Chapter 02

Values and Attitudes

True / False Questions

1.   Most bullies in organizations are men, and men tend to be bullied more than women.

    True   False

2.   The first step in combating bullying is to document the event in writing, particularly if the bully is your boss.

    True   False

3.   Values are concrete ideas that guide one's thinking and behavior.

    True   False

4.   The two basic dimensions of Schwartz's value theory are self-enhancement/self-transcendence and ethical/unethical.

    True   False

5.   Conservation is defined as independence of thought, action, and feelings and readiness for change.

    True   False

6. Openness to change is composed of self-direction and stimulation.

    True   False

7. Self-enhancement is composed of power and achievement.

    True   False

8. The desire for excitement, novelty, and challenge in life is called stimulation.

    True   False

9. Values generalize across cultures.

    True   False

10. A person can hold values in Schwartz's model that are opposite without experiencing conflict.

    True   False

11. In Schwartz's model, conformity and tradition are in the same wedge, but conformity is seen as less extreme than tradition.

    True   False

12. In Schwartz's model, hedonism shares elements with both openness to change and self-transcendence.

    True   False

13. Schwartz's model can be useful in managing employees, but is not likely to be helpful in understanding oneself.

    True   False

14. Values are unstable and are likely to change over time and situations.

    True   False

15. Values are rarely influenced by events that occurred during childhood; mostly, they are formed during adolescence and adulthood.

    True   False

16. Positive employee attitudes and motivation are greatest when the work environment is consistent with employee values.

    True   False

17. Personal attitudes are closely related to values.

    True   False

18. Personal attitudes affect behavior via intentions.

    True   False

19. Attitudes are our feelings or opinions about specific targets and range from negative to positive.

    True   False

20. "Working longer and harder" is known as personal engagement.

    True   False

21. Attitudes have three components: affective, cognitive, and value-oriented.

    True   False

22. The affective component of an attitude is reflected in how you feel.

    True   False

23. The behavioral component of an attitude is reflected in "I believe."

    True   False

24. The psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions is known as psychological conflict.

    True   False

25. According to the Ajzen model, someone's intention to engage in a particular behavior is a strong predictor of that behavior.

    True   False

26. Low job satisfaction and low employee engagement imply lower task performance and higher employee turnover.

    True   False

27. Organizational commitment is an individual's perception about the terms and conditions of a reciprocal exchange between himself or herself and another party.

    True   False

28. Organizational commitment exists to the degree that a person's values generally match the values that undergird a company's organizational culture.

    True   False

29. An employer's breach of a psychological contract is associated with lower organizational commitment, job satisfaction, performance, and greater intentions to quit.

    True   False

30. Employee engagement is the harnessing of organization members' selves to their work roles.

    True   False

31. The components of engagement are urgency, being focused, intensity, and job satisfaction.

    True   False

32. United States employees are the most actively engaged in the world.

    True   False

33. One of the top five drivers of employee engagement for organizations in North America is pay.

    True   False

34. Gallup estimates that when an organization's employees are highly engaged, that organization is likely to be about 50 percent more productive.

   True   False

35. "Perceived organizational support" is the harnessing of organization members' selves to their work roles.

   True   False

36. Perceptions of organizational support can be positive or negative.

   True   False

37. The basic idea of POS is that people are willing to work hard and commit to their organizations when they believe that the organization truly cares about their best interests.

   True   False

38. Job engagement is an affective or emotional response toward various facets of one's job.

   True   False

39. Job satisfaction is an unitary concept; a person is either satisfied or dissatisfied with his or her job.

   True   False

40. There is only one model of the causes of job satisfaction.

   True   False

41. Values are physiological or psychological deficiencies that arouse behavior.

    True   False

42. Research generally supports the conclusion that need fulfillment is correlated with job satisfaction.

    True   False

43. The idea that satisfaction results from the perception that a job allows for fulfillment of an individual's important values is called "met expectations."

    True   False

44. Aspects of an individual's disposition are significantly associated with some aspects of job satisfaction.

    True   False

45. Studies confirm that telecommuting enhances productivity and retention and decreases absenteeism.

    True   False

46. Employee motivation is positively correlated with job satisfaction.

    True   False

47. Managers should attempt to reduce the negative effects of stress by improving job satisfaction and by encouraging employees to take work home.

    True   False

48. Job satisfaction has a positive association with both OCB and CWB.

    True   False

49. Turnover is always bad for organizations.

    True   False

Multiple Choice Questions

50. Self-enhancement and self-transcendence are:

    A. Personal attitudes

    B. Workplace attitudes

    C. Endpoints of one of the dimensions of values

    D. Cognitions

    E. Behaviors

51. The opposite of openness to change is:

    A. Conformity

    B. Traditionalism

    C. Power

    D. Benevolence

    E. Conservation

52. Schwartz's model suggests that:

    A. Values may conflict with each other

    B. Values are important but have no direct effect on motivation

    C. Values are unstable

    D. We are always aware of our values and how they influence us

    E. Values are formed when we are in our early adulthood

53. Pursuit of our own interests, success, and dominance is called:

    A. Self-transcendence

    B. Self-enhancement

    C. Self-awareness

    D. Self-management

    E. Self-leadership

54. Order, self-restriction, preservation of the past, and resistance to change are known as:

    A. Conservation

    B. Security

    C. Conformity

    D. Traditionalism

    E. Stability

55. The two basic dimensions of Schwartz's model of values are:

    A. Self-enhancement/self-transcendence and openness to change/conservation

    B. Strengths/weaknesses and opportunities/threats

    C. Personal attitudes/work attitudes and cognitions/behaviors

    D. Commitment/engagement and satisfaction/dissatisfaction

    E. Involved/engaged and motivated/not motivated

56. The self-transcendence part of Schwartz's model is composed of:

    A. Self-direction and stimulation

    B. Security and conformity

    C. Power and achievement

    D. Universalism and benevolence

    E. Achievement and hedonism

57. Stimulation is in the _____ part of Schwartz's model.

    A. Conservation

    B. Self-enhancement

    C. Openness to change

    D. Self-transcendence

    E. Hedonism

58. Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms is called:

   A. Benevolence

   B. Security

   C. Tradition

   D. Conformity

   E. Universalism

59. Hedonism shares elements of both _____ and _____.

   A. Achievement; stimulation

   B. Self-enhancement; openness to change

   C. Self-transcendence; openness to change

   D. Stimulation; self-direction

   E. Stimulation; power

60. Hedonism is:

   A. Pleasure and sensual gratification for oneself

   B. Personal success through demonstrating competence

   C. Benevolence

   D. Stimulation

   E. Excitement, novelty, and challenge

61. Chris, a manager, knows that one of his employees values achievement and power. Chris should assign the employee to a job that includes:

    A. High social value

    B. High security

    C. High self-direction

    D. High conformity

    E. High influence over others

62. Carla is about to graduate from her business program. She has always been happiest in jobs where she never knew what would be waiting for her when she got to work that day, and she excels at problem solving. She should seek a career that involves:

    A. Security

    B. Benevolence

    C. Tradition

    D. Power

    E. Stimulation

63. Personal attitudes affect _____ via _____.

    A. Behavior; values

    B. Behavior; intentions

    C. Values; behavior

    D. Values; intentions

    E. Values; cognitions

64. Values represent beliefs that influence behaviors _____; attitudes relate to behavior

    _____.

    A. Across all situations; toward specific targets

    B. Toward specific targets; across all situations

    C. Across all situations; toward people

    D. Toward specific objects; toward specific people

    E. Toward specific people; toward specific objects

65. The components of attitudes are:

    A. Values, beliefs, and emotions

    B. Affective, cognitive, and behavioral

    C. Personal and workplace

    D. Perceived and real

    E. Public and personal

66. You are unlikely to say anything to someone using a cell phone in a restaurant if you believe cell
    phone use helps people manage their busy lives. Your belief reflects the _____ component
    of your attitude toward people using cell phones in restaurants.

    A. Behavioral

    B. Objective

    C. Cognitive

    D. Normative

    E. Affective

67. You are unlikely to say anything to someone smoking in the nonsmoking section of a restaurant unless you are irritated by this behavior. A lack of irritation implies that the _____ component of your attitude toward people smoking in restaurants is neutral.

    A. Behavioral

    B. Intellectual

    C. Cognitive

    D. Normative

    E. Affective

68. The President of American Systems announced the employees would be going on a trip to San Francisco. A few employees liked the idea and a few of them disliked the idea. According to the nature of attitudes, these evaluations reflect the _____ component of the employees.

    A. Behavioral

    B. Affective

    C. Cognitive

    D. Normative

    E. Intellectual

69. The component of an attitude that reflects the beliefs or ideas one has about an object or situation is known as the _____ component.

    A. Affective

    B. Cognitive

    C. Behavioral

    D. Intentional

    E. Actionable

70. The component of an attitude that refers to how one intends to act is called the _____ component.

    A. Intellectual

    B. Affective

    C. Cognitive

    D. Behavioral

    E. Value

71. The head of ABC Company announced that the company was going to start a project on weekends that would teach self-defense techniques to underprivileged kids in the neighborhood. Thomas decided to register himself for the project, as he was a trained kick-boxer. This action of Thomas reflects the _____ component of his attitude.

    A. Behavioral

    B. Affective

    C. Cognitive

    D. Normative

    E. Intellectual

72. _____ is the psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions.

    A. Perceived stress

    B. Counterproductive work behavior

    C. Psychological dissonance

    D. Cognitive dissonance

    E. Affective discomfort

73. As a senior serving as the student representative on the Ethics Advisory Board of your university, you feel strongly that cheating on college examinations is unethical. You have never cheated on any exam in your academic career. However, this semester your best friend was desperate for your help, and you allowed him to take a quick "peek" on your answer sheet. Since then, you feel uncomfortable every time you think of the situation. Which of the following concepts best explains your psychological discomfort?

    A. Job detachment
    B. Cognitive dissonance
    C. Emotional labor
    D. Emotional dissonance
    E. Affective detachment

74. Jane hated the idea of child labor. She believed that children should not be employed in any type of job. She worked in a factory that claimed that it did not employ children. However, news reports accused the company of employing young children. The psychological discomfort that Jane experienced when she heard this news is known as:

    A. Emotional dissonance
    B. Emotional labor
    C. Cognitive dissonance
    D. Behavioral intention
    E. Affective detachment

75. In Ajzen's theory of planned behavior, _____ is (are) the key link between _____.

   A. Attitudes; intentions and planned behavior

   B. Intentions; attitudes and planned behavior

   C. Norms; intentions and planned behavior

   D. Intentions; norms and attitudes

   E. Perceived behavioral control; intentions and planned behavior

76. According to the Ajzen model, the strongest predictor of an employee's behavior is (are):

   A. Social norms

   B. The employee's attitudes

   C. The employee's values

   D. The employee's intentions

   E. The employee's cognitions

77. Which of the following is *not* a key workplace attitude that managers should track?

   A. Job satisfaction

   B. Employee engagement

   C. Perceived organizational support

   D. Organizational commitment

   E. Turnover

78. Which of the following statements about key workplace attitudes is *false*?

  A. Key workplace attitudes serve a dual purpose; they are both significant outcomes in and of themselves, and they are linked to other significant outcomes

  B. Job satisfaction is the least studied of the key workplace attitudes

  C. Organizational commitment depends on the quality of the employee's psychological contract

  D. If you value achievement and your employer rewards people for accomplishing goals, you are more likely to be committed to the company

  E. One of the components of employee engagement is enthusiasm

79. The extent to which an individual identifies with an organization and commits to its goals is called:

  A. Perceived organizational support

  B. Organizational commitment

  C. Organizational satisfaction

  D. Job involvement

  E. Job satisfaction

80. Organizational commitment exists to the degree that a person's _____ match the _____.

  A. Personal values; organizational culture

  B. Personal values; job characteristics

  C. Personal values; organizational structure

  D. Behavioral intentions; organizational strategy

  E. Behavioral intentions; organizational values

81. An individual's perceptions of the terms and conditions of a reciprocal exchange between himself or herself and the organization is called:

    A. Employee engagement

    B. Job involvement

    C. Organizational citizenship behavior

    D. The psychological contract

    E. Cognitive expectation

82. Janice creates advertising slogans for the advertising firm that she works with. She works with beliefs, perceptions, and informal obligations about what she is entitled to receive in return for what she provides to the organization. Janice's beliefs represent a(n) _____.

    A. High level of emotional labor

    B. Employment contract

    C. High normative commitment

    D. High affective commitment

    E. Psychological contract

83. Research shows that when an organization breaches a psychological contract,

    A. Employees are likely to be less committed and satisfied, but their performance and intentions to quit are not affected.

    B. Employees are likely to be less committed and satisfied and more likely to quit, but their performance is not affected.

    C. Employees are likely to be less committed and satisfied and more likely to quit, and their performance is likely to be lower.

    D. Employees are likely to be less committed and satisfied and have lower job performance, but are not more likely to quit.

    E. This has no effect on employee satisfaction, commitment, intentions to quit, or job performance.

84. The harnessing of organization members' selves to their work roles is called:

    A. Employee involvement

    B. Employee engagement

    C. Organization commitment

    D. Job satisfaction

    E. Organizational citizenship behavior

85. The components of employee engagement are:

    A. Urgency, being focused, intensity, enthusiasm

    B. Affective, behavioral, cognitive

    C. Interpersonal, intrapersonal

    D. Values, attitudes, behaviors

    E. Intrinsic, extrinsic

86. Which of the following is *not* a factor in contributing to employee engagement?

A. High levels of conscientiousness

B. High levels of stress

C. Charismatic managers

D. Recognition

E. Motivating jobs

87. _____ refers to the extent to which employees believe their organization values their contributions and cares about their well-being.

A. OCB

B. CWB

C. POS

D. Organizational engagement

E. Organizational commitment

88. The idea of perceived organizational support is that if treated well, employees are motivated by:

A. The norm of reciprocity

B. Cognitive dissonance

C. Met expectations

D. The psychological contract

E. Dispositional factors

89. When Daniel's daughter got seriously ill, his boss Kyle and fellow employees went to the HR department and arranged to donate some of their sick leave to him so he could spend more time with his family. Daniel is most likely to be experiencing:

    A. Job satisfaction

    B. OCB

    C. POS

    D. Engagement

    E. Value attainment

90. Job satisfaction is:

    A. An individual's identification with a position

    B. An individual's perception of the terms and conditions of work

    C. The feelings of urgency, focus, intensity, and enthusiasm for work

    D. The feeling that the organization truly cares about an individual's best interests

    E. An affective or emotional response toward various facets of one's job

91. About _____% of U.S. employees were satisfied with their jobs in 2011.

    A. 95

    B. 87

    C. 70

    D. 50

    E. 30

92. Which of the following is *not* one of the predominant models of the causes of job satisfaction?

    A. Value attainment

    B. Dispositional factors

    C. Cognitive dissonance

    D. Equity

    E. Met expectations

93. The idea that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her physiological or psychological deficiencies is captured by the _____ model.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

94. The idea underlying the _____ model is that satisfaction is tied to how fairly an individual is treated at work.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

95. The idea that some people are always satisfied, and others are always dissatisfied, is captured by the _____ model.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

96. The _____ model suggests that managers should structure the work environment and rewards to match employees.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

97. _____ are physiological or psychological deficiencies that arouse behavior.

    A. Attitudes

    B. Values

    C. Cognitions

    D. Needs

    E. Expectations

98. Genevieve is a very religious person who does much volunteer work for her church on weekends. When it came to selecting who would chair the United Fund drive for the department, her manager immediately thought of her and asked her to serve. The manager's action reflects the _____ model of job satisfaction.

   A. Dispositional components

   B. Value attainment

   C. Met expectations

   D. Need fulfillment

   E. Equity

99. Luis has just learned that Brian, who has less experience and who does less work, receives a higher salary. Since learning this, Luis has been very unhappy and has started to look for another job. What model of job satisfaction best explains Luis's reactions?

   A. Dispositional components

   B. Value attainment

   C. Met expectations

   D. Need fulfillment

   E. Equity

100._____ allows employees to do all or some of their work from home using telecommunication technology and internet tools.

   A. Flextime

   B. Telecommuting

   C. Stress management

   D. Job involvement

   E. Cognitive dissonance

101.The extent to which an individual is personally involved with his or her work role is called:

   A. Job involvement

   B. Employee engagement

   C. Organizational commitment

   D. Organizational citizenship

   E. Job satisfaction

102._____ is the psychological process that arouses our interest in doing something.

   A. Involvement

   B. Engagement

   C. Motivation

   D. Citizenship

   E. Commitment

103. Which of the following is *not* positively correlated with job satisfaction?

    A. Involvement

    B. Organizational citizenship behaviors

    C. Job performance

    D. Perceived stress

    E. Motivation

104. An individual's overall thoughts and feelings about quitting are called:

    A. Withdrawal attitudes

    B. Withdrawal cognitions

    C. Withdrawal values

    D. Cognitive dissonance

    E. Psychological dissonance

105. Kim lives and works in a small town, even though she prefers life in a bigger city. She is quite dissatisfied with her current job and is thinking of leaving the organization. She is worried, however, about her ability to find other employment that pays as well as her current job. Additionally, she is concerned about finding another organization that offers college tuition reimbursement. Based on this information, Kim is experiencing _____.

    A. Inequity

    B. Withdrawal cognitions

    C. Emotional detachment

    D. Affective dissonance

    E. Unmet expectations

106. Job satisfaction has a positive relationship with _____, and a negative relationship to

_____.

    A. Job performance; turnover

    B. OCB; job performance

    C. Job performance; OCB

    D. CWB; OCB

    E. CWB; turnover

107. According to research, the relationship between job performance and job satisfaction is best

summarized by which of the following statements?

    A. Higher levels of job satisfaction lead to higher job performance

    B. Higher levels of job performance lead to higher job satisfaction

    C. Both variables indirectly influence each other

    D. These variables are both caused by personality factors

    E. There is no relationship between job performance and job satisfaction

108. OCB stands for:

    A. Organizational cognitive behavior

    B. Organizational counterproductive behavior

    C. Organizational commitment behavior

    D. Organizational citizenship behavior

    E. Organizational contract behavior

109. Discretionary individual behavior that promotes the effective functioning of the organization is called:

    A. Employee engagement

    B. Job involvement

    C. Motivation

    D. Organizational citizenship behavior

    E. Need fulfillment

110. CWB stands for:

    A. Committed work behavior

    B. Counterproductive work behavior

    C. Cognitive work behavior

    D. Contractual work behavior

    E. Compensated work behavior

111. Juliet often takes office supplies home for her personal use. This is an example of:

    A. OCB

    B. COW

    C. CWB

    D. POS

    E. EEG

112. Research has demonstrated that organizational citizenship behavior is positively related to:

    A. Higher performance ratings and lower organizational costs

    B. Higher performance ratings and higher turnover

    C. Lower customer satisfaction and lower turnover

    D. Higher absenteeism and turnover

    E. Lower efficiency and higher customer satisfaction

113. Which of the following is *not* a suggestion for managers who want to reduce voluntary turnover?

    A. Foster employee engagement

    B. Create effective orientation programs

    C. Reward all employees equally

    D. Hire people who "fit" the organization's culture

    E. Provide clear expectations of the job

114. _____ programs help employees to integrate, assimilate, and transition to new jobs.

    A. Incoming

    B. Onboarding

    C. Involvement

    D. Sink-or-swim

    E. Engagement

Essay Questions

115. Draw and explain Schwartz's model of values. How is this model valuable to a manager?

116. Draw and explain Ajzen's model of planned change. How could a manager use this model in managing subordinates? Give suggestions for specific examples of how an organization might change behavior, based on this model.

117. Why is it important for managers to pay attention to workplace attitudes?

118. Define "organizational commitment." What drives organizational commitment? How can managers increase employees' organizational commitment?

119. Define employee engagement. What are the outcomes associated with greater employee engagement? How can managers increase employee engagement?

120. What is "perceived organizational support?" How does it impact employees? How can managers foster POS?

121. What is job satisfaction? Why is it important for managers to understand job satisfaction?

122. Describe the need fulfillment models of job satisfaction. Discuss research support for these models.

123. Describe the met expectations models of job satisfaction. Discuss research support for these models.

124. Describe the value attainment models of job satisfaction. Discuss research support for these models.

125. Describe the equity models of job satisfaction. Discuss research support for these models.

126. Describe the dispositional/genetic models of job satisfaction. Discuss research support for these models.

127. What key work-related attitudinal outcomes are associated with job satisfaction? Explain any three.

128. Discuss what research has found about the relationship between job performance and job satisfaction.

129. What is OCB? Why does it matter to managers?

130. What is CWB? Why does this matter to managers?

131. Under what circumstances is organizational turnover good or bad? Discuss.

Chapter 02 Values and Attitudes Answer Key

True / False Questions

1.   Most bullies in organizations are men, and men tend to be bullied more than women.

   <u>FALSE</u>

   Research conducted by the Workplace Bullying Institute estimates that 37 percent of the U.S. workforce (approximately 54 million people) have been bullied. Interestingly, most bullies are bosses, and the majority are men (about 60 percent). Women also tend to be bullied more than men.

AACSB: Analytical Thinking
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-01 What role do values play in influencing my behavior?
Level of Difficulty: 1 Easy
Topic: Values

2.   The first step in combating bullying is to document the event in writing, particularly if the bully is your boss.

TRUE

The first step in combatting bullying is to document the event in writing, particularly if the bully is your boss.

3.   Values are concrete ideas that guide one's thinking and behavior.

FALSE

Values are abstract ideals that guide one's thinking and behavior across all situations.

4.   The two basic dimensions of Schwartz's value theory are self-enhancement/self-

      transcendence and ethical/unethical.

      FALSE

      In Figure 2.1, Schwartz identifies two bipolar dimensions that summarize the relationships

      among all 10 values (i.e., self-enhancement/self-transcendence and openness to

      change/conservation).

5.   Conservation is defined as independence of thought, action, and feelings and readiness for

      change.

      FALSE

      Conservation is defined as order, self-restriction, preservation of the past, and resistance to

      change (i.e., security, conformity, tradition).

6. Openness to change is composed of self-direction and stimulation.

   TRUE

   Openness to change is composed of independence of thought, action and feelings and readiness for change (self-direction, stimulation).

7. Self-enhancement is composed of power and achievement.

   TRUE

   Self-enhancement is composed of pursuit of one's own interests and relative success and dominance over others (power, achievement).

8.	The desire for excitement, novelty, and challenge in life is called stimulation.

TRUE

According to Figure 2.1, excitement, novelty, and challenge in life (daring, a varied life, and an exciting life) is stimulation.

9.	Values generalize across cultures.

TRUE

The 10 broad values of Schwartz's value theory have been found to predict behavior as outlined in his theory, and they also generalize across cultures.

10.   A person can hold values in Schwartz's model that are opposite without experiencing conflict.

   <u>FALSE</u>

   Schwartz proposes that values that are in opposing directions from the center conflict with each other.

11.   In Schwartz's model, conformity and tradition are in the same wedge, but conformity is seen as less extreme than tradition.

   <u>TRUE</u>

   Tradition and conformity share a single wedge, supporting the same broad motivational goal. Conformity is toward the center because it does not conflict with openness to change and self-enhancement quite as much as tradition, which is toward the periphery.

12.   In Schwartz's model, hedonism shares elements with both openness to change and self-transcendence.

      <u>FALSE</u>

      Hedonism shares elements of both openness to change and self-enhancement.

13.   Schwartz's model can be useful in managing employees, but is not likely to be helpful in understanding oneself.

      <u>FALSE</u>

      This model can help a person determine if his or her values are consistent with his or her goals and whether he or she is spending time in a meaningful way.

14.   Values are unstable and are likely to change over time and situations.

        FALSE

        In general, values are relatively stable across time and situations.

15.   Values are rarely influenced by events that occurred during childhood; mostly, they are formed
        during adolescence and adulthood.

        FALSE

        Values are influenced by events occurring during childhood.

16. Positive employee attitudes and motivation are greatest when the work environment is consistent with employee values.

<u>TRUE</u>

Positive employee attitudes and motivation are greatest when the work environment is consistent with employee values.

AACSB: Analytical Thinking
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-01 What role do values play in influencing my behavior?
Level of Difficulty: 2 Medium
Topic: Values

17. Personal attitudes are closely related to values.

<u>TRUE</u>

Closely related to values are personal attitudes.

AACSB: Analytical Thinking
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 1 Easy
Topic: Attitudes

18.   Personal attitudes affect behavior via intentions.

TRUE

From an OB perspective, personal attitudes affect behavior via intentions.

19.   Attitudes are our feelings or opinions about specific targets and range from negative to positive.

TRUE

Attitudes represent feelings or opinions about people, places, and objects, and range from positive to negative.

20.	"Working longer and harder" is known as personal engagement.

	FALSE

	Working longer and harder is often referred to as organizational citizenship behavior.

21.	Attitudes have three components: affective, cognitive, and value-oriented.

	FALSE

	The three components of attitudes are affective, cognitive, and behavioral.

22.	The affective component of an attitude is reflected in how you feel.

	TRUE

	The affective component of an attitude contains the feelings or emotions one has about a given object or situation.

23.   The behavioral component of an attitude is reflected in "I believe."

FALSE

The behavioral component refers to how one intends or expects to act toward someone or something.

24.   The psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions is known as psychological conflict.

FALSE

Cognitive dissonance represents the psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions (ideas, beliefs, values, or emotions).

25. According to the Ajzen model, someone's intention to engage in a particular behavior is a strong predictor of that behavior.

     <u>TRUE</u>

     According to the Ajzen model, someone's intention to engage in a given behavior is a strong predictor of that behavior.

     AACSB: Analytical Thinking
     Accessibility: Keyboard Navigation
     Blooms: Understand
     Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
     Level of Difficulty: 2 Medium
     Topic: Ajzen's Theory of Planned Behavior

26. Low job satisfaction and low employee engagement imply lower task performance and higher employee turnover.

     <u>TRUE</u>

     Low job satisfaction and low employee engagement imply lower task performance and higher employee turnover.

     AACSB: Analytical Thinking
     Accessibility: Keyboard Navigation
     Blooms: Understand
     Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
     Level of Difficulty: 2 Medium
     Topic: Workplace attitudes

27.   Organizational commitment is an individual's perception about the terms and conditions of a reciprocal exchange between himself or herself and another party.

FALSE

Organizational commitment reflects the extent to which an individual identifies with an organization and commits to its goals.

28.   Organizational commitment exists to the degree that a person's values generally match the values that undergird a company's organizational culture.

TRUE

Organizational commitment exists to the degree that personal values generally match the values that undergird a company's organizational culture.

29.   An employer's breach of a psychological contract is associated with lower organizational commitment, job satisfaction, performance, and greater intentions to quit.

TRUE

Research shows that an employer's breach of the psychological contract is associated with lower organizational commitment, job satisfaction, and performance, and greater intentions to quit.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 2 Medium
Topic: Workplace attitudes

30.   Employee engagement is the harnessing of organization members' selves to their work roles.

TRUE

Employee engagement is defined as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance."

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 1 Easy
Topic: Employee engagement

31.   The components of engagement are urgency, being focused, intensity, and job satisfaction.

FALSE

The components of employee engagement are four feelings: urgency, being focused,

intensity, and enthusiasm.

32.   United States employees are the most actively engaged in the world.

FALSE

The U.S. workforce leads several regions in engagement but is not riding highest. For

example, the Latin America workforce exceeds the U.S. workforce in engagement.

33. One of the top five drivers of employee engagement for organizations in North America is pay.

FALSE

Aon Hewitt, the global engagement consulting firm, identified from 2012 data the top five engagement drivers for organizations in North America. The organization-level factors are career opportunities, managing performance, organizational reputation, communication, and recognition. North America leaves pay out of the top five drivers.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 2 Medium
Topic: Employee engagement

34. Gallup estimates that when an organization's employees are highly engaged, that organization is likely to be about 50 percent more productive.

FALSE

Gallup estimates that when an organization's employees are highly engaged, it can achieve 12 percent higher customer satisfaction/loyalty, 18 percent more productivity, and 12 percent greater profitability.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 2 Medium
Topic: Employee engagement

35. "Perceived organizational support" is the harnessing of organization members' selves to their work roles.

FALSE

Perceived organizational support (POS) reflects the extent to which employees believe their organization values their contributions and genuinely cares about their well-being.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 1 Easy
Topic: Perceived Organizational Support (POS)

36. Perceptions of organizational support can be positive or negative.

TRUE

Perceptions of organizational support can either be positive or negative.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 2 Medium
Topic: Perceived Organizational Support (POS)

37.	The basic idea of POS is that people are willing to work hard and commit to their organizations when they believe that the organization truly cares about their best interests.

TRUE

The basic idea of POS is that people are willing to work hard and commit to their organizations when they believe that the company truly cares about their best interest.

38.	Job engagement is an affective or emotional response toward various facets of one's job.

FALSE

Formally defined, job satisfaction is an affective or emotional response toward various facets of one's job.

39. Job satisfaction is an unitary concept; a person is either satisfied or dissatisfied with his or her job.

FALSE

Job satisfaction is not an unitary concept. Rather, a person can be relatively satisfied with one aspect of her or his job and dissatisfied with one or more other aspects.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 2 Medium
Topic: Job satisfaction

40. There is only one model of the causes of job satisfaction.

FALSE

OB has developed numerous concepts to improve our understanding of job satisfaction: need fulfillment, met expectations, value attainment, equity, and dispositional/genetic components.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 1 Easy
Topic: Job satisfaction

41. Values are physiological or psychological deficiencies that arouse behavior.

   FALSE

   Needs are physiological or psychological deficiencies that arouse behavior.

42. Research generally supports the conclusion that need fulfillment is correlated with job satisfaction.

   TRUE

   Research generally supports the conclusion that need fulfillment is correlated with job satisfaction.

43. The idea that satisfaction results from the perception that a job allows for fulfillment of an individual's important values is called "met expectations."

FALSE

Met expectations represent the difference between what an individual expects to receive from a job, such as good pay and promotional opportunities, and what she or he actually receives. The idea of value attainment is that satisfaction results from the perception that a job allows for fulfillment of an individual's important values.

44. Aspects of an individual's disposition are significantly associated with some aspects of job satisfaction.

TRUE

Dispositional factors were significantly associated with only selected aspects of job satisfaction. Dispositions had stronger relationships with intrinsic aspects of a job (e.g., having autonomy) than with extrinsic aspects of work (e.g., receipt of rewards). Genetic factors also were found to significantly predict life satisfaction, well-being, and general job satisfaction. Researchers estimate that 30 percent of an individual's job satisfaction is associated with dispositional and genetic factors.

45. Studies confirm that telecommuting enhances productivity and retention and decreases absenteeism.

TRUE

Studies confirm telecommuting enhances productivity and retention, and decreases absenteeism.

46. Employee motivation is positively correlated with job satisfaction.

TRUE

Employee motivation positively correlates with job satisfaction.

47.   Managers should attempt to reduce the negative effects of stress by improving job satisfaction and by encouraging employees to take work home.

FALSE

Managers should attempt to reduce the negative effects of stress by improving job satisfaction and by encouraging employees to detach from work during off-job time (i.e., stop thinking about work, and "don't take it home with you").

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?
Level of Difficulty: 2 Medium
Topic: Job satisfaction

48.   Job satisfaction has a positive association with both OCB and CWB.

FALSE

Job satisfaction has a positive association with two constructive behavioral outcomes-job performance and organizational citizenship behavior (OCB), and a negative relationship with counterproductive work behavior (CWB).

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?
Level of Difficulty: 2 Medium
Topic: Job satisfaction

49.   Turnover is always bad for organizations.

FALSE

Consider the pros and cons of turnover. Turnover can be a good thing when a low-performing person quits or is fired. In contrast, losing a good employee is bad because the organization loses valuable human and social capital, and it can be costly.

Multiple Choice Questions

50.   Self-enhancement and self-transcendence are:

A. Personal attitudes

B. Workplace attitudes

C. Endpoints of one of the dimensions of values

D. Cognitions

E. Behaviors

Figure 2.1 depicts self-enhancement and self-transcendence as the endpoints of one of the dimensions of values.

51. The opposite of openness to change is:

A. Conformity

B. Traditionalism

C. Power

D. Benevolence

E. Conservation

Figure 2.1 depicts openness to change and conservation as opposites.

52.   Schwartz's model suggests that:

    <u>A.</u> Values may conflict with each other

    B. Values are important but have no direct effect on motivation

    C. Values are unstable

    D. We are always aware of our values and how they influence us

    E. Values are formed when we are in our early adulthood

Schwartz proposes that values that are in opposing directions from the center of his model conflict with each other.

53.   Pursuit of our own interests, success, and dominance is called:

    A. Self-transcendence

    <u>B.</u> Self-enhancement

    C. Self-awareness

    D. Self-management

    E. Self-leadership

Self-enhancement is the pursuit of one's own interests and relative success and dominance over others (power, achievement).

54. Order, self-restriction, preservation of the past, and resistance to change are known as:

A. Conservation

B. Security

C. Conformity

D. Traditionalism

E. Stability

Conservation is order, self-restriction, preservation of the past, and resistance to change (i.e., security, conformity, tradition).

55. The two basic dimensions of Schwartz's model of values are:

    A. Self-enhancement/self-transcendence and openness to change/conservation

    B. Strengths/weaknesses and opportunities/threats

    C. Personal attitudes/work attitudes and cognitions/behaviors

    D. Commitment/engagement and satisfaction/dissatisfaction

    E. Involved/engaged and motivated/not motivated

Figure 2.1 depicts self-enhancement/self-transcendence and openness to change/conservation as the two basic dimensions of values in Schwartz's model.

56. The self-transcendence part of Schwartz's model is composed of:

    A. Self-direction and stimulation

    B. Security and conformity

    C. Power and achievement

    D. Universalism and benevolence

    E. Achievement and hedonism

According to Figure 2.1, self-transcendence is composed of universalism and benevolence.

57.   Stimulation is in the _____ part of Schwartz's model.

    A. Conservation

    B. Self-enhancement

    <u>C.</u> Openness to change

    D. Self-transcendence

    E. Hedonism

Stimulation is in the openness to change part of Schwartz's model.

58. Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms is called:

A. Benevolence
B. Security
C. Tradition
D. Conformity
E. Universalism

Conformity is restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (politeness, obedient, self-discipline, honoring parents and elders).

AACSB: Analytical Thinking
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-01 What role do values play in influencing my behavior?
Level of Difficulty: 2 Medium
Topic: Schwartz's Value Theory

59.   Hedonism shares elements of both _____ and _____.

   A. Achievement; stimulation

   B. Self-enhancement; openness to change

   C. Self-transcendence; openness to change

   D. Stimulation; self-direction

   E. Stimulation; power

Hedonism shares elements of both openness to change and self-enhancement.

60.   Hedonism is:

   A. Pleasure and sensual gratification for oneself

   B. Personal success through demonstrating competence

   C. Benevolence

   D. Stimulation

   E. Excitement, novelty, and challenge

Hedonism is pleasure and sensuous gratification for oneself (pleasure, enjoying life). See Figure 2.1.

61.   Chris, a manager, knows that one of his employees values achievement and power. Chris should assign the employee to a job that includes:

A. High social value

B. High security

C. High self-direction

D. High conformity

E. High influence over others

According to Figure 2.1, people who value achievement and power seek control or dominance over people and resources.

62. Carla is about to graduate from her business program. She has always been happiest in jobs where she never knew what would be waiting for her when she got to work that day, and she excels at problem solving. She should seek a career that involves:

A. Security
B. Benevolence
C. Tradition
D. Power
E. Stimulation

Carla enjoys a varied routine and a challenge. According to Figure 2.1, Carla values stimulation. Stimulation is excitement, novelty, and challenge in life (daring, a varied life, an exciting life).

AACSB: Analytical Thinking
AACSB: Ethics
AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-01 What role do values play in influencing my behavior?
Level of Difficulty: 3 Hard
Topic: Schwartz's Value Theory

63.   Personal attitudes affect _____ via _____.

   A. Behavior; values

   B. Behavior; intentions

   C. Values; behavior

   D. Values; intentions

   E. Values; cognitions

   From an OB perspective, personal attitudes affect behavior via intentions.

64.   Values represent beliefs that influence behaviors _____; attitudes relate to behavior
   _____.

   A. Across all situations; toward specific targets

   B. Toward specific targets; across all situations

   C. Across all situations; toward people

   D. Toward specific objects; toward specific people

   E. Toward specific people; toward specific objects

   While values represent global beliefs that influence behavior across all situations, personal attitudes relate only to behavior directed toward specific objects, persons, or situations.

65.   The components of attitudes are:

   A. Values, beliefs, and emotions

   B. Affective, cognitive, and behavioral

   C. Personal and workplace

   D. Perceived and real

   E. Public and personal

The three components of attitudes are affective, cognitive, and behavioral.

66. You are unlikely to say anything to someone using a cell phone in a restaurant if you believe cell phone use helps people manage their busy lives. Your belief reflects the _____ component of your attitude toward people using cell phones in restaurants.

A. Behavioral
B. Objective
C. Cognitive
D. Normative
E. Affective

The cognitive component of an attitude reflects the beliefs or ideas one has about an object or situation. All three components influence our behavior. You are unlikely to say anything to someone using a cell phone in a restaurant if you are not irritated by this behavior (affective), if you believe cell phone use helps people to manage their lives (cognitive), and you have no intention of confronting this individual (behavioral).

AACSB: Analytical Thinking
AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 3 Hard
Topic: Attitudes

67.   You are unlikely to say anything to someone smoking in the nonsmoking section of a restaurant unless you are irritated by this behavior. A lack of irritation implies that the _____ component of your attitude toward people smoking in restaurants is neutral.

        A. Behavioral
        B. Intellectual
        C. Cognitive
        D. Normative
        E. Affective

        The affective component of an attitude contains the feelings or emotions one has about a given object or situation. You are unlikely to say anything to someone in this situation if you are not irritated by this behavior (affective).

68. The President of American Systems announced the employees would be going on a trip to San Francisco. A few employees liked the idea and a few of them disliked the idea. According to the nature of attitudes, these evaluations reflect the _____ component of the employees.

    A. Behavioral

    B. Affective

    C. Cognitive

    D. Normative

    E. Intellectual

The affective component of an attitude contains the feelings or emotions one has about a given object or situation.

AACSB: Analytical Thinking
AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 3 Hard
Topic: Affective component

69. The component of an attitude that reflects the beliefs or ideas one has about an object or situation is known as the _____ component.

    A. Affective

    B. Cognitive

    C. Behavioral

    D. Intentional

    E. Actionable

The cognitive component of an attitude reflects the beliefs or ideas one has about an object or situation.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?

Level of Difficulty: 1 Easy

Topic: Attitudes

70. The component of an attitude that refers to how one intends to act is called the _____ component.

    A. Intellectual

    B. Affective

    C. Cognitive

    D. Behavioral

    E. Value

The behavioral component refers to how one intends or expects to act toward someone or something.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 1 Easy
Topic: Behavioral component

71. The head of ABC Company announced that the company was going to start a project on weekends that would teach self-defense techniques to underprivileged kids in the neighborhood. Thomas decided to register himself for the project, as he was a trained kick-boxer. This action of Thomas reflects the _____ component of his attitude.

A. Behavioral

B. Affective

C. Cognitive

D. Normative

E. Intellectual

The behavioral component refers to how one intends or expects to act toward someone or something.

72.   _____ is the psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions.

    A. Perceived stress
    B. Counterproductive work behavior
    C. Psychological dissonance
    D. Cognitive dissonance
    E. Affective discomfort

Cognitive dissonance represents the psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions (ideas, beliefs, values, or emotions).

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 1 Easy
Topic: Cognitive dissonance

73. As a senior serving as the student representative on the Ethics Advisory Board of your university, you feel strongly that cheating on college examinations is unethical. You have never cheated on any exam in your academic career. However, this semester your best friend was desperate for your help, and you allowed him to take a quick "peek" on your answer sheet. Since then, you feel uncomfortable every time you think of the situation. Which of the following concepts best explains your psychological discomfort?

A. Job detachment

B. Cognitive dissonance

C. Emotional labor

D. Emotional dissonance

E. Affective detachment

Cognitive dissonance represents the psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions (ideas, beliefs values, or emotions).

AACSB: Analytical Thinking
AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 3 Hard
Topic: Cognitive dissonance

74. Jane hated the idea of child labor. She believed that children should not be employed in any type of job. She worked in a factory that claimed that it did not employ children. However, news reports accused the company of employing young children. The psychological discomfort that Jane experienced when she heard this news is known as:

A. Emotional dissonance
B. Emotional labor
C. Cognitive dissonance
D. Behavioral intention
E. Affective detachment

Cognitive dissonance represents the psychological discomfort a person experiences when simultaneously holding two or more conflicting cognitions (ideas, beliefs, values, or emotions).

AACSB: Analytical Thinking
AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-02 How do personal attitudes affect workplace behavior and work-related outcomes?
Level of Difficulty: 3 Hard
Topic: Cognitive dissonance

75. In Ajzen's theory of planned behavior, _____ is (are) the key link between _____.

    A. Attitudes; intentions and planned behavior

    B. Intentions; attitudes and planned behavior

    C. Norms; intentions and planned behavior

    D. Intentions; norms and attitudes

    E. Perceived behavioral control; intentions and planned behavior

Ajzen developed and refined a model focusing on intentions as the key link between attitudes and planned behavior. See Figure 2.2.

76. According to the Ajzen model, the strongest predictor of an employee's behavior is (are):

    A. Social norms

    B. The employee's attitudes

    C. The employee's values

    D. The employee's intentions

    E. The employee's cognitions

According to the Ajzen model, someone's intention to engage in a given behavior is a strong predictor of that behavior.

77. Which of the following is *not* a key workplace attitude that managers should track?

A. Job satisfaction

B. Employee engagement

C. Perceived organizational support

D. Organizational commitment

E. Turnover

Savvy managers will track four key workplace attitudes: organizational commitment; employee engagement; perceived organizational support; and job satisfaction. Turnover is an outcome, not an attitude.

78.   Which of the following statements about key workplace attitudes is *false*?

    A. Key workplace attitudes serve a dual purpose; they are both significant outcomes in and of themselves, and they are linked to other significant outcomes
    B. Job satisfaction is the least studied of the key workplace attitudes
    C. Organizational commitment depends on the quality of the employee's psychological contract
    D. If you value achievement and your employer rewards people for accomplishing goals, you are more likely to be committed to the company
    E. One of the components of employee engagement is enthusiasm

Job satisfaction is the most studied workplace attitude.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 3 Hard
Topic: Workplace attitudes

79. The extent to which an individual identifies with an organization and commits to its goals is called:

   A. Perceived organizational support

   B. Organizational commitment

   C. Organizational satisfaction

   D. Job involvement

   E. Job satisfaction

   Organizational commitment reflects the extent to which an individual identifies with an organization and commits to its goals.

80. Organizational commitment exists to the degree that a person's _____ match the

   _____.

   A. Personal values; organizational culture

   B. Personal values; job characteristics

   C. Personal values; organizational structure

   D. Behavioral intentions; organizational strategy

   E. Behavioral intentions; organizational values

   Organizational commitment exists to the degree that personal values generally match the values that undergird a company's organizational culture.

81. An individual's perceptions of the terms and conditions of a reciprocal exchange between himself or herself and the organization is called:

    A. Employee engagement

    B. Job involvement

    C. Organizational citizenship behavior

    D. The psychological contract

    E. Cognitive expectation

Psychological contracts represent individuals' perceptions about the terms and conditions of a reciprocal exchange between them and their organization.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 1 Easy
Topic: Psychological contracts

82. Janice creates advertising slogans for the advertising firm that she works with. She works with beliefs, perceptions, and informal obligations about what she is entitled to receive in return for what she provides to the organization. Janice's beliefs represent a(n) _____.

    A. High level of emotional labor
    B. Employment contract
    C. High normative commitment
    D. High affective commitment
    E. Psychological contract

Psychological contracts represent individuals' perceptions about the terms and conditions of a reciprocal exchange between them and their organization.

83. Research shows that when an organization breaches a psychological contract,

    A. Employees are likely to be less committed and satisfied, but their performance and intentions to quit are not affected.

    B. Employees are likely to be less committed and satisfied and more likely to quit, but their performance is not affected.

    C. Employees are likely to be less committed and satisfied and more likely to quit, and their performance is likely to be lower.

    D. Employees are likely to be less committed and satisfied and have lower job performance, but are not more likely to quit.

    E. This has no effect on employee satisfaction, commitment, intentions to quit, or job performance.

Research shows that an employer breach of the psychological contract is associated with lower organizational commitment, job satisfaction, and performance, and greater intentions to quit.

84. The harnessing of organization members' selves to their work roles is called:

   A. Employee involvement

   B. Employee engagement

   C. Organization commitment

   D. Job satisfaction

   E. Organizational citizenship behavior

   Kahn defined employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance."

85. The components of employee engagement are:

   A. Urgency, being focused, intensity, enthusiasm

   B. Affective, behavioral, cognitive

   C. Interpersonal, intrapersonal

   D. Values, attitudes, behaviors

   E. Intrinsic, extrinsic

   The components of employee engagement are urgency, being focused, intensity, and enthusiasm.

86.   Which of the following is *not* a factor in contributing to employee engagement?

    A. High levels of conscientiousness

    B. High levels of stress

    C. Charismatic managers

    D. Recognition

    E. Motivating jobs

Engagement is higher when employees are not confronted with a lot of stressors.

87.   _____ refers to the extent to which employees believe their organization values their contributions and cares about their well-being.

    A. OCB

    B. CWB

    C. POS

    D. Organizational engagement

    E. Organizational commitment

Perceived organizational support (POS) reflects the extent to which employees believe their organization values their contributions and genuinely cares about their well-being.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 1 Easy
Topic: Perceived Organizational Support (POS)

88. The idea of perceived organizational support is that if treated well, employees are motivated by:

A. The norm of reciprocity

B. Cognitive dissonance

C. Met expectations

D. The psychological contract

E. Dispositional factors

The basic idea is that people are willing to work hard and commit to their organizations when they believe that the company "truly" cares about their best interest. Quite simply, we are motivated by the norm of reciprocity when someone treats us well. The norm of reciprocity obliges the return of favorable treatment.

89. When Daniel's daughter got seriously ill, his boss Kyle and fellow employees went to the HR department and arranged to donate some of their sick leave to him so he could spend more time with his family. Daniel is most likely to be experiencing:

A. Job satisfaction
B. OCB
<u>C.</u> POS
D. Engagement
E. Value attainment

Perceived organizational support (POS) reflects the extent to which employees believe their organization values their contributions and genuinely cares about their well-being. Daniel most likely feels he is genuinely cared about when his boss and fellow workers donate their sick time to him.

90.   Job satisfaction is:

    A. An individual's identification with a position

    B. An individual's perception of the terms and conditions of work

    C. The feelings of urgency, focus, intensity, and enthusiasm for work

    D. The feeling that the organization truly cares about an individual's best interests

    E. An affective or emotional response toward various facets of one's job

Formally defined, job satisfaction is an affective or emotional response toward various facets of one's job.

91.   About _____% of U.S. employees were satisfied with their jobs in 2011.

    A. 95

    B. 87

    C. 70

    D. 50

    E. 30

Results revealed that 87.5 percent of Americans were satisfied with their jobs in 2011.

92.   Which of the following is *not* one of the predominant models of the causes of job satisfaction?

      A. Value attainment

      B. Dispositional factors

      <u>C.</u> Cognitive dissonance

      D. Equity

      E. Met expectations

OB has developed numerous concepts to improve our understanding of job satisfaction, including need fulfillment, met expectations, value attainment, equity, and dispositional/genetic components.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?

Level of Difficulty: 2 Medium

Topic: Job satisfaction

93. The idea that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her physiological or psychological deficiencies is captured by the _____ model.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

Need fulfillment models propose that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 1 Easy
Topic: Job satisfaction

94. The idea underlying the _____ model is that satisfaction is tied to how fairly an individual is treated at work.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

The idea underlying the value attainment model is that satisfaction is tied to how fairly an individual is treated at work.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?

Level of Difficulty: 1 Easy

Topic: Job satisfaction

95. The idea that some people are always satisfied, and others are always dissatisfied, is captured by the _____ model.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

The dispositional components model posits that job satisfaction remains partly a function of both personal traits and genetic factors.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?

Level of Difficulty: 1 Easy

Topic: Job satisfaction

96. The _____ model suggests that managers should structure the work environment and rewards to match employees.

    A. Met expectations

    B. Need fulfillment

    C. Equity

    D. Value attainment

    E. Dispositional components

The idea underlying value attainment is that satisfaction results from the perception that a job allows for fulfillment of an individual's important values. Managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employees' values.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 2 Medium
Topic: Job satisfaction

97. _____ are physiological or psychological deficiencies that arouse behavior.

    A. Attitudes

    B. Values

    C. Cognitions

    D. Needs

    E. Expectations

Needs are physiological or psychological deficiencies that arouse behavior.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?

Level of Difficulty: 1 Easy

Topic: Job satisfaction

98. Genevieve is a very religious person who does much volunteer work for her church on weekends. When it came to selecting who would chair the United Fund drive for the department, her manager immediately thought of her and asked her to serve. The manager's action reflects the _____ model of job satisfaction.

    A. Dispositional components

    B. Value attainment

    C. Met expectations

    D. Need fulfillment

    E. Equity

The value attainment model says that satisfaction results from the perception that a job allows for fulfillment of an individual's important values.

99. Luis has just learned that Brian, who has less experience and who does less work, receives a higher salary. Since learning this, Luis has been very unhappy and has started to look for another job. What model of job satisfaction best explains Luis's reactions?

    A. Dispositional components

    B. Value attainment

    C. Met expectations

    D. Need fulfillment

    E. Equity

Equity theory builds on the notion that satisfaction ties to how fairly an individual is treated at work. Satisfaction results from one's perception that work outcomes, relative to inputs, compare favorably with a significant other's outcomes/inputs.

100. _____ allows employees to do all or some of their work from home using telecommunication technology and internet tools.

    A. Flextime

    B. Telecommuting

    C. Stress management

    D. Job involvement

    E. Cognitive dissonance

Telecommuting allows employees to do all or some of their work from home, using advanced telecommunications technology and Internet tools to send work electronically from home to the office, and vice versa.

101. The extent to which an individual is personally involved with his or her work role is called:

    A. Job involvement

    B. Employee engagement

    C. Organizational commitment

    D. Organizational citizenship

    E. Job satisfaction

Job involvement represents the extent to which an individual is personally involved with his or her work role.

102. _____ is the psychological process that arouses our interest in doing something.

    A. Involvement

    B. Engagement

    C. Motivation

    D. Citizenship

    E. Commitment

Employee motivation represents a psychological process that arouses our interest in doing something, and it directs and guides our behavior.

103. Which of the following is *not* positively correlated with job satisfaction?

    A. Involvement

    B. Organizational citizenship behaviors

    C. Job performance

    D. Perceived stress

    E. Motivation

Perceived stress has a strong but negative relationship to job satisfaction.

104. An individual's overall thoughts and feelings about quitting are called:

    A. Withdrawal attitudes

    B. Withdrawal cognitions

    C. Withdrawal values

    D. Cognitive dissonance

    E. Psychological dissonance

Withdrawal cognitions represent an individual's overall thoughts and feelings about quitting.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?

Level of Difficulty: 2 Medium

Topic: Job satisfaction

105. Kim lives and works in a small town, even though she prefers life in a bigger city. She is quite dissatisfied with her current job and is thinking of leaving the organization. She is worried, however, about her ability to find other employment that pays as well as her current job. Additionally, she is concerned about finding another organization that offers college tuition reimbursement. Based on this information, Kim is experiencing _____.

   A. Inequity
   B. Withdrawal cognitions
   C. Emotional detachment
   D. Affective dissonance
   E. Unmet expectations

   Withdrawal cognitions represent an individual's overall thoughts and feelings about quitting.

AACSB: Analytical Thinking
AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?
Level of Difficulty: 3 Hard
Topic: Job satisfaction

106. Job satisfaction has a positive relationship with _____, and a negative relationship to _____.

    <u>A.</u> Job performance; turnover

    B. OCB; job performance

    C. Job performance; OCB

    D. CWB; OCB

    E. CWB; turnover

Job satisfaction has a positive association with job performance and a negative relationship with turnover.

107. According to research, the relationship between job performance and job satisfaction is best summarized by which of the following statements?

    A. Higher levels of job satisfaction lead to higher job performance

    B. Higher levels of job performance lead to higher job satisfaction

    C. Both variables indirectly influence each other

    D. These variables are both caused by personality factors

    E. There is no relationship between job performance and job satisfaction

Researchers now believe job satisfaction and job performance indirectly influence each other through a host of person factors and environmental characteristics contained in the Integrative Framework.

108. OCB stands for:

    A. Organizational cognitive behavior

    B. Organizational counterproductive behavior

    C. Organizational commitment behavior

    D. Organizational citizenship behavior

    E. Organizational contract behavior

OCB stands for organizational citizenship behavior.

109. Discretionary individual behavior that promotes the effective functioning of the organization is called:

      A. Employee engagement
      B. Job involvement
      C. Motivation
      D. Organizational citizenship behavior
      E. Need fulfillment

Organizational citizenship behavior (OCB) is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

110. CWB stands for:

    A. Committed work behavior

    B. Counterproductive work behavior

    C. Cognitive work behavior

    D. Contractual work behavior

    E. Compensated work behavior

Counterproductive work behavior (CWB) represents behavior that harms other employees, the organization as a whole, or organizational stakeholders such as customers and shareholders.

111. Juliet often takes office supplies home for her personal use. This is an example of:

    A. OCB

    B. COW

    C. CWB

    D. POS

    E. EEG

Examples of CWBs include bullying, theft, gossiping, backstabbing, drug and alcohol abuse, destroying organizational property, violence, purposely doing bad or incorrect work, surfing the Internet for personal use, excessive socializing, tardiness, sabotage, and sexual harassment.

112.   Research has demonstrated that organizational citizenship behavior is positively related to:

A. Higher performance ratings and lower organizational costs

B. Higher performance ratings and higher turnover

C. Lower customer satisfaction and lower turnover

D. Higher absenteeism and turnover

E. Lower efficiency and higher customer satisfaction

OCBs are significantly related to both individual level consequences (e.g., performance appraisal ratings, intentions to quit, absenteeism, and turnover) and organizational-level outcomes (e.g., productivity, efficiency, lower costs, customer satisfaction, and unit-level satisfaction and turnover).

113. Which of the following is *not* a suggestion for managers who want to reduce voluntary turnover?

    A. Foster employee engagement

    B. Create effective orientation programs

    <u>C.</u> Reward all employees equally

    D. Hire people who "fit" the organization's culture

    E. Provide clear expectations of the job

Managers can reduce voluntary turnover if they: 1. Hire people who "fit" within the organization's culture; 2. Spend time fostering employee engagement; 3. Provide effective onboarding, which helps employees to integrate, assimilate, and transition to new jobs by making them familiar with corporate policies, procedures, culture, and politics by clarifying work-role expectations and responsibilities; 4. Recognize and reward high performers because they are more likely to quit than average performers.

114.   _____ programs help employees to integrate, assimilate, and transition to new jobs.

      A. Incoming

      B. Onboarding

      C. Involvement

      D. Sink-or-swim

      E. Engagement

Onboarding programs help employees to integrate, assimilate, and transition to new jobs by making them familiar with corporate policies, procedures, culture, and politics by clarifying work-role expectations and responsibilities.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?
Level of Difficulty: 1 Easy
Topic: Job satisfaction

Essay Questions

115. Draw and explain Schwartz's model of values. How is this model valuable to a manager?

Figure 2.1 depicts Schwartz's model; students should draw this. Schwartz proposed that 10 broad values guide behavior, and that these 10 values could be described by two bipolar dimensions: self-enhancement/self-transcendence and openness to change/conservation. Self-enhancement is pursuit of one's own interests and relative success and dominance over others; self-transcendence is concern for the welfare and interests of others. Openness to change is independence of thought, action, and feelings and readiness for change; conservation is order, self-restriction, preservation of the past, and resistance to change. Managers can better supervise workers by using Schwartz's model to understand their values and motivation. Managers can also use Figure 2.1 to reduce the chances of employees' experiencing conflict between their values and their work assignments, when options are available.

AACSB: Analytical Thinking
AACSB: Ethics
Blooms: Understand
Learning Objective: 02-01 What role do values play in influencing my behavior?
Level of Difficulty: 3 Hard
Topic: Schwartz's Value Theory

116. Draw and explain Ajzen's model of planned change. How could a manager use this model in managing subordinates? Give suggestions for specific examples of how an organization might change behavior, based on this model.

Ajzen developed and refined a model depicted in Figure 2.2 focusing on intentions as the key link between attitudes and planned behavior. Managers may be able to influence behavioral change by doing or saying things that affect the three determinants of employees' intentions to exhibit a specific behavior: attitude toward the behavior, subjective norms, and perceived behavioral control. In the workplace, one of the simplest levers managers can use to change behavior is information.

117. Why is it important for managers to pay attention to workplace attitudes?

Managers should track a limited number of workplace attitudes to gauge how the organization is doing. Savvy managers will track four key workplace attitudes: organizational commitment, employee engagement, perceived organizational support, and job satisfaction. That is because these attitudinal measures serve a dual purpose. First, they represent important outcomes that managers may be working to enhance directly. Second, they link to other significant outcomes that managers will want to improve where possible.

118. Define "organizational commitment." What drives organizational commitment? How can managers increase employees' organizational commitment?

Organizational commitment reflects the extent to which an individual identifies with an organization and commits to its goals. Organizational commitment exists to the degree that a person's values generally match the values that undergird a company's organizational culture. Three general best practices and approaches are: (1) Hire people whose personal values align with the organization's values. (2) Make sure that management does not breach its psychological contracts. (3) Explicitly and conscientiously enhance the level of trust throughout the organization.

119. Define employee engagement. What are the outcomes associated with greater employee engagement? How can managers increase employee engagement?

Kahn defined employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance." Gallup estimates that when an organization's employees are highly engaged, it can achieve 12 percent higher customer satisfaction/loyalty, 18 percent more productivity, and 12 percent greater profitability. Other recent academic studies similarly showed a positive relationship between employee engagement and employees' performance and physical and psychological well-being, and corporate-level financial performance and customer satisfaction. One way to increase employee engagement is to make sure that the inputs in the Integrative Framework are positively oriented. Organizations do this by measuring, tracking, and responding to surveys of employee engagement.

AACSB: Analytical Thinking
AACSB: Knowledge Application
Blooms: Apply
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 2 Medium
Topic: Employee engagement

120. What is "perceived organizational support?" How does it impact employees? How can managers foster POS?

Perceived organizational support (POS) reflects the extent to which employees believe their organization values their contributions and genuinely cares about their well-being. People are willing to work hard and commit to their organizations when they believe that the company "truly" cares about their best interest. We are motivated by the norm of reciprocity when someone treats us well. POS can be increased by treating employees fairly, by avoiding political behavior, by providing job security, by giving people more autonomy, by reducing stressors in the work environment, and by eliminating abusive supervision.

AACSB: Analytical Thinking
AACSB: Knowledge Application
Blooms: Apply
Learning Objective: 02-03 Why is it important for management to pay attention to workplace attitudes?
Level of Difficulty: 3 Hard
Topic: Perceived Organizational Support (POS)

121. What is job satisfaction? Why is it important for managers to understand job satisfaction?

Job satisfaction essentially reflects the extent to which an individual likes his or her job. Formally defined, job satisfaction is an affective or emotional response toward various facets of one's job. This definition implies that job satisfaction is not an unitary concept. Rather, a person can be relatively satisfied with one aspect of her or his job and dissatisfied with one or more other aspects. These models can help an individual to manage others and himself or herself, leading to an increased sense of satisfaction at work or school.

AACSB: Analytical Thinking
Blooms: Understand
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?

122. Describe the need fulfillment models of job satisfaction. Discuss research support for these models.

Need fulfillment models propose that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill her or his needs. Needs are physiological or psychological deficiencies that arouse behavior. All of us have different needs, which means that managers need to learn about employees' needs if they want to increase job satisfaction. Research generally supports the conclusion that need fulfillment is correlated with job satisfaction.

AACSB: Analytical Thinking

Blooms: Understand

Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?

Level of Difficulty: 2 Medium

Topic: Job satisfaction

123. Describe the met expectations models of job satisfaction. Discuss research support for these models.

These models propose that satisfaction results from how well expectations are met. Met expectations represent the difference between what an individual expects to receive from a job, such as good pay and promotional opportunities, and what the individual actually receives. When expectations are greater than what is received, a person will be dissatisfied. In contrast, this model predicts that an individual will be satisfied when he or she attains outcomes above and beyond expectations. Research strongly supports the conclusion that met expectations are significantly related to job satisfaction.

AACSB: Analytical Thinking
Blooms: Understand
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 2 Medium
Topic: Job satisfaction

124. Describe the value attainment models of job satisfaction. Discuss research support for these models.

The idea underlying value attainment is that satisfaction results from the perception that a job allows for fulfillment of an individual's important values. In general, research consistently supports the prediction that value fulfillment relates positively to job satisfaction. Managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employees' values.

AACSB: Analytical Thinking
Blooms: Understand
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 2 Medium

125. Describe the equity models of job satisfaction. Discuss research support for these models.

Equity theory builds on the notion that satisfaction ties to how "fairly" an individual is treated at work. Satisfaction results from one's perception that work outcomes, relative to inputs, compare favorably with a significant other's outcomes/inputs. Research has strongly supported the theory behind this model.

AACSB: Analytical Thinking
Blooms: Understand
Learning Objective: 02-04 How can changes in the workplace improve job satisfaction?
Level of Difficulty: 2 Medium
Topic: Equity theory

126. Describe the dispositional/genetic models of job satisfaction. Discuss research support for these models.

This model posits that job satisfaction remains partly a function of both personal traits and genetic factors. Although few studies have tested these propositions in depth, a review of existing literature reveals a more nuanced understanding. Dispositional factors were significantly associated with only selected aspects of job satisfaction. Dispositions had stronger relationships with intrinsic aspects of a job (e.g., having autonomy) than with extrinsic aspects of work (e.g., receipt of rewards). Genetic factors also were found to significantly predict life satisfaction, well-being, and general job satisfaction. Overall, researchers estimate that 30 percent of an individual's job satisfaction is associated with dispositional and genetic components.

AACSB: Analytical Thinking
Blooms: Understand

127.   What key work-related attitudinal outcomes are associated with job satisfaction? Explain any three.

Four attitudinal outcomes of job satisfaction that are important to OB researchers and managers are: (1) Employee motivation represents a psychological process that arouses interest in doing something and directs and guides our behavior. Employee motivation positively correlates to job satisfaction. (2) Job involvement represents the extent to which an individual is personally involved with his or her work role. Many years of research have demonstrated that job involvement is moderately related to job satisfaction. Managers can foster satisfying work environments to fuel employees' job involvement. (3) Withdrawal cognitions encapsulate the thought process of how people think about whether or not they should quit by representing an individual's overall thoughts and feelings about quitting. Research shows that job dissatisfaction caused employees to begin the process of thinking about quitting. Results imply that managers can indirectly help to reduce employee turnover by enhancing employee job satisfaction. (4) Stress has negative effects on many different OB-related outcomes. For instance, stress is positively related to absenteeism, turnover, coronary heart disease, and viral infections. As expected, perceived stress has a strong, negative relationship to job satisfaction. Perceived stress also was found to be negatively associated with employee engagement. Managers should attempt to reduce the negative effects of stress by improving job satisfaction and by encouraging employees to detach from work during off-job time (i.e., stop thinking about work, and "don't take it home with you").

128. Discuss what research has found about the relationship between job performance and job satisfaction.

This is more complicated than it might first appear. OB experts have identified at least eight ways in which these variables are related. The dominant theories are either that satisfaction causes performance or performance causes satisfaction. A team of researchers recently attempted to resolve this controversy, and made two key findings:

• Job satisfaction and performance were moderately related. This is an important finding because it supports the belief that employee job satisfaction is a key workplace attitude which managers should consider when attempting to increase employees' job performance.
• The relationship is complex. It is not that one directly influences the other or vice versa. Rather, researchers now believe that both variables indirectly influence each other through a host of personal factors and environmental characteristics.

AACSB: Analytical Thinking
Blooms: Understand
Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?
Level of Difficulty: 3 Hard
Topic: Job satisfaction

129. What is OCB? Why does it matter to managers?

Organizational citizenship behavior (OCB) is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. This definition highlights two key points: OCBs are voluntary; and OCBs help work groups and the organization to effectively achieve goals. OCBs have a moderately positive correlation with job satisfaction. Moreover, OCBs are significantly related to both individual-level consequences and organizational-level outcomes. These are important for two reasons. First, exhibiting OCBs is likely to create positive impressions among colleagues and managers. In turn, these impressions affect ability to work with others, manager evaluations of performance, and ultimately promotability. Second, the aggregate amount of employees' OCBs affects important organizational outcomes.

AACSB: Analytical Thinking
Blooms: Understand
Learning Objective: 02-05 What work-related outcomes are associated with job satisfaction?
Level of Difficulty: 3 Hard
Topic: Organizational citizenship behavior

130.   What is CWB? Why does this matter to managers?

Counterproductive work behavior (CWB) has a strong, negative relationship with job satisfaction. This means that it is important for managers to find ways to reduce CWB. This can be done in three key ways: (1) Organizations can limit CWBs by hiring individuals who are less prone to engage in this type of behavior. (2) Organizations should ensure they are motivating desired behaviors and not CWBs, for example, by designing jobs that promote satisfaction and by preventing abusive supervision. (3) If an employee does engage in CWBs, the organization should respond quickly and appropriately, defining the specific behaviors that are unacceptable and the requirements for acceptable behavior.

131.   Under what circumstances is organizational turnover good or bad? Discuss.

Turnover: Consider the pros and cons of turnover. Turnover can be a good thing when a low-performing person quits or is fired. In contrast, losing a good employee is bad because the organization loses valuable human and social capital, and it can be costly. Job satisfaction has a moderately strong, negative relationship with turnover. Managers can reduce voluntary turnover if they: (1) Hire people who "fit" within the organization's culture. (2) Spend time fostering employee engagement. (3) Provide effective onboarding. (4) Recognize and reward high performers because they are more likely to quit than average performers.

Visit TestBankDeal.com to get complete for all chapters