    E. education

2. Johnson & Johnson is looking to replace their chief executive officer. According to recent estimates, what percentage of an executive's annual salary and benefits will it cost to replace an executive?

    A. 0.5

    B. 1

    C. 1.5

    D. 2.5

    E. 5

3. Managers at ABC International are quite worried about the recent turnover trend at the firm. ABC is loosing quite a few hourly and salaried employees. According to recent estimates, it costs about _____ times the annual salary + benefits to replace an hourly worker and _____ times the annual salary + benefits to replace a salaried employee.

A. .5; 1.5

B. 5; 10

C. 2; 4

D. 25; 40

E. 1.5; 2.5

4. The desire on the part of an employee to remain a member of the organization refers to

A. productivity

B. job performance

C. job satisfaction

D. organizational commitment

E. organizational culture

5. Organizational commitment influences whether an employee

A. stays a member of the organization

B. engages in withdrawal behaviour

C. leaves to pursue another job

D. continues to be employed by an organization despite other opportunities

E. all of these

6. The set of actions that employees perform to avoid the work situation that may eventually culminate in quitting the organization refers to

   A. productivity behaviours

   B. commitment behaviours

   C. performance behaviours

   D. withdrawal behaviours

   E. citizenship behaviours

7. The desire to remain a member of an organization due to emotional attachment to, and involvement with, an organization is

   A. continuance commitment

   B. affective commitment

   C. embeddedness

   D. normative commitment

   E. social influence

8. Hubert Hall has been a loyal employee for the past 25 years at XYZ International, but has not been enjoying his job as much in the past two years. Hubert feels obligated to stay with XYZ until he retires in five years because the company has invested a lot of time and money in him. This is an example of

   A. continuance commitment

   B. affective commitment

   C. embeddedness

   D. normative commitment

   E. social influence

9. Bianca Bentley has been a loyal employee for the past 25 years at ABC International. However, Bianca does not enjoy her job anymore and has been receiving several offers and inquiries from head hunters for other interesting jobs. Bianca feels that she should stay at ABC because her pension weighs later years of service more than earlier and it will be far more valuable in the last five years of her employment with the company. This is an example of

   A. continuance commitment

   B. affective commitment

   C. ethical commitment

   D. normative commitment

   E. social influence

10. You have just gotten married, purchased a home, and a new convertible, all of which makes it difficult to think about changing jobs. You don't like your job, but the feeling that you need to stay at your company refers to

    A. continuance commitment

    B. affective commitment

    C. ethical commitment

    D. normative commitment

    E. social influence

11. Staying at a company because you want to reflects _____ commitment, whereas staying because you need to reflects _____ commitment.

    A. continuance; affective

    B. affective; continuance

    C. continuance; normative

    D. normative; continuance

    E. normative; affective

12. Staying in a job at an organization because you ought to reflects _____, whereas staying because you want to reflects _____ commitment.

    A. continuance; affective

    B. affective; continuance

    C. continuance; normative

    D. normative; continuance

    E. normative; affective

13. A desire to remain a member of an organization because of an awareness of the costs associated with leaving it refers to

    A. continuance commitment

    B. affective commitment

    C. ethical commitment

    D. normative commitment

    E. social influence

14. A desire to remain a member of an organization due to a feeling of obligation is called

    A. continuance commitment

    B. affective commitment

    C. embeddedness

    D. normative commitment

    E. social influence

15. If some of your best friends work at the same place you do, you might prioritize _____ reasons early in your work life before shifting your attention to _____ reasons as you become more established in a community and start a family.

    A. normative; continuance

    B. continuance; affective

    C. normative; affective

    D. affective; continuance

    E. continuance; normative

16. The various people, groups, and teams that can inspire a desire to remain a member of an organization is referred to as

    A. focus of influence

    B. focus of commitment

    C. focus of attention

    D. focus of performance

    E. all of these

17. The focus of commitment could include all the following except

   A. the work team

   B. the company's top management

   C. the department

   D. specific coworkers

   E. industry regulations

18. Sally likes Fitness Central, her new employer. She identifies with Fitness Central, has accepted Fitness Central's goals and values, and is more willing to exert extra effort on behalf of Fitness Central. Sally is experiencing _____ commitment.

   A. normative

   B. continuance

   C. comprehensive

   D. affective

   E. skill-based

19. When a manager looks at an employee and says "she's committed" or "he's loyal", that manager usually is referring to a behavioural expression of _____ commitment.

   A. skill-based

   B. affective

   C. comprehensive

   D. continuance

   E. normative

20. Employees who have _____ commitment to their organizations tend to engage in more interpersonal and organizational citizenship behaviours.

    A. normative

    B. skill-based

    C. affective

    D. obligation-based

    E. continuance

21. Employees with fewer or weaker bonds to others in the workplace are likely to feel less emotional attachment to work colleagues making it easier to decide to leave an organization. This is the _____ model.

    A. social influence

    B. social impact

    C. erosion

    D. decay

    E. none of these

22. Employees who have direct linkages with "leavers" will themselves become more likely to leave. This is the _____ model.

    A. social influence

    B. embeddedness

    C. erosion

    D. decay

    E. none of these

23. The factors that increase continuance commitment include

    A. total amount of time invested in one's job

    B. lack of employment alternatives

    C. level of embeddedness

    D. total amount of effort and energy invested in one's job

    E. all of these

24. The work and non-work forces that bind us to our current employer refers to

    A. normative commitment

    B. affective commitment

    C. industry regulations

    D. embeddedness

    E. social influence

25. The components of embeddedness include

    A. a person's links to the organization

    B. his or her sense of fit with that organization or community

    C. what he or she would have to sacrifice for a job change

    D. a person's links to the community

    E. All of these

26. Jody feels she should stay at her current job as principal of the local high school as it is the "right" or "moral" thing to do. Jody is feeling

    A. continuance commitment

    B. affective commitment

    C. normative commitment

    D. a cost-based commitment

    E. all of these

27. The statement from the movie The Incredibles, "I can't do that to my family again, everyone just got settled." is an example of

    A. affective commitment

    B. normative commitment

    C. continuance commitment

    D. cost-based commitment

    E. social influence

28. The factors that increase normative commitment include

    A. number of competitors in an industry

    B. availability of employment opportunities

    C. a sense that the organization has invested in the employee

    D. links to the local community

    E. all of these

29. Julie Burns feels obligated to stay at her job even though she dislikes her job. This is an example of

   A. continuance commitment

   B. normative commitment

   C. affective commitment

   D. embeddedness

   E. involvement commitment

30. _____ exists when there is a sense that staying at a firm is the "right" or "moral" thing to do.

   A. Normative commitment

   B. Embeddedness

   C. Social influence

   D. Continuance commitment

   E. Affective commitment

31. Normative commitment from employees can result from all of these except

   A. personal work philosophies of employees

   B. organizational socialization

   C. creating a feeling that the employee is in the organization's debt

   D. increasing the organization's charitable activities

   E. developing a low-cost structure in the organization

32. <u>Scenario: Crazy Stuff, Inc. (CSI)</u>

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Joe is exhibiting which of these?

A. continuance commitment

B. affective commitment

C. embeddedness

D. normative commitment

E. social influence

33. Scenario: Crazy Stuff, Inc. (CSI)

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Moe is exhibiting which of these?

A. continuance commitment
B. affective commitment
C. embeddedness
D. normative commitment
E. social influence

34. Scenario: Crazy Stuff, Inc. (CSI)

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Larry is exhibiting which of these?

A. continuance commitment
B. affective commitment
C. obligation-based commitment
D. normative commitment
E. skill-based commitment

35. Scenario: Crazy Stuff, Inc. (CSI)

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Mary's situation can be described using which of these?

A. social influence model

B. social impact model

C. erosion model

D. decay model

E. none of these

36. The response to negative events at work that is an active, constructive response in which individuals attempt to improve the situation is referred to as

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

37. The decline in interest and effort that Fred is experiencing in his job is referred to as

    A. voice
    B. loyalty
    C. neglect
    D. exit
    E. none of these

38. Organizational commitment should decrease the likelihood that an individual will respond to a negative work event with which of the following?

    A. loyalty and citizenship
    B. exit and performance
    C. neglect and exit
    D. performance and citizenship
    E. all of these

39. Organizational commitment should increase the likelihood that an individual will respond to a negative work event with which of the following?

    A. loyalty and exit
    B. exit and withdrawal
    C. voice and withdrawal
    D. loyalty and voice
    E. withdrawal and voice

40. Scenario: Listen International

Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

Amanda's reaction can be described as which of these?

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

41. Scenario: Listen International

Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

Ashton's reaction can be described as which of these?

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

42. Scenario: Listen International

Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

Amber's reaction can be described as which of these?

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

43. An active, destructive response by which an individual either ends or restricts organizational membership is referred to as:

    A. voice.

    B. exit.

    C. loyalty.

    D. neglect.

    E. ignorance.

44. A passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement is referred to as:

    A. voice.

    B. exit.

    C. neglect.

    D. loyalty.

    E. ignorance.

45. A passive, destructive response in which interest and effort in the job declines is referred to as:

    A. neglect.

    B. exit.

    C. voice.

    D. loyalty.

    E. influence.

46. An employee will likely respond to negative events with _____ because they have the desire to offer constructive suggestions for change.

    A. loyalty

    B. exit

    C. neglect

    D. voice

    E. dependability

47. An employee will likely to respond to negative events with _____ because they possess the desire to remain a member of the organization.

    A. loyalty

    B. exit

    C. neglect

    D. voice

    E. influence

48. Employees that respond to negative events with _____, have lost interest in their jobs and exert less effort.

    A. loyalty

    B. exit

    C. influence

    D. voice

    E. neglect

49. Which of these consists of actions that provide a mental escape from the work environment?

A. Physical withdrawal

B. Organizational commitment

C. Psychological withdrawal

D. Erosion model

E. Social influence model

50. Withdrawal comes in two forms:

A. psychological and social

B. psychological and physical

C. psychological and mental

D. psychological and accidental

E. psychological and spiritual

51. Which of these is not a form of psychological withdrawal?

A. Daydreaming

B. Moonlighting

C. Tardiness

D. Socializing

E. Cyberloafing

52. Perhaps the most widespread form of psychological withdrawal among white-collar employees is

A. daydreaming

B. moonlighting

C. tardiness

D. absenteeism

E. cyberloafing

53. The actions that provide a mental escape from the work environment are referred to as _____ withdrawal.

A. physical

B. psychological

C. psychosocial

D. absenteeism

E. tardiness

54. Nikki appears to be working, but is actually distracted by random thoughts or concerns. Nikki is experiencing

A. moonlighting

B. cyberloafing

C. socializing

D. tardiness

E. daydreaming

55. When Jonathan uses his work time and resources to complete something other than his job duties, such as planning the business he is going to start, he is

   A. moonlighting

   B. cyberloafing

   C. socializing

   D. looking busy

   E. daydreaming

56. When Nathanial uses the Internet to check his personal email and sends instant messages to his friends during work hours, it is an example of

   A. moonlighting

   B. cyberloafing

   C. socializing

   D. looking busy

   E. daydreaming

57. The actions that provide a physical escape from the work environment is referred to as _____ withdrawal.

   A. physical

   B. psychological

   C. psychosocial

   D. social

   E. cyber

58. Which of these is a form of physical withdrawal?

    A. Daydreaming

    B. Moonlighting

    C. Socializing

    D. Tardiness

    E. Cyberloafing

59. Jayne has a long list of personal business that needs to be completed, so she takes a day off to complete these errands. This behaviour is an example of

    A. long breaks

    B. missing meetings

    C. absenteeism

    D. tardiness

    E. quitting

60. William is dissatisfied with his new supervisor and has decided to seek a better career opportunity. This behaviour is an example of

    A. long breaks

    B. missing meetings

    C. absenteeism

    D. tardiness

    E. quitting

61. Patricia is a new college instructor and is trying to determine if student absenteeism will harm their course grade. One study revealed that students who attend all classes average a _____ point higher GPA in the course than students who only attend half the classes.

A. 0.23

B. 0.45

C. 0.6

D. 0.85

E. 1.57

62. Students who engage in neglect during lectures (e.g., reading the newspaper, surfing the Web, and falling asleep) will result in a lower GPA by an average of _____ points.

A. 0.23

B. 0.45

C. 0.6

D. 0.85

E. 1.57

63. Paul is overheard saying, "I just don't have any respect for my employer anymore. In the beginning, I'd daydream a bit during work or socialize with my colleagues. As time went on, I began coming in late or taking a long lunch. Lately I've been staying home altogether, and I'm starting to think I should just quit my job and go somewhere else." Paul is summarizing the _____ model of withdrawal.

   A. independent forms

   B. compensatory forms

   C. progression

   D. attitudinal

   E. none of the choices are correct

64. When various withdrawal behaviours positively correlate with one another and the withdrawal behaviours tend to have a causal sequence, that description summarizes the _____ model of withdrawal.

   A. independent forms

   B. compensatory forms

   C. progression

   D. attitudinal

   E. none of the choices are correct

65. _____ refers to the verbal chatting about non-work topics that goes on in cubicles and offices or at the mailbox or vending machines.

   A. Tardiness

   B. Moonlighting

   C. Daydreaming

   D. Socializing

   E. Cyberloafing

66. _____ indicates an intentional desire on the part of the employee to look like he/she is working, even when not performing work tasks.

   A. Looking busy

   B. Moonlighting

   C. Daydreaming

   D. Socializing

   E. Cyberloafing

67. All the following are "exit" withdrawal behaviours except:

   A. tardiness

   B. missing meetings

   C. long breaks

   D. looking busy

   E. absenteeism

68. _____ reflects the tendency to arrive at work late, or leave work early.

A. Daydreaming

B. Tardiness

C. Socializing

D. Moonlighting

E. Cyberloafing

69. The most serious form of physical withdrawal is:

A. absenteeism.

B. tardiness.

C. long breaks.

D. quitting.

E. missing meetings.

70. Which model of withdrawal has received the most scientific support?

A. Individualistic

B. Compensatory

C. Independent

D. Autonomous

E. Progression

71. What are foreign-born employees less likely to feel in their current jobs?

    A. Commitment

    B. Job satisfaction

    C. Loyalty

    D. Embeddedness

    E. Voice

72. Which of the following emotions is not characterized as survivor syndrome?

    A. Anger

    B. Fatigue

    C. Depression

    D. Fear

    E. Distrust

73. What type of contract is described as employees' beliefs about what the organization owes them?

    A. Employment contract

    B. Relational contract

    C. Transactional contract

    D. Contingent contract

    E. Psychological contract

74. The degree of comfort with specific job responsibilities and performance expectations refers to
_____ adjustment.

    A. work

    B. cultural

    C. interaction

    D. familial

    E. none of the choices is correct

75. The degree of comfort with general living conditions, climate, cost of living, transportation, and
housing offered by the host culture refers to _____ adjustment.

    A. work

    B. cultural

    C. interaction

    D. familial

    E. none of the choices is correct

76. The degree of comfort with socializing and interacting with members of the host culture refers to
_____ adjustment.

    A. work

    B. cultural

    C. interaction

    D. familial

    E. none of the choices is correct

77. Which of the following forms of comfort relates significantly to affective commitment?

    A. work, cultural, and familial

    B. work, needs, and interaction

    C. familial, cultural, and interaction

    D. work, cultural, and interaction

    E. none of the choices is correct

78. All the following are ways for organizations to foster a sense of commitment among employees except:

    A. Increase the bonds that link employees together.

    B. Keep salaries competitive even if employees get stuck in neutral when climbing the career ladder.

    C. Create a salary and benefits package that creates a financial need to stay.

    D. Provide various training and development opportunities for employees.

    E. Stop the progression of withdrawal symptoms in its early stages by trying to root out the source of the reduced commitment.

79. What is the concept that refers to the degree to which employees believe that the organization values their contributions and care about their well-being?

    A. Psychological contract

    B. Employer loyalty

    C. Perceived organizational support

    D. Organizational commitment

    E. Investment in human resources

80. Which of the following is correlated with perceived organizational support?

    A. Organizational commitment

    B. Job satisfaction

    C. Job performance

    D. Loyalty

    E. Retention

81. According to the textbook, a study compared the impact of a variety of human resources management practices on voluntary turnover and found that two of the most significant predictors were _____.

    A. average pay level and quality of the benefits package

    B. job security and pay level

    C. more vacation and developmental opportunities

    D. Developmental opportunities and better benefits

    E. Job security and better benefits

82. Organizational commitment is the desire on the part of an employee to remain a member of the organization.

    True   False

83. One factor that increases continuance commitment is a lack of employment alternatives.

    True   False

84. The types of organizational commitment are continuance, normative, and affective.

    True   False

85. The social influence model of withdrawal behaviour suggests that employees with fewer bonds will be most likely to quit the organization.

    True   False

86. My organization gave me my start . . . they hired me when others thought I wasn't qualified. This is an example of continuance commitment.

    True   False

87. Continuance commitment is defined as a desire to remain a member of an organization due to a feeling of obligation.

    True   False

88. The erosion model suggests that employees who have direct linkages with "leavers" will themselves become more likely to leave.

    True   False

89. Continuance commitment tends to create more of a passive form of loyalty.

    True   False

90. Embeddedness summarizes a person's links to the organization and the community, his/her sense of fit with that organization and community, and what he/she would have to sacrifice for a job change.

    True   False

91. Embeddedness weakens continuance commitment by providing more reasons why a person needs to stay in his or her current position.

    True   False

92. Affective commitment exists when there is a sense that staying is the "right" or "moral" thing to do.

    True   False

93. Employees who feel a sense of normative commitment identify with the organization, accept that organization's goals and values, and are more willing to exert extra effort on behalf of the organization.

    True   False

94. The primary response to negative events at work that is a passive, negative response in which interest and effort in the job declines is termed exit.

    True   False

95. The primary response to negative events at work that is a constructive response in which individuals attempt to improve the situation is termed loyalty.

    True   False

96. Voice is defined as a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement.

    True   False

97. Sometimes neglect can be even more costly than exit because it is not as readily noticed.

   True   False

98. Employees likely respond to negative events with voice because they have the desire to offer constructive suggestions for change.

   True   False

99. Examples of psychological withdrawal include missing meetings, socializing, and tardiness.

   True   False

100. Physical withdrawal is the short- or long-term physical escape from the work environment.

   True   False

101. Socializing indicates an intentional desire on the part of the employee to look like he/she is working, even when not performing work tasks.

   True   False

102. The most serious form of physical withdrawal is absenteeism.

   True   False

103. The progression model of withdrawal argues that the various withdrawal behaviours are correlated with one another, occur for different reasons, and fulfill different needs on the part of employees.

   True   False

104. Involuntary turnover occurs when employees are fired by the organization for some reason.

    True   False

105. From a continuance commitment perspective, employer strategies could center on increasing the bonds that link employees together to prevent withdrawal.

    True   False

106. If an employer provides training and development opportunities, this should improve normative commitment.

    True   False

107. Define organizational commitment. Briefly describe the three types of organizational commitment. Provide an example of each type.

108. Differentiate between the erosion model and the social influence model.

109. Define embeddedness. Which type of commitment does it strengthen? Explain using the links, fit, and sacrifice facets towards the organization and the community.

110. Describe the primary responses to negative events at work. Provide an example of each.

111. Describe the different types and forms of withdrawal. Provide an example of each.

112. Research suggests that employees tend to view their employment relationships in quasi-contractual terms. Identify and describe the three categories of contracts that are perceived by employees.

113. Perceived organizational support has been shown to be important to employees. For each of the categories of organizational commitment, describe what an organization can do to demonstrate that form of commitment to increase employees' perceived organizational support.

Chapter 3 Key

1. Many organizations find it difficult to attract skilled employees. According to the Conference Board of Canada, which organizations were most likely to not experience staff shortages?

    A. natural resources

    B. government

    <u>C.</u> accounting

    D. retail

    E. education

2. Johnson & Johnson is looking to replace their chief executive officer. According to recent estimates, what percentage of an executive's annual salary and benefits will it cost to replace an executive?

    A. 0.5

    B. 1

    C. 1.5

    D. 2.5

    <u>E.</u> 5

3.	Managers at ABC International are quite worried about the recent turnover trend at the firm. ABC is loosing quite a few hourly and salaried employees. According to recent estimates, it costs about _____ times the annual salary + benefits to replace an hourly worker and _____ times the annual salary + benefits to replace a salaried employee.

A. .5; 1.5

B. 5; 10

C. 2; 4

D. 25; 40

E. 1.5; 2.5

4.	The desire on the part of an employee to remain a member of the organization refers to

A. productivity

B. job performance

C. job satisfaction

D. organizational commitment

E. organizational culture

5.   Organizational commitment influences whether an employee

   A. stays a member of the organization

   B. engages in withdrawal behaviour

   C. leaves to pursue another job

   D. continues to be employed by an organization despite other opportunities

   E. all of these

6.   The set of actions that employees perform to avoid the work situation that may eventually culminate in quitting the organization refers to

   A. productivity behaviours

   B. commitment behaviours

   C. performance behaviours

   D. withdrawal behaviours

   E. citizenship behaviours

7. The desire to remain a member of an organization due to emotional attachment to, and involvement with, an organization is

    A. continuance commitment

    B. affective commitment

    C. embeddedness

    D. normative commitment

    E. social influence

8. Hubert Hall has been a loyal employee for the past 25 years at XYZ International, but has not been enjoying his job as much in the past two years. Hubert feels obligated to stay with XYZ until he retires in five years because the company has invested a lot of time and money in him. This is an example of

    A. continuance commitment

    B. affective commitment

    C. embeddedness

    D. normative commitment

    E. social influence

9. Bianca Bentley has been a loyal employee for the past 25 years at ABC International. However, Bianca does not enjoy her job anymore and has been receiving several offers and inquiries from head hunters for other interesting jobs. Bianca feels that she should stay at ABC because her pension weighs later years of service more than earlier and it will be far more valuable in the last five years of her employment with the company. This is an example of

A. continuance commitment

B. affective commitment

C. ethical commitment

D. normative commitment

E. social influence

10. You have just gotten married, purchased a home, and a new convertible, all of which makes it difficult to think about changing jobs. You don't like your job, but the feeling that you need to stay at your company refers to

A. continuance commitment

B. affective commitment

C. ethical commitment

D. normative commitment

E. social influence

11. Staying at a company because you want to reflects _____ commitment, whereas staying because you need to reflects _____ commitment.

    A. continuance; affective

    B. affective; continuance

    C. continuance; normative

    D. normative; continuance

    E. normative; affective

12. Staying in a job at an organization because you ought to reflects _____, whereas staying because you want to reflects _____ commitment.

    A. continuance; affective

    B. affective; continuance

    C. continuance; normative

    D. normative; continuance

    E. normative; affective

13. A desire to remain a member of an organization because of an awareness of the costs associated with leaving it refers to

 A. continuance commitment
 B. affective commitment
 C. ethical commitment
 D. normative commitment
 E. social influence

14. A desire to remain a member of an organization due to a feeling of obligation is called

 A. continuance commitment
 B. affective commitment
 C. embeddedness
 D. normative commitment
 E. social influence

15. If some of your best friends work at the same place you do, you might prioritize _____ reasons early in your work life before shifting your attention to _____ reasons as you become more established in a community and start a family.

A. normative; continuance

B. continuance; affective

C. normative; affective

D. affective; continuance

E. continuance; normative

16. The various people, groups, and teams that can inspire a desire to remain a member of an organization is referred to as

A. focus of influence

B. focus of commitment

C. focus of attention

D. focus of performance

E. all of these

17. The focus of commitment could include all the following except

   A. the work team

   B. the company's top management

   C. the department

   D. specific coworkers

   E. industry regulations

18. Sally likes Fitness Central, her new employer. She identifies with Fitness Central, has accepted Fitness Central's goals and values, and is more willing to exert extra effort on behalf of Fitness Central. Sally is experiencing _____ commitment.

   A. normative

   B. continuance

   C. comprehensive

   D. affective

   E. skill-based

19. When a manager looks at an employee and says "she's committed" or "he's loyal", that manager usually is referring to a behavioural expression of _____ commitment.

    A. skill-based

    B. affective

    C. comprehensive

    D. continuance

    E. normative

20. Employees who have _____ commitment to their organizations tend to engage in more interpersonal and organizational citizenship behaviours.

    A. normative

    B. skill-based

    C. affective

    D. obligation-based

    E. continuance

21. Employees with fewer or weaker bonds to others in the workplace are likely to feel less emotional attachment to work colleagues making it easier to decide to leave an organization. This is the _____ model.

A. social influence

B. social impact

<u>C.</u> erosion

D. decay

E. none of these

22. Employees who have direct linkages with "leavers" will themselves become more likely to leave. This is the _____ model.

<u>A.</u> social influence

B. embeddedness

C. erosion

D. decay

E. none of these

23.   The factors that increase continuance commitment include

   A. total amount of time invested in one's job

   B. lack of employment alternatives

   C. level of embeddedness

   D. total amount of effort and energy invested in one's job

   E. all of these

24.   The work and non-work forces that bind us to our current employer refers to

   A. normative commitment

   B. affective commitment

   C. industry regulations

   D. embeddedness

   E. social influence

25. The components of embeddedness include

A. a person's links to the organization

B. his or her sense of fit with that organization or community

C. what he or she would have to sacrifice for a job change

D. a person's links to the community

E. All of these

26. Jody feels she should stay at her current job as principal of the local high school as it is the "right" or "moral" thing to do. Jody is feeling

A. continuance commitment

B. affective commitment

C. normative commitment

D. a cost-based commitment

E. all of these

27. The statement from the movie The Incredibles, "I can't do that to my family again, everyone just got settled." is an example of

    A. affective commitment

    B. normative commitment

    C. continuance commitment

    D. cost-based commitment

    E. social influence

28. The factors that increase normative commitment include

    A. number of competitors in an industry

    B. availability of employment opportunities

    C. a sense that the organization has invested in the employee

    D. links to the local community

    E. all of these

29.   Julie Burns feels obligated to stay at her job even though she dislikes her job. This is an example of

A. continuance commitment

B. normative commitment

C. affective commitment

D. embeddedness

E. involvement commitment

30.   _____ exists when there is a sense that staying at a firm is the "right" or "moral" thing to do.

A. Normative commitment

B. Embeddedness

C. Social influence

D. Continuance commitment

E. Affective commitment

31.   Normative commitment from employees can result from all of these except

    A. personal work philosophies of employees

    B. organizational socialization

    C. creating a feeling that the employee is in the organization's debt

    D. increasing the organization's charitable activities

    E. developing a low-cost structure in the organization

32.   Scenario: Crazy Stuff, Inc. (CSI)

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Joe is exhibiting which of these?

A. continuance commitment

B. affective commitment

C. embeddedness

D. normative commitment

E. social influence

33. Scenario: Crazy Stuff, Inc. (CSI)

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Moe is exhibiting which of these?

A. continuance commitment

B. affective commitment

C. embeddedness

D. normative commitment

E. social influence

34. <u>Scenario: Crazy Stuff, Inc. (CSI)</u>

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Larry is exhibiting which of these?

A. continuance commitment

B. affective commitment

C. obligation-based commitment

D. normative commitment

E. skill-based commitment

35. <u>Scenario: Crazy Stuff, Inc. (CSI)</u>

Joe, Moe, and Larry are co-workers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion and if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.

Mary's situation can be described using which of these?

A. social influence model

B. social impact model

<u>C.</u> erosion model

D. decay model

E. none of these

36. The response to negative events at work that is an active, constructive response in which individuals attempt to improve the situation is referred to as

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

37. The decline in interest and effort that Fred is experiencing in his job is referred to as

A. voice

B. loyalty

C. neglect

D. exit

E. none of these

38. Organizational commitment should decrease the likelihood that an individual will respond to a negative work event with which of the following?

A. loyalty and citizenship

B. exit and performance

C. neglect and exit

D. performance and citizenship

E. all of these

39. Organizational commitment should increase the likelihood that an individual will respond to a negative work event with which of the following?

A. loyalty and exit

B. exit and withdrawal

C. voice and withdrawal

D. loyalty and voice

E. withdrawal and voice

40. Scenario: Listen International

Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

Amanda's reaction can be described as which of these?

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

41.   Scenario: Listen International

Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

Ashton's reaction can be described as which of these?

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

42.   Scenario: Listen International

Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

Amber's reaction can be described as which of these?

A. voice

B. neglect

C. loyalty

D. exit

E. none of these

43. An active, destructive response by which an individual either ends or restricts organizational membership is referred to as:

A. voice.

B. exit.

C. loyalty.

D. neglect.

E. ignorance.

44. A passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement is referred to as:

A. voice.

B. exit.

C. neglect.

D. loyalty.

E. ignorance.

45. A passive, destructive response in which interest and effort in the job declines is referred to as:

A. neglect.

B. exit.

C. voice.

D. loyalty.

E. influence.

46. An employee will likely respond to negative events with _____ because they have the desire to offer constructive suggestions for change.

A. loyalty

B. exit

C. neglect

D. voice

E. dependability

47.   An employee will likely to respond to negative events with _____ because they possess the desire to remain a member of the organization.

   A. loyalty
   B. exit
   C. neglect
   D. voice
   E. influence

48.   Employees that respond to negative events with _____, have lost interest in their jobs and exert less effort.

   A. loyalty
   B. exit
   C. influence
   D. voice
   E. neglect

49.   Which of these consists of actions that provide a mental escape from the work environment?

A. Physical withdrawal

B. Organizational commitment

C. Psychological withdrawal

D. Erosion model

E. Social influence model

50.   Withdrawal comes in two forms:

A. psychological and social

B. psychological and physical

C. psychological and mental

D. psychological and accidental

E. psychological and spiritual

51.   Which of these is not a form of psychological withdrawal?

     A. Daydreaming

     B. Moonlighting

     <u>C.</u> Tardiness

     D. Socializing

     E. Cyberloafing

52.   Perhaps the most widespread form of psychological withdrawal among white-collar employees is

     A. daydreaming

     B. moonlighting

     C. tardiness

     D. absenteeism

     <u>E.</u> cyberloafing

53. The actions that provide a mental escape from the work environment are referred to as
_____ withdrawal.

    A. physical

    B. psychological

    C. psychosocial

    D. absenteeism

    E. tardiness

54. Nikki appears to be working, but is actually distracted by random thoughts or concerns. Nikki
is experiencing

    A. moonlighting

    B. cyberloafing

    C. socializing

    D. tardiness

    E. daydreaming

55. When Jonathan uses his work time and resources to complete something other than his job duties, such as planning the business he is going to start, he is

A. moonlighting

B. cyberloafing

C. socializing

D. looking busy

E. daydreaming

56. When Nathanial uses the Internet to check his personal email and sends instant messages to his friends during work hours, it is an example of

A. moonlighting

B. cyberloafing

C. socializing

D. looking busy

E. daydreaming

57. The actions that provide a physical escape from the work environment is referred to as _____ withdrawal.

A. physical

B. psychological

C. psychosocial

D. social

E. cyber

58. Which of these is a form of physical withdrawal?

A. Daydreaming

B. Moonlighting

C. Socializing

D. Tardiness

E. Cyberloafing

59. Jayne has a long list of personal business that needs to be completed, so she takes a day off to complete these errands. This behaviour is an example of

A. long breaks

B. missing meetings

C. absenteeism

D. tardiness

E. quitting

60. William is dissatisfied with his new supervisor and has decided to seek a better career opportunity. This behaviour is an example of

A. long breaks

B. missing meetings

C. absenteeism

D. tardiness

E. quitting

61. Patricia is a new college instructor and is trying to determine if student absenteeism will harm their course grade. One study revealed that students who attend all classes average a _____ point higher GPA in the course than students who only attend half the classes.

A. 0.23

<u>B.</u> 0.45

C. 0.6

D. 0.85

E. 1.57

62. Students who engage in neglect during lectures (e.g., reading the newspaper, surfing the Web, and falling asleep) will result in a lower GPA by an average of _____ points.

<u>A.</u> 0.23

B. 0.45

C. 0.6

D. 0.85

E. 1.57

63. Paul is overheard saying, "I just don't have any respect for my employer anymore. In the beginning, I'd daydream a bit during work or socialize with my colleagues. As time went on, I began coming in late or taking a long lunch. Lately I've been staying home altogether, and I'm starting to think I should just quit my job and go somewhere else." Paul is summarizing the _____ model of withdrawal.

A. independent forms

B. compensatory forms

C. progression

D. attitudinal

E. none of the choices are correct

64. When various withdrawal behaviours positively correlate with one another and the withdrawal behaviours tend to have a causal sequence, that description summarizes the _____ model of withdrawal.

A. independent forms

B. compensatory forms

C. progression

D. attitudinal

E. none of the choices are correct

65.   _____ refers to the verbal chatting about non-work topics that goes on in cubicles and offices or at the mailbox or vending machines.

    A. Tardiness

    B. Moonlighting

    C. Daydreaming

    <u>D.</u> Socializing

    E. Cyberloafing

66.   _____ indicates an intentional desire on the part of the employee to look like he/she is working, even when not performing work tasks.

    <u>A.</u> Looking busy

    B. Moonlighting

    C. Daydreaming

    D. Socializing

    E. Cyberloafing

67. All the following are "exit" withdrawal behaviours except:

A. tardiness

B. missing meetings

C. long breaks

D. looking busy

E. absenteeism

68. _____ reflects the tendency to arrive at work late, or leave work early.

A. Daydreaming

B. Tardiness

C. Socializing

D. Moonlighting

E. Cyberloafing

69.   The most serious form of physical withdrawal is:

A. absenteeism.

B. tardiness.

C. long breaks.

D. quitting.

E. missing meetings.

70.   Which model of withdrawal has received the most scientific support?

A. Individualistic

B. Compensatory

C. Independent

D. Autonomous

E. Progression

71.   What are foreign-born employees less likely to feel in their current jobs?

A. Commitment

B. Job satisfaction

C. Loyalty

D. Embeddedness

E. Voice

72.   Which of the following emotions is not characterized as survivor syndrome?

A. Anger

B. Fatigue

C. Depression

D. Fear

E. Distrust

73. What type of contract is described as employees' beliefs about what the organization owes them?

   A. Employment contract

   B. Relational contract

   C. Transactional contract

   D. Contingent contract

   E. Psychological contract

74. The degree of comfort with specific job responsibilities and performance expectations refers to _____ adjustment.

   A. work

   B. cultural

   C. interaction

   D. familial

   E. none of the choices is correct

75. The degree of comfort with general living conditions, climate, cost of living, transportation, and housing offered by the host culture refers to _____ adjustment.

A. work

B. cultural

C. interaction

D. familial

E. none of the choices is correct

76. The degree of comfort with socializing and interacting with members of the host culture refers to _____ adjustment.

A. work

B. cultural

C. interaction

D. familial

E. none of the choices is correct

77.   Which of the following forms of comfort relates significantly to affective commitment?

A. work, cultural, and familial

B. work, needs, and interaction

C. familial, cultural, and interaction

D. work, cultural, and interaction

E. none of the choices is correct

78.   All the following are ways for organizations to foster a sense of commitment among employees except:

A. Increase the bonds that link employees together.

B. Keep salaries competitive even if employees get stuck in neutral when climbing the career ladder.

C. Create a salary and benefits package that creates a financial need to stay.

D. Provide various training and development opportunities for employees.

E. Stop the progression of withdrawal symptoms in its early stages by trying to root out the source of the reduced commitment.

79. What is the concept that refers to the degree to which employees believe that the organization values their contributions and care about their well-being?

    A. Psychological contract

    B. Employer loyalty

    C. Perceived organizational support

    D. Organizational commitment

    E. Investment in human resources

80. Which of the following is correlated with perceived organizational support?

    A. Organizational commitment

    B. Job satisfaction

    C. Job performance

    D. Loyalty

    E. Retention

81. According to the textbook, a study compared the impact of a variety of human resources management practices on voluntary turnover and found that two of the most significant predictors were _____.

A. average pay level and quality of the benefits package

B. job security and pay level

C. more vacation and developmental opportunities

D. Developmental opportunities and better benefits

E. Job security and better benefits

82. Organizational commitment is the desire on the part of an employee to remain a member of the organization.

TRUE

83. One factor that increases continuance commitment is a lack of employment alternatives.

TRUE

84. The types of organizational commitment are continuance, normative, and affective.

    TRUE

85. The social influence model of withdrawal behaviour suggests that employees with fewer bonds will be most likely to quit the organization.

    FALSE

86. My organization gave me my start . . . they hired me when others thought I wasn't qualified. This is an example of continuance commitment.

    TRUE

87. Continuance commitment is defined as a desire to remain a member of an organization due to a feeling of obligation.

    FALSE

88. The erosion model suggests that employees who have direct linkages with "leavers" will themselves become more likely to leave.

   <u>FALSE</u>

89. Continuance commitment tends to create more of a passive form of loyalty.

   <u>TRUE</u>

90. Embeddedness summarizes a person's links to the organization and the community, his/her sense of fit with that organization and community, and what he/she would have to sacrifice for a job change.

   <u>TRUE</u>

91. Embeddedness weakens continuance commitment by providing more reasons why a person needs to stay in his or her current position.

   FALSE

92. Affective commitment exists when there is a sense that staying is the "right" or "moral" thing to do.

   FALSE

93. Employees who feel a sense of normative commitment identify with the organization, accept that organization's goals and values, and are more willing to exert extra effort on behalf of the organization.

   FALSE

94. The primary response to negative events at work that is a passive, negative response in which interest and effort in the job declines is termed exit.

FALSE

95. The primary response to negative events at work that is a constructive response in which individuals attempt to improve the situation is termed loyalty.

FALSE

96. Voice is defined as a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement.

FALSE

97. Sometimes neglect can be even more costly than exit because it is not as readily noticed.

TRUE

98.   Employees likely respond to negative events with voice because they have the desire to offer constructive suggestions for change.

<u>TRUE</u>

99.   Examples of psychological withdrawal include missing meetings, socializing, and tardiness.

<u>FALSE</u>

100.   Physical withdrawal is the short- or long-term physical escape from the work environment.

<u>TRUE</u>

101.	Socializing indicates an intentional desire on the part of the employee to look like he/she is working, even when not performing work tasks.

FALSE

102.	The most serious form of physical withdrawal is absenteeism.

FALSE

103.	The progression model of withdrawal argues that the various withdrawal behaviours are correlated with one another, occur for different reasons, and fulfill different needs on the part of employees.

FALSE

104. Involuntary turnover occurs when employees are fired by the organization for some reason.

<u>TRUE</u>

105. From a continuance commitment perspective, employer strategies could center on increasing the bonds that link employees together to prevent withdrawal.

<u>FALSE</u>

106. If an employer provides training and development opportunities, this should improve normative commitment.

<u>TRUE</u>

107. Define organizational commitment. Briefly describe the three types of organizational commitment. Provide an example of each type.

Organizational commitment is defined as the desire on the part of an employee to remain a member of the organization. The three types of commitment are:

• Affective commitment: a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization.
• Continuance commitment: a desire to remain a member of an organization because of an awareness of the costs associated with leaving it.
• Normative commitment: a desire to remain a member of an organization due to a feeling of obligation.

Please refer to Table 3-1 for examples.

108. Differentiate between the erosion model and the social influence model.

The erosion model suggests that employees with fewer bonds will be most likely to quit the organization. The social influence model suggests that employees who have direct linkages with "leavers" will themselves become more likely to leave.

109. Define embeddedness. Which type of commitment does it strengthen? Explain using the links, fit, and sacrifice facets towards the organization and the community.

Embeddedness summarizes a person's links to the organization and the community, his or her sense of fit with that organization and community, and what he or she would have to sacrifice for a job change. It strengthens continuance commitment by providing more reasons why a person needs to stay in his or her current position. Please see Table 3-2 in the text.

110. Describe the primary responses to negative events at work. Provide an example of each.

The four responses are:

• Exit: an active, destructive response by which an individual either ends or restricts organizational membership.
• Voice: an active, constructive response in which individuals attempt to improve the situation.
• Loyalty: a passive, constructive response that maintains public support for the situation, while the individual privately hopes for improvement.
• Neglect: a passive, destructive response in which interest and effort in the job declines.

Student responses to examples for each response will vary.

111.   Describe the different types and forms of withdrawal. Provide an example of each.

Withdrawal comes in two forms: psychological and physical. Please see Figure 3-4 in the text for different types in each form.

112. Research suggests that employees tend to view their employment relationships in quasi-contractual terms. Identify and describe the three categories of contracts that are perceived by employees.

Psychological contracts reflect employees' beliefs about what they owe the organization and what the organization owes them. These contracts are shaped by the recruitment and socialization activities that employees experience, which often convey promises and expectations that shape beliefs about reciprocal obligations. Some employees develop **transactional contracts** that are based on a narrow set of specific monetary obligations (e.g., the employee owes attendance and protection of proprietary information; the organization owes pay and advancement opportunities). Other employees develop **relational contracts** that are based on a broader set of open-ended and subjective obligations (e.g., the employee owes loyalty and the willingness to go above and beyond; the organization owes job security, development, and support). Seeing one's co-workers downsized can constitute a "breach" of an employee's psychological contract, and research suggests that psychological contract breach leads to psychological and physical withdrawal. However, trends such as downsizing, use of temporary workers, and outsourcing may also cause employees to define their contracts in more transactional (as opposed to relational) terms.

113. Perceived organizational support has been shown to be important to employees. For each of the categories of organizational commitment, describe what an organization can do to demonstrate that form of commitment to increase employees' perceived organizational support.

From a continuance commitment perspective, the priority should be to create a salary and benefits package that creates a financial need to stay. One study compared the impact of a variety of human resources management practices on voluntary turnover and found that two of the most significant predictors were average pay level and quality of the benefits package. Using compensation and benefits to lock people into jobs, however, should be carefully considered. Although high levels of continuance commitment have been shown to lower turnover, there seems to be very little payoff in terms of job performance or citizenship behaviour. One factor that goes hand in hand with salaries and benefits is advancements and promotions, because salaries cannot remain competitive if employees get stuck in neutral when climbing the career ladder. Paying attention to career paths is especially important for star employees and foreign-born employees, both of whom have many options for employment elsewhere.

From a normative commitment perspective, the employer can provide various training and development opportunities for employees, which means investing in them to create the sense that they owe further service to the organization. As the nature of the employee-employer relationship has changed, opportunities for development have overtaken secure employment on the list of employee priorities. IBM is one company with a reputation for prioritizing development. Its "workforce management initiative" keeps a database of 33,000 résumés to develop a snapshot of employee skills. IBM uses that snapshot to plan its future training and development activities, with $400 million of the company's $750 million training budget devoted to giving employees the skills they may need in the future. If employees find developmental activities beneficial.

From an affective commitment perspective, employers can ensure that employees' jobs include task identity and task significance and understand their role in the organization. A clear

picture of the employees' contribution to the goals and mandate of the organization is helpful.

Chapter 3 Summary

Category	_# of Questions_
Accessibility: Keyboard Navigation	106
Colquitt - Chapter 03	113
Difficulty: Easy	15
Difficulty: Hard	17
Difficulty: Medium	81
Learning Objective: 03-01 What is organizational commitment? What is withdrawal behaviour? How are the two connected?	9
Learning Objective: 03-02 What are the three forms of organizational commitment; and how do they differ?	41
Learning Objective: 03-03 What are the four primary responses to negative events at work?	19
Learning Objective: 03-04 What are some examples of psychological withdrawal? Of physical withdrawal? How do the different forms of withdrawal relate to each other?	28
Learning Objective: 03-05 What workplace trends are affecting organizational commitment in todays organizations?	9
Learning Objective: 03-06 How can organizations foster a sense of commitment among employees?	7
Topic: 03-01 Organizational Commitment	7
Topic: 03-03 Forms of Commitment	42
Topic: 03-04 Withdrawal Behaviour	48
Topic: 03-07 Diversity of the Workforce	5
Topic: 03-08 The Changing Employee-Employer Relationship	4
Topic: 03-09 Application: Commitment Initiatives	7