

# Chapter 3

## Attitudes and job satisfaction

### 1. Contrast the three components of an attitude.

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

1) The statement 'my pay is poor' reflects the \_\_\_\_\_ component of an attitude.

- A) behavioural
- B) reactive
- C) affective
- D) cognitive

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

2)Variant:

The \_\_\_\_\_ component of an attitude reflects the belief in the ways things are.

- A) behavioural
- B) reactive
- C) affective
- D) cognitive

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

3)Variant

The emotional or feeling segment of an attitude is known as the \_\_\_\_\_ component.

- A) evaluative
- B) cognitive
- C) behavioural
- D) affective

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

4) The \_\_\_\_\_ component of an attitude refers to an intention to behave in a certain way toward someone or something.

- A) affective
- B) evaluative
- C) cognitive
- D) behavioural

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

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

5)Variant

Julia owns a bakery in Melbourne. She has four employees who have unique positions: one works as a baker, one applies decorations to the cakes, one works at the counter helping customers, and one markets their catering business.

Evie has worked at the counter for six months. She complains to the other workers that she works harder for the amount of income she receives. In this attitude to her work, Evie is expressing the \_\_\_\_\_ component.

- A) evaluative
- B) cognitive
- C) behavioural
- D) affective

Answer: B

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

6) Brian runs a lawn-mowing business in the suburbs of Melbourne. He employs five workers, each of whom operates their own independent garden maintenance unit comprising of a utility truck and assorted lawn-mowing equipment.

Martin has worked for Brian for seven years. Martin tells his wife how much he loves the autonomy of his job. In his attitude to his work, Martin is expressing the \_\_\_\_\_ component.

- A) evaluative
- B) cognitive
- C) behavioural
- D) affective

Answer: D

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

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

Which of the following options describes the order in which Jan experienced the three components of attitude?

- A) behavioural, cognitive, affective
- B) cognitive, affective, behavioural
- C) affective, behavioural, cognitive
- D) cognitive, behavioural, affective

Answer: B

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes

Objective: Contrast the three components of an attitude

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

8) The word *attitude* describes evaluative statements about objects, people or events.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes  
Objective: Contrast the three components of an attitude

9) Variant  
Cognition, affect and behaviour are the three components of an attitude.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes  
Objective: Contrast the three components of an attitude

10) In organisations, attitudes are important because they affect job behaviour.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes  
Objective: Contrast the three components of an attitude

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

11) Discuss the three components of an attitude.

Answer: The three components of an attitude are cognition, affect and behaviour. The cognitive component is a value statement. Affect is the emotional or feeling segment of an attitude. The behavioural component of an attitude refers to an intention to behave in a certain way towards someone or something.

AACSB: Reflective thinking  
Diff: 2 (Medium)  
Type: ES  
Topic: Attitudes  
Objective: Contrast the three components of an attitude

## **2. Understand the relationship between attitudes and behaviour.**

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

12) If attitudes and behaviour are inconsistent, individuals will most likely:

- A) change their behaviour.
- B) change their attitudes.
- C) change either their attitudes or behaviour.
- D) do nothing.

Answer: C

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

13) Any incompatibility between two or more attitudes or between behaviour and attitudes is termed:

- A) rational decision-making.
- B) self-perception.
- C) self-fulfilling prophecy.
- D) cognitive dissonance.

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

14) The theory of cognitive dissonance was proposed by:

- A) G. G. Shaw.
- B) Leon Festinger.
- C) John Holland.
- D) Abraham Maslow.

Answer: B

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

15) Which of the following is NOT a moderating variable in the relationship between attitudes and behaviours?

- A) the rewards inherent in maintaining the dissonance
- B) the influence we believe we have
- C) the importance of the attitude
- D) the fundamental values of the attitude

Answer: D

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

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

16) Mrs Jonas believes strongly that everyone has an obligation to protect the environment. Mrs Jonas works for a pig farm in the Hunter Valley and has just discovered that pig waste is being released into the river.

Mrs Jonas is experiencing:

- A) evaluative attitude.
- B) employee engagement.
- C) cognitive dissonance.
- D) peer pressure.

Answer: C

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

17) Mrs Jonas believes strongly that everyone has an obligation to protect the environment. Mrs Jonas works for a pig farm in the Hunter Valley and has just discovered that pig waste is being released into the river.

Mrs Jonas comes to you for an explanation of why she is so uncomfortable. To explain, you would probably use the theory of:

- A) moderating variables.
- B) cognitive dissonance.
- C) behavioural components.
- D) affective attitudes.

Answer: B

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

18) Mrs Jonas believes strongly that everyone has an obligation to protect the environment. Mrs Jonas works for a pig farm in the Hunter Valley and has just discovered that pig waste is being released into the river.

Mrs Jonas can be expected to relieve the discomfort she is experiencing by:

- A) considering the importance of the issue.
- B) considering how much influence she has.
- C) considering the rewards of keeping the dissonance.
- D) all of the above.

Answer: D

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

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

19) Variant

A person will rationalise his or her modified behaviour if a discrepancy is felt between the person's attitudes and behaviours.

Answer: True

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

20) Variant

Leon Festinger concluded that behaviour follows attitudes.

Answer: False

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: TF

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

21) If there is an inconsistency between an individual's attitude on a specific issue and his or her behaviour, the only option is to alter the behaviour.

Answer: False  
AACSB: Analytical thinking  
Diff: 2 (Medium)  
Type: TF  
Topic: Attitudes and behaviour  
Objective: Understand the relationship between attitudes and behaviour

22) Cognitive dissonance refers to incompatibility between attitudes and behaviour or between two attitudes.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes and behaviour  
Objective: Understand the relationship between attitudes and behaviour

23) The theory of cognitive dissonance seeks to explain the link between employers and employees.

Answer: False  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes and behaviour  
Objective: Understand the relationship between attitudes and behaviour

24) One of the powerful moderators of the attitudes relationship is the importance of the elements creating the attitude.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes and behaviour  
Objective: Understand the relationship between attitudes and behaviour

25) Important attitudes reflect fundamental values, self-interest or identification with individuals or groups that a person values.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Attitudes and behaviour  
Objective: Understand the relationship between attitudes and behaviour



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

26) Define and discuss the theory of cognitive dissonance.

Answer:

Leon Festinger proposed the idea of cognitive dissonance in the late 1960s. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviour and attitudes. Individuals will seek a stable state where there is a minimum of dissonance because any form of inconsistency is uncomfortable and therefore individuals seek to reduce it. Research has generally concluded that people do seek consistency among their attitudes and between their attitudes and their behaviour. They either alter the attitudes or the behaviour, or they develop a rationalisation for the discrepancy.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

27) Discuss cognitive dissonance theory and ways in which individuals might alleviate dissonance.

Answer:

Cognitive dissonance seeks to explain the linkage between attitudes and behaviour. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviour and attitudes. Individuals will seek a stable state where there is a minimum of dissonance. Individuals may change their behaviour, reduce dissonance by concluding that the dissonant behaviour is not so important or change their attitude. Lastly, an individual may try to completely avoid dissonance. How someone reacts depends upon moderating factors.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: Attitudes and behaviour

Objective: Understand the relationship between attitudes and behaviour

### **3. Compare and contrast the major job attitudes.**

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

28) Which one of the following is NOT an attitude that is considered in the study of organisational behaviour?

- A) job involvement
- B) organisational commitment
- C) job productivity
- D) job satisfaction

Answer: C

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

29) The degree to which a person identifies with his or her job, actively participates in it and considers his or her performance important to self-worth is:

- A) job involvement.
- B) job satisfaction.
- C) organisational commitment.
- D) job stability.

Answer: A

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

30) Variant

A person who experiences positive feelings about his or her job is experiencing:

- A) job involvement.
- B) job satisfaction.
- C) organisational commitment.
- D) job stability.

Answer: B

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

31) Job involvement is best defined as a worker's:

- A) need to participate in organisational activities.
- B) general attitude toward his or her job.
- C) identification with the job.
- D) loyalty to the organisation.

Answer: C

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

32) Variant

When Mathilda's attitude is positive toward her job, she has:

- A) job involvement.
- B) values.
- C) job satisfaction.
- D) organisational commitment.

Answer: C

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

33) \_\_\_\_\_ represents the degree to which employees identify with their employer, the goals of the organisation and their desire to maintain membership in the organisation.

- A) Psychological empowerment
- B) Job satisfaction
- C) Perceived organisational support
- D) Organisational commitment

Answer: D

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

34) Which of the following is a FALSE statement about organisational commitment?

- A) Positive relationships exist between organisational commitment and productivity.
- B) The relationship between commitment and performance is higher for new employees.

- C) Reduction in commitment leads to lower levels of creative performance.
- D) Employees who are committed will tend to show lower levels of attendance.

Answer: D

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

35) Job satisfaction is best described as a(an):

- A) value.
- B) attitude.
- C) behaviour.
- D) commitment.

Answer: B

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

36) Variant

The degree to which employees believe they are valued by their organisation and that it will care about their well-being is:

- A) employee engagement.
- B) psychological empowerment.
- C) organisational commitment.
- D) perceived organisational support.

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

37) Research shows that employees with strong perceived organisational support are more likely to have all of the following EXCEPT:

- A) higher levels of organisational citizenship behaviours.
- B) lower levels of tardiness.
- C) stronger leadership ability.
- D) better customer service.

Answer: C

AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: MC  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

38) Research shows that people perceive their organisation as supportive when:

- A) employees have a voice in decisions.
- B) rewards are abundant.
- C) they see their supervisors as political leaders.
- D) none of the above.

Answer: A  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: MC  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

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

39) Craig, Jenna and Sarah all work for the same accounting firm. Craig is generally happy about his job. Jenna believes that her role is very important within the firm and is proud of her own high performance levels. She firmly believes in maintaining the integrity of her work. Sarah, on the other hand, feels strongly about her membership with the firm. When she meets old acquaintances outside her work, she is always eager to tell them about her firm. She is also keen to attend any functions held by the firm.

Craig's situation is an example of:

- A) job satisfaction.
- B) organisational commitment.
- C) job involvement.
- D) perceived organisational support.

Answer: A  
AACSB: Analytical thinking  
Diff: 2 (Medium)  
Type: MC  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

40) Craig, Jenna and Sarah all work for the same accounting firm. Craig is generally happy about his job. Jenna believes that her role is very important

within the firm and is proud of her own high performance levels. She firmly believes in maintaining the integrity of her work. Sarah, on the other hand, feels strongly about her membership with the firm. When she meets old acquaintances outside of her work, she is always eager to tell them about her firm. She is also keen to attend any functions held by the firm.

Jenna's situation is an example of:

- A) job satisfaction.
- B) organisational commitment.
- C) job involvement.
- D) perceived organisational support.

Answer: C

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

41) Craig, Jenna and Sarah all work for the same accounting firm. Craig is generally happy about his job. Jenna believes that her role is very important within the firm and is proud of her own high performance levels. She firmly believes in maintaining the integrity of her work. Sarah, on the other hand, feels strongly about her membership with the firm. When she meets old acquaintances outside of her work, she is always eager to tell them about her firm. She is also keen to attend any functions held by the firm.

Sarah's situation is an example of:

- A) job satisfaction.
- B) organisational commitment.
- C) job involvement.
- D) perceived organisational support.

Answer: B

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

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

42) Variant

Logan has a high level of job satisfaction, and he holds positive attitudes towards his job and his employer.

Answer: True

AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

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

Answer: False  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

44) High levels of job involvement have been found to be related to higher absences.

Answer: False  
AACSB: Analytical thinking  
Diff: 2 (Medium)  
Type: TF  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

45) Variant

Psychological empowerment refers to the degree to which employees believe that the organisation values their contribution and cares about their well-being.

Answer: False  
AACSB: Analytical thinking  
Diff: 2 (Medium)  
Type: TF  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

46) Perceived organisational support (POS) is the degree to which employees believe that the organisation values their contribution and cares about their well-being.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Job attitudes  
Objective: Compare and contrast the major job attitudes

47) The correlation between perceived organisational support and organisational citizenship behaviours is very strong.

Answer: True

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: TF

Topic: Job attitudes

Objective: Compare and contrast the major job attitude

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

48) Explain how psychological empowerment affects job involvement.

Answer:

Psychological empowerment is a result of employees' beliefs influencing their work environment. As the employee perceives they have influence, they believe their work is valued and they actively participate. The employee identifies with the work and the outcomes, which results in greater involvement. High levels of both job involvement and psychological empowerment are positively related to organisational citizenship and job performance. High job involvement is also related to reduced absences and lower resignation rates.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: What are the major job attitudes?

Objective: Compare and contrast the major job attitudes

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

Answer:

Job satisfaction refers to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes towards 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. Organisational commitment is defined as a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation.

AACSB: Application of knowledge

Diff: 3 (Hard)



Type: ES

Topic: Job attitudes

Objective: Compare and contrast the major job attitudes

#### **4. Define *job satisfaction* and show how we can measure it.**

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

50) A popular measure of job satisfaction that is not very time-consuming is the:

- A) commitment scale.
- B) job involvement scale.
- C) single global rating.
- D) summation of job facets.

Answer: C

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job Satisfaction

Objective: Define *job satisfaction* and show how we can measure it

51) A popular measure of job satisfaction that is sophisticated and accurate is the:

- A) commitment scale.
- B) job involvement scale.
- C) single global rating.
- D) summation of job facets.

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: Job Satisfaction

Objective: Define *job satisfaction* and show how we can measure it

52) An employee's assessment of his or her satisfaction is:

- A) a collection of attitudes and behaviours.
- B) a complex collection of many discrete elements.
- C) difficult and expensive to measure.
- D) irrelevant to actual work outcomes.

Answer: B  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: MC  
Topic: Job Satisfaction  
Objective: Define *job satisfaction* and show how we can measure it

53) Santha runs a small boutique advertising agency. It is important to her that her employees maintain a high level of job satisfaction at all times so that they focus on organisational issues and provide high levels of creativity.

Santha wants to use a tool to measure her employees' level of job satisfaction that will assist her to identify and solve any issues quickly and accurately. Which is the most appropriate tool for her to use?

- A) the dual global rating method
- B) the summation of job facets method
- C) the single global rating method
- D) the accumulation of job facets method

Answer: B  
AACSB: Analytical thinking  
Diff: 2 (Medium)  
Type: MC  
Topic: Job Satisfaction  
Objective: Define *job satisfaction* and show how we can measure it

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

54) In measuring job satisfaction, the two most popular measuring approaches are a single global rating and a summation of job facets.

Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Job Satisfaction  
Objective: Define *job satisfaction* and show how we can measure it

55) Variant  
The summation of job facets is more time-consuming than using the single global rating method to measure job satisfaction.  
Answer: True  
AACSB: Written and oral communication  
Diff: 1 (Easy)  
Type: TF  
Topic: Job Satisfaction

Objective: Define *job satisfaction* and show how we can measure it

56) Among most developed countries, the majority of workers are satisfied with their jobs.

Answer: True

AACSB: Diverse and multicultural work environments

Diff: 2 (Medium)

Type: TF

Topic: Job Satisfaction

Objective: Define *job satisfaction* and show how we can measure it

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

57) When debating with a co-worker the need for different types of job attitudes, what is your response?

Answer:

Evidence suggests that these attitudes are highly related, and not always in a positive way. For example, the correlation between perceived organisational support and affective commitment is very strong. This means that the variables may be redundant—if you know the level of someone’s affective commitment, then you know his or her level of perceived organisational support.

Although OB researchers like to propose new attitudes, they often haven’t been good at showing how they compare and contrast with each other. There is some distinctiveness among them, but they overlap greatly for various reasons, including the employee’s personality. Some people are predisposed to be positive or negative about almost everything. If someone tells you she loves her company, it may not mean a lot if she is positive about everything else in her life. Or the overlap may mean that some organisations are just better places to work at than others. If managers know their employees’ level of job satisfaction, they know what they need to know about how the employees see the organisation.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: Job Satisfaction

Objective: Define *job satisfaction* and show how we can measure it

## **5. Summarise the main causes of job satisfaction.**

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

58) Which of the following is NOT a measurement of average job satisfaction levels?

- A) comfort
- B) supervision
- C) training
- D) pay

Answer: C

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

59) Which of the following statements is correct with regard to motivation and job satisfaction?

- A) The things that motivate us are the same as what makes us happy.
- B) Money is most likely to make you happy.
- C) The things that motivate us are not always the same as what makes us happy.
- D) Money is most likely to make you unhappy.

Answer: C

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

60) People who find their work as more fulfilling and challenging are likely to have \_\_\_\_\_ core self-evaluations.

- A) positive
- B) internal
- C) negative
- D) external

Answer: A

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

61) Core self-evaluations are:

- A) cognitive-based conclusions people make about themselves regarding their capabilities, competence and worth as a person.
- B) bottom-line conclusions people have about their capabilities, competence and worth as a person.
- C) emotional conclusions people make about their capabilities, competence and worth as a person.
- D) psychological conclusions people make about themselves regarding their capabilities, competence and worth as a person.

Answer: B

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

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

62) Pay is definitely the most important facet that determines job satisfaction.

Answer: False

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

63) Variant

Isabella would have higher job satisfaction if only she were paid more.

Answer: False

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

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

64) When making a decision about your future career prospects, a core self-evaluation is recommended. What are the benefits of this exercise in self-reflection?

Answer:

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

jobs than those with negative core self-evaluations. They not only see their work as more fulfilling and challenging but also are more likely to gravitate towards challenging jobs in the first place. Those with negative core self-evaluations set less ambitious goals and are more likely to give up when confronting difficulties. Thus, they are more likely to be stuck in boring, repetitive jobs than those with positive core self-evaluations.

AACSB: Interpersonal relations and teamwork

Diff: 3 (Hard)

Type: ES

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

65) What is the connection between happiness and profitability?

Answer: It turns out that the value of happiness in the profit equation is in the level of employee engagement. As Julie Gebauer, a managing director for Towers Watson, says, 'It's not just about making them happy—that's not a business issue. Engagement is'. Job engagement 'represents employees' commitment. . .and the level of discretionary effort they are willing to put forth at work', writes Jack in the Box's Senior VP, Mark Blankenship. Happy employees with higher job engagement are willing to work hard, make customers happy and stay with the company—three factors that affect the bottom line in a big way with productivity gains and reduced turnover costs. And many of the Best Companies to Work For report great share performance. A recent review of 300 studies even revealed that turnover rates resulting from poor attitudes or low engagement led to poorer organisational performance.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: What causes job satisfaction?

Objective: Summarise the main causes of job satisfaction

## **6. Identify four employee responses to dissatisfaction.**

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

66) Which of the following is TRUE about the relationship between satisfaction and absenteeism?

- A) There is a consistent positive relationship between satisfaction and absenteeism.
- B) No relationship can be established between satisfaction and absenteeism.

- C) Liberal sick leave policies reduce absence among satisfied employees.
- D) There is a consistent negative relationship between satisfaction and absenteeism.

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

67) Which of the following statements is NOT true?

- A) There is a weak correlation between happiness and productivity.
- B) Happy workers are generally productive workers.
- C) Organisations with fewer satisfied employees tend to be less effective than organisations with more satisfied employees.
- D) Organisations with more satisfied employees tend to be more effective than organisations with fewer satisfied employees.

Answer: A

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

68) Attending union meetings as a response to job dissatisfaction would be what type of response?

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

Answer: C

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

69) Quietly continuing to do your work, even though you're dissatisfied, is what type of response to dissatisfaction?

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

Answer: B

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

- A) exit.
- B) neglect.
- C) loyalty.
- D) voice.

Answer: A

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

71) Steve 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 by:

- A) loyalty.
- B) exit.
- C) voice.
- D) neglect.

Answer: D

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

72) Not trying very hard as a response to job dissatisfaction would be what type of response?

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

Answer: D



AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

- A) exit.
- B) loyalty.
- C) neglect.
- D) voice.

Answer: B

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

74) Which of the following statements is NOT true?

- A) Satisfied employees increase customer satisfaction and loyalty.
- B) Satisfied employees are more prone to absenteeism.
- C) Organisations with more satisfied employees tend to be more effective.
- D) The relationship between job satisfaction and turnover is stronger than between job satisfaction and absenteeism.

Answer: B

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

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

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

- A) loyalty.
- B) voice.
- C) neglect.
- D) exit.

Answer: D

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

Susan has composed a list of concerns along with her suggestions for improving conditions. Susan is dealing with her dissatisfaction through:

- A) voice.
- B) exit.
- C) neglect.
- D) loyalty.

Answer: A

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

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

- A) loyalty.
- B) exit.
- C) voice.
- D) neglect.

Answer: A

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: MC

Topic: The impact of satisfied and dissatisfied employees on the workplace  
Objective: Identify four employee responses to dissatisfaction

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

78) 'Job satisfaction' has been shown to be a Western concept.

Answer: False

AACSB: Diverse and multicultural work environments

Diff: 2 (Medium)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

79) Union members express dissatisfaction by following the grievance protocols.

Answer: True

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

80) There is a negative relationship between absenteeism from work and job satisfaction.

Answer: True

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

81) Actively and constructively attempting to improve one's work conditions is expressing dissatisfaction through loyalty.

Answer: False

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

Answer: True

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

Answer: True

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

84) Neglect is an active and destructive response to dissatisfaction in which an employee waits for conditions to improve.

Answer: False

AACSB: Analytical thinking

Diff: 2 (Medium)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

85) An increase in absenteeism is an example of dissatisfaction expressed through neglect.

Answer: True

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

Answer: True

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

87) Passive responses to dissatisfaction include loyalty and neglect.

Answer: True

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

88) Active responses to dissatisfaction include voice and loyalty.

Answer: False

AACSB: Written and oral communication

Diff: 1 (Easy)

Type: TF

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

89) Explain the relationship between satisfaction and productivity at the individual and the organisational levels.

Answer:

Recently, a review of more than 300 studies corrected some errors in that earlier review and found the correlation between job satisfaction and job performance to be moderately strong, even across international contexts. The correlation is higher for complex jobs that provide employees with more discretion to act on their attitudes. A review of 16 studies that assessed job performance and satisfaction over time also linked job satisfaction to job performance and suggested that the relationship mostly works one way: satisfaction was a likely cause of better performance, but higher performance was not a cause of higher job satisfaction. At the organisational level, research finds that organisations with more satisfied employees tend to be more effective than organisations with less satisfied employees.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

Answer:

The statement 'happy workers are more likely to be productive workers' is generally true. In terms of the relationship between satisfaction and absenteeism, there is a consistent negative relationship, but the correlation is

moderate to weak. The relationship between job satisfaction and turnover is stronger than between satisfaction and absenteeism. The satisfaction–turnover relationship is also affected by alternative job prospects.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

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

Answer:

Employees can express dissatisfaction by using exit, voice, loyalty and neglect. These differ according to two dimensions: constructive/destructive and active/passive. Behaviour directed towards leaving the organisation is defined as exit behaviour. Exit behaviour is destructive and active. Voice involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors and some forms of union activity. Loyalty involves passively but optimistically or constructively waiting for conditions to improve. Neglect is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort and increased error rate. Neglect can be destructive.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction

92) Discuss whether or not employee satisfaction is related to positive customer outcomes.

Answer: The evidence indicates that satisfied employees increase customer satisfaction and loyalty. In service organisations, customer retention and defection are highly dependent on how frontline employees deal with customers. Reports show that low employee morale was a major factor undermining employee satisfaction.

AACSB: Reflective thinking

Diff: 3 (Hard)

Type: ES

Topic: The impact of satisfied and dissatisfied employees on the workplace

Objective: Identify four employee responses to dissatisfaction