

Chapter 4

1) In which of the following is work viewed as most important and central in life?

- A) Netherlands
- B) Germany
- C) USA
- D) Britain
- E) Japan

Answer: E

Page Ref: 118

Skill: Recall

2) According to Geert Hofstede's research, the most masculine culture is that of

- A) Japan.
- B) Canada.
- C) Sweden.
- D) United States.
- E) Norway.

Answer: A

Page Ref: 120

Skill: Applied

3) According to Geert Hofstede's research, the most individualistic culture is that of

- A) United States.
- B) Venezuela.
- C) Japan.
- D) Colombia.
- E) Pakistan.

Answer: A

Page Ref: 120

Skill: Applied

4) Which of the following statements about the cultural value of power distance is FALSE?

- A) Japan has higher power distance than Canada.
- B) Superiors tend to be accessible in low power distance cultures.
- C) In high power distance cultures the unequal distribution of power is acceptable to members of the culture.
- D) Denmark has lower power distance than Mexico.
- E) High power distance cultures tend to also be individualistic, rather than collective, cultures.

Answer: E

Page Ref: 121

Skill: Recall

5) In a collective culture

- A) interdependence is minimized.
- B) it may be a good idea to reward groups rather than individuals.
- C) loyalty to one's family or clan are downplayed.
- D) privacy and personal initiative are stressed.
- E) power distance tends to be low.

Answer: B

Page Ref: 120

Skill: Recall

- 6) In Geert Hofstede's survey of values across cultures, individualistic societies can be contrasted most readily with _____ societies.
- A) masculine
 - B) collective
 - C) low power distance
 - D) feminine
 - E) weak uncertainty avoidance

Answer: B

Page Ref: 120

Skill: Recall

- 7) Discrepancy theory suggests that job dissatisfaction develops when
- A) work is unchallenging and repetitive.
 - B) supervisors and employees differ radically in their values.
 - C) workers don't see their jobs as offering what they want.
 - D) job outcomes don't match job inputs.
 - E) workers begin to take benefits for granted.

Answer: C

Page Ref: 127

Skill: Recall

- 8) What job satisfaction facet is most likely to stimulate high performance?
- A) people
 - B) content of the work
 - C) pay
 - D) supervision
 - E) promotion

Answer: B

Page Ref: 137

Skill: Recall

- 9) If a manager wants to increase the job satisfaction of employees, he should
- A) give employees the job outcomes that they want.
 - B) give everybody a pay increase.
 - C) increase employees' affective commitment.
 - D) provide rewards for good performance.
 - E) increase employees' outcomes.

Answer: D

Page Ref: 137

Skill: Applied

- 10) The contemporary view of the relationship between job satisfaction and performance suggests that
- A) job satisfaction and performance are not related.
 - B) performance contributes to job satisfaction and job satisfaction contributes to performance.
 - C) performance contributes to job satisfaction.
 - D) job satisfaction contributes to performance.
 - E) job satisfaction and performance are impossible to measure adequately.

Answer: B

Page Ref: 137

Skill: Recall

- 11) Alice perceives her job inputs as high and her job outcomes as high. Alice perceives Jane's inputs as low and her outcomes as low. Jane's perceptions are identical to Alice's in all respects. According to equity theory
- A) Jane experiences inequity but Alice doesn't.
 - B) both women are experiencing inequity.
 - C) both women are experiencing equity.
 - D) both women should earn exactly the same income.
 - E) Alice experiences inequity but Jane doesn't.

Answer: C

Page Ref: 128

Skill: Applied

- 12) Attitudes are a function of
- A) what we feel and intend to do.
 - B) what we obtain and what we want.
 - C) what we do and what we want.
 - D) what we think and what we feel.
 - E) what we think and what we see.

Answer: D

Page Ref: 124

Skill: Recall

- 13) Which of the following statements concerning values is FALSE?
- A) Values are relatively stable.
 - B) Values are randomly distributed across the population.
 - C) Members of different occupational groups tend to hold different values.
 - D) Value differences may be responsible for conflict between people from different occupational groups.
 - E) Values are learned through reinforcement processes.

Answer: B

Page Ref: 118

Skill: Recall

- 14) A fairly stable evaluative tendency to respond consistently to some specific object, situation, person, or category of people is called a(n)
- A) cognitive dissonance.
 - B) value.
 - C) belief.
 - D) facet.
 - E) attitude.

Answer: E

Page Ref: 124

Skill: Recall

- 15) Which of the following equations is accurate?
- A) Belief + value = attitude.
 - B) Belief + behaviour = attitude.
 - C) Attitude + belief = value.
 - D) Input + outcome = equity.
 - E) Attitude + value = belief.

Answer: A

Page Ref: 125

Skill: Recall

16) Which sequence represents current expert thinking about the relationship among the variables shown?

- A) Performance → satisfaction → rewards
- B) Satisfaction → rewards → performance
- C) Rewards → performance → satisfaction
- D) Rewards → satisfaction → performance
- E) Performance → rewards → satisfaction

Answer: E

Page Ref: 137

Skill: Recall

17) Which of the following is not a job input, according to equity theory?

- A) Seniority
- B) Education
- C) Experience
- D) Hard work
- E) Pay

Answer: E

Page Ref: 128

Skill: Applied

18) One reason why two people performing the same job may have different attitudes toward that job is that

- A) they may differ in their perceptions concerning the actual nature of the job.
- B) they may differ in what they want from the job.
- C) they may have different work values.
- D) they may differ in their beliefs about the job.
- E) all of the above.

Answer: E

Page Ref: 126

Skill: Applied

19) The collection of attitudes that workers have about their jobs is called

- A) discrepancy.
- B) beliefs.
- C) equity.
- D) performance.
- E) job satisfaction.

Answer: E

Page Ref: 125

Skill: Recall

20) Mark says that he is happy with his salary, but finds that his job is not very challenging. This illustrates the concept of

- A) facet satisfaction.
- B) procedural fairness.
- C) distributive fairness.
- D) inequity.
- E) discrepancy.

Answer: A

Page Ref: 125

Skill: Applied

21) What job satisfaction facets does the Job Descriptive Index measure?

- A) Work, supervision, people, pay, promotions
- B) Work, security, people, rewards, promotions
- C) Work, security, people, pay, promotions
- D) Security, people, pay, rewards, promotions
- E) Work, supervision, people, rewards, promotions

Answer: A

Page Ref: 126

Skill: Recall

22) Which of the following is true?

- A) The Job Descriptive Index measures attitudes.
- B) The values held by members of various occupations are remarkably similar.
- C) Indirect communication is more likely to change attitudes than face-to-face persuasion.
- D) Pay is often considered an input in equity theory.
- E) Persuasion that is designed to modify beliefs is usually emotionally oriented.

Answer: A

Page Ref: 125

Skill: Recall

23) All forms of organizational commitment are related to

- A) turnover.
- B) organizational citizenship behaviour.
- C) performance.
- D) absenteeism.
- E) promotions.

Answer: A

Page Ref: 140

Skill: Recall

24) Which job satisfaction facet is the best predictor of absence from work?

- A) coworkers
- B) Pay
- C) Content of the work
- D) Hours of work
- E) Supervision

Answer: C

Page Ref: 135

Skill: Recall

25) Tom recently started working at his fifth job in ten years. Tom has been happy at all of these jobs. This suggests that his job satisfaction is

- A) a product of procedural fairness.
- B) partially due to his disposition.
- C) mainly due to situational factors.
- D) a product of distributive fairness.
- E) highest when the employment opportunity is only short term.

Answer: B

Page Ref: 130

Skill: Applied

26) Here is an equity equation for Louis and Rita, both of whom agree that all figures are accurate:

Louis:

Outcomes = 19

Inputs = 7

Rita:

Outcomes = 10

Inputs = 5

According to equity theory:

- A) Louis should be experiencing equity.
- B) Rita and Louis should be experiencing job satisfaction.
- C) Rita should be experiencing inequity.
- D) Louis and Rita should be experiencing equity.
- E) None of the above.

Answer: C

Page Ref: 128

Skill: Applied

27) In order to predict turnover it would be most useful to know a person's

- A) attitude toward their coworkers.
- B) overall level of job satisfaction.
- C) satisfaction with various facets of the job.
- D) intentions about quitting.
- E) organizational commitment.

Answer: D

Page Ref: 136

Skill: Applied

28) Job satisfaction research has pointed to the influence of dispositional factors because

- A) optimists with realistic thinking processes are more likely to be satisfied.
- B) job satisfaction is stable over time, regardless of current employer.
- C) identical twins raised apart tend to have similar levels of job satisfaction.
- D) adolescent dispositional measures correlate with job satisfaction.
- E) All of the above.

Answer: E

Page Ref: 130

Skill: Recall

29) Carefully applying equity theory should have a direct effect upon

- A) cognitive dissonance.
- B) interactional fairness.
- C) discrepancy theory.
- D) distributive fairness.
- E) procedural fairness.

Answer: D

Page Ref: 128

Skill: Applied

- 30) Organizational citizenship behaviour
- A) is positively related to job satisfaction.
 - B) is negatively related to equity.
 - C) involves carrying out one's assigned job duties to the best of one's ability.
 - D) is usually rewarded through formal performance evaluations.
 - E) is an important evaluation component in most formal performance review systems.

Answer: A

Page Ref: 138

Skill: Recall

- 31) Distributive fairness results in
- A) procedural fairness.
 - B) disposition.
 - C) cognitive dissonance.
 - D) equity.
 - E) work centrality.

Answer: D

Page Ref: 128

Skill: Recall

- 32) Organizational citizenship behaviour is
- A) one of Geert Hofstede's work-related value dimensions.
 - B) unlikely to be rewarded directly and explicitly by the organization.
 - C) unrelated to job satisfaction.
 - D) included in most job descriptions.
 - E) likely to occur when employees experience inequity.

Answer: B

Page Ref: 138

Skill: Recall

- 33) Which of the following would not be part of an equity equation involving you and your co-worker Darlene?
- A) Darlene's outputs
 - B) Your outcomes
 - C) Darlene's inputs
 - D) Darlene's outcomes
 - E) Your inputs

Answer: A

Page Ref: 128

Skill: Applied

- 34) Which of the following pieces of advice is probably least sensible or logical?
- A) To change attitudes, change beliefs.
 - B) To change attitudes, change behaviour.
 - C) To change behaviour, change attitudes.
 - D) To change attitudes, change values.
 - E) To change values, change attitudes.

Answer: E

Page Ref: 125

Skill: Applied

35) To increase organizational citizenship behaviour

- A) increase job satisfaction.
- B) reduce turnover.
- C) increase performance.
- D) reduce organizational commitment.
- E) decrease procedural fairness.

Answer: A

Page Ref: 138

Skill: Applied

36) To increase the overall job satisfaction of an employee

- A) create a discrepancy between desired and actual outcomes.
- B) increase organizational citizenship behaviour.
- C) use the Job Descriptive Index.
- D) reduce turnover.
- E) increase facet satisfaction.

Answer: E

Page Ref: 125

Skill: Applied

37) What factor would be most likely to boost continuance commitment?

- A) Organizational ideology
- B) A generous pension fund
- C) Moving to a new community
- D) Interesting work
- E) Friendly supervision

Answer: B

Page Ref: 140

Skill: Applied

38) People with the following personality traits tend to be more satisfied with their jobs:

- A) extraverted and conscientious
- B) openness to experience and conscientious
- C) extraverted and high in neuroticism
- D) extraverted and openness to experience
- E) openness to experience and agreeableness

Answer: A

Page Ref: 130

Skill: Recall

39) What are emotions?

- A) Subtle, often long-lived, diffuse feelings.
- B) Intense, often short-lived, diffuse feelings.
- C) Intense, often short-lived, feelings caused by a particular event.
- D) Intense, often long-lived, feelings caused by a particular event.
- E) Subtle, often short-lived, diffuse feelings.

Answer: C

Page Ref: 130

Skill: Recall

40) What are moods?

- A) Not so intense, long-lived, diffuse feelings.
- B) Not so intense, long-lived, feelings caused by a particular event.
- C) Intense, often short-lived, feelings caused by a particular event.
- D) Not so intense, often short-lived, diffuse feelings.
- E) Intense, long-lived, diffuse feelings.

Answer: A

Page Ref: 130

Skill: Recall

41) Which of the following is an example of affect events theory and job satisfaction?

- A) The tendency for job satisfaction to spread between people or throughout a group.
- B) When certain "shocks" such as an unsolicited job offer lowers one's job satisfaction and leads to turnover.
- C) Seeing a co-worker being put down by a manager provokes emotional anger and lowers one's job satisfaction.
- D) Seeing a co-worker receiving more outcomes even though your inputs are greater lowers one's job satisfaction.
- E) The tendency for people to conform to certain "display rules" in their job satisfaction in spite of their mood or emotions.

Answer: C

Page Ref: 131

Skill: Applied

42) Which of the following is an example of emotional contagion?

- A) When an employee's emotions are in a constant state of change.
- B) Pleasant service encounters contribute to the service provider's satisfaction as well as to that of the customer.
- C) An employee who has low satisfaction at work will also have low satisfaction outside of work.
- D) An employee who is angry at work is also angry at home.
- E) All employees must do certain things in spite of their true mood and emotions to provide pleasant service encounters.

Answer: B

Page Ref: 131

Skill: Applied

43) The requirement for people to conform to certain "display rules" in their job behaviour in spite of their true mood or emotions is known as

- A) emotional opposition.
- B) emotional regulation.
- C) emotional display.
- D) affective events theory.
- E) emotional contagion.

Answer: B

Page Ref: 131

Skill: Recall

44) Which of the following jobs are especially laden with display rules?

- A) waiter, dishwasher, cook
- B) waiter, bank teller, flight attendant
- C) waiter, bank teller, dishwasher
- D) waiter, dishwasher, flight attendant
- E) waiter, bank teller, cook

Answer: B

Page Ref: 131

Skill: Applied

45) Which of the following is an example of emotional regulation?

- A) Employees are supposed to repress their anger when dealing with customers.
- B) Employees are supposed to be nice to customers even when they are angry at them.
- C) Employees are supposed to be perky and upbeat even when they feel down.
- D) Employees are supposed to remain calm and civil even when hassled or insulted.
- E) All of the above.

Answer: E

Page Ref: 131

Skill: Applied

46) According to the model of employee turnover in the text, what contributes to turnover intentions?

- A) Job satisfaction, organizational commitment, and mentally challenging work.
- B) Job satisfaction, mentally challenging work, and "shocks."
- C) Mentally challenging work, adequate compensation, and career opportunities.
- D) Mentally challenging work, supervision, and adequate compensation.
- E) Job satisfaction, organizational commitment, and "shocks."

Answer: E

Page Ref: 136

Skill: Recall

47) According to the model of employee turnover in the text, what two factors are directly related to turnover?

- A) Job satisfaction and comparison of alternatives.
- B) Job satisfaction and turnover intentions.
- C) Turnover intentions and comparison of alternatives.
- D) Job satisfaction and organizational commitment.
- E) Turnover intentions and organizational commitment.

Answer: C

Page Ref: 136

Skill: Recall

48) What is the relationship between employee job satisfaction, customer satisfaction, and organizational profitability?

- A) Employee job satisfaction is related to customer satisfaction and organizational profitability.
- B) Employee job satisfaction is related to customer satisfaction but not organizational profitability.
- C) Employee job satisfaction is related to organizational profitability but not customer satisfaction.
- D) Employee job satisfaction is not related to customer satisfaction or organizational profitability.
- E) Employee job satisfaction is not related to customer satisfaction, but customer satisfaction is related to organizational profitability.

Answer: A

Page Ref: 139

Skill: Recall

- 49) An organization has a safety problem and wants to change employee attitudes towards safety. If they want to focus on changing values, what should they do?
- A) Tell employees that wearing safety equipment is required by the workers health and safety board.
 - B) Tell employees about a dead workers family who are suffering because of unsafe work practices.
 - C) Tell employees that if they continue to ignore safety rules they will be fired.
 - D) Tell employees that employees at other organizations are required to abide by the same safety regulations.
 - E) Tell employees that hard hats and safety glasses are not uncomfortable.

Answer: B

Page Ref: 125

Skill: Applied

- 50) What is a communicator trying to modify when he/she uses persuasion to try to change people's attitudes?
- A) values or attitudes
 - B) behaviour
 - C) beliefs or values
 - D) beliefs or behaviour
 - E) attitudes

Answer: C

Page Ref: 125

Skill: Recall

- 51) An organization has a safety problem and wants to change employee attitudes towards safety. If they want to focus on changing beliefs, what should they do?
- A) Tell employees about a dead workers family who are suffering because of unsafe work practices.
 - B) Tell employees about the children who are growing up without parents because of unsafe working behaviour.
 - C) Tell employees that hard hats and safety glasses are not uncomfortable.
 - D) Tell employees about workers who have been injured because of unsafe work practices and are unable to work and support for their families.
 - E) Tell employees about workers who have lost limbs due to unsafe work practices.

Answer: C

Page Ref: 125

Skill: Applied

- 52) What is interactional fairness?
- A) When employees have interactions with their managers that they perceive to be fair
 - B) When people feel that they have received respectful and informative communication about some outcome
 - C) When people see the process used to determine outcomes as reasonable
 - D) When people receive what they think they deserve from their jobs
 - E) When employees have interactions with each other that they perceive to be fair

Answer: B

Page Ref: 129

Skill: Recall

53) If you experience procedural unfairness at work, how will this affect your satisfaction?

- A) you will be dissatisfied with the system
- B) you will be dissatisfied with your coworkers
- C) you will be dissatisfied with your pay
- D) you will be dissatisfied with your job
- E) you will be dissatisfied with your boss

Answer: A

Page Ref: 130

Skill: Applied

54) If you experience interactional unfairness at work, how will this affect your satisfaction?

- A) you will be dissatisfied with your friends
- B) you will be dissatisfied with your coworkers
- C) you will be dissatisfied with yourself
- D) you will be dissatisfied with your boss
- E) you will be dissatisfied with the system

Answer: D

Page Ref: 130

Skill: Applied

55) As a manager, you have to communicate to employees their work outcomes. You are concerned about interactional fairness, which means that your communication must be:

- A) positive and respectful
- B) respectful and informative
- C) positive and informative
- D) respectful and honest
- E) open and honest

Answer: B

Page Ref: 129

Skill: Applied

56) Which of the following is most accurate about the negative effects of distributive unfairness?

- A) the negative effects of distributive unfairness can only be offset by distributive fairness
- B) procedural fairness but not interactional fairness can offset the negative effects of distributive unfairness
- C) interactional fairness but not procedural fairness can offset the negative effects of distributive unfairness
- D) procedural fairness and interactional fairness can offset the negative effects of distributive unfairness
- E) neither procedural fairness or interactional fairness can offset the negative effects of distributive unfairness

Answer: D

Page Ref: 130

Skill: Recall

57) Which of the following best represents the relationship between personality and job satisfaction?

- A) people high in self-esteem and neuroticism are less satisfied
- B) people high in self-esteem and external locus of control are more satisfied
- C) people high in self-esteem and neuroticism are more satisfied
- D) people high in self-esteem and internal locus of control are more satisfied
- E) people with internal locus of control and high in neuroticism are more satisfied

Answer: D

Page Ref: 130

Skill: Recall

- 58) You have two friends who are going to start new jobs after they graduate. Your friend Sasha has always had high self-esteem and your friend Ellen is someone with an external locus of control. How satisfied do you think your friends will be with their new jobs?
- A) Sasha will be more satisfied than Ellen
 - B) they will both have high job satisfaction
 - C) it depends on jobs they have
 - D) they will both have low job satisfaction
 - E) Ellen will be more satisfied than Sasha

Answer: A

Page Ref: 130

Skill: Applied

- 59) Which of the following accurately describes the relationship between cognitive demands, pay, and emotional labour?
- A) occupations with low cognitive demands tend to be paid more when the jobs are high in emotional labour
 - B) occupations with low cognitive demands tend to be paid more when the jobs are low in emotional labour
 - C) occupations with high cognitive demands tend to be paid more when the jobs are low in emotional labour
 - D) occupations with high cognitive demands tend to be paid more when the jobs are high in emotional labour
 - E) occupations with high cognitive demands tend to be paid more regardless of the amount of emotional labour involved

Answer: D

Page Ref: 131

Skill: Recall

- 60) What explains the connection between job satisfaction and good attendance?
- A) the tendency for job satisfaction to facilitate people's ability to come to work
 - B) the tendency for job satisfaction to facilitate mental health and satisfaction with life
 - C) the tendency for job satisfaction to facilitate people's motivation to come to work
 - D) the tendency for job satisfaction to facilitate people's experience of positive emotions
 - E) the tendency for job satisfaction to facilitate people's desire to want to come to work

Answer: B

Page Ref: 135

Skill: Recall

- 61) You have three friends who have been working since they graduated. Tom has the best paying job. Kamal has the most challenging job. Leanne has the least stressful job. Which friend(s) is least likely to be absent from work?
- A) Leanne
 - B) Kamal and Tom
 - C) Kamal
 - D) Tom and Leanne
 - E) Tom

Answer: C

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Skill: Applied

- 62) Your three best friends all found jobs after graduation. Jack has just found out that he has to attend a training program. Jamal has just announced that he is getting a divorce. And Jenna is complaining about her boss who has been pushing her to work harder. Which friend(s) is most likely to quit?
- A) Jamal
 - B) Jenna and Jack
 - C) Jenna
 - D) Jamal and Jenna
 - E) Jack

Answer: A

Page Ref: 136

Skill: Applied

- 63) Which one of your friends is experiencing a "honeymoon effect"?
- A) Thelma has just quit a job that had many things she did not like, started a new job with many things she likes, and does not yet know about some other things she will not like
 - B) Luke has just quit a job that had many things he did not like, started a new job with many things he likes, and knows there will be even more good things to come
 - C) Jenna has just returned home from her honeymoon and now must begin her new job
 - D) Christine has just quit a job that had many things she did not like, started a new job with many things she likes, and does not yet know about some other things that she will also like
 - E) Sally has just started her first job and likes many things about it and does not yet know about some other things that she will not like

Answer: A

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Skill: Applied

- 64) If you have a friend who is experiencing the "honeymoon-hangover effect" what does this say about your friend's job satisfaction?
- A) He/she was more satisfied on an old job than on a new job
 - B) He/she is just as satisfied on a new job as on an old job
 - C) His/her job satisfaction on a new job increases and then decreases
 - D) His/her job satisfaction on a new job increases and then stays at the same level
 - E) His/her job satisfaction on a new job decreases and then increases

Answer: C

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Skill: Applied

- 65) A large scale survey of values has shown that Americans rank slightly above the Japanese in the extent to which work is a central life interest.

Answer: True ☒ False

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Skill: Applied

- 66) According to Geert Hofstede's large survey, Japan is the most masculine society.

Answer: ☒ True ☐ False

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Skill: Applied

67) According to Geert Hofstede's large survey, the United States is one of the most collective societies.

Answer: True ☒ False

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Skill: Applied

68) Equity theory is mainly concerned with distributive fairness rather than procedural fairness.

Answer: ☒ True False

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Skill: Recall

69) According to equity theory, equity exists when work inputs equal work outputs.

Answer: True ☒ False

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Skill: Recall

70) In highly collective cultures, allocating work rewards according to individual equity principles is the best way to promote job satisfaction.

Answer: True ☒ False

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Skill: Applied

71) The concept of organizational citizenship behaviour illustrates one good reason to cultivate the job satisfaction of the workforce.

Answer: ☒ True False

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Skill: Applied

72) Organizational citizenship behaviour refers to the idea of doing an excellent job in one's formally assigned responsibilities but not going beyond them.

Answer: True ☒ False

Page Ref: 138

Skill: Recall

73) Organizational citizenship behaviour is explicitly recognized in most organizations' performance evaluation and reward systems.

Answer: True ☒ False

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Skill: Recall

74) Contemporary thinking indicates that satisfaction causes performance when satisfaction is followed by rewards.

Answer: True ☒ False

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Skill: Recall

75) In societies characterized by high power distance, organizations would tend to emphasize differences in rank and position.

Answer: ☒ True False

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Skill: Applied

76) More collective cultures tend to de-emphasize differences in power among their members.

Answer: True ☒ False

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Skill: Applied

77) In equity theory terms, an unequal input/outcome ratio is an obvious example of procedural unfairness.

Answer: True ☒ False

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Skill: Applied

78) In an individualistic culture, distributing rewards according to equity principles rather than equality principles seems like a sensible strategy.

Answer: ☒ True False

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Skill: Applied

79) Values are a product of beliefs and attitudes.

Answer: True ☒ False

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Skill: Recall

80) Values usually change greatly from day to day.

Answer: True ☒ False

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Skill: Recall

81) Theories of organizational behaviour, such as motivation, are easily transferred to all other cultures.

Answer: True ☒ False

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Skill: Applied

82) The Minnesota Satisfaction Questionnaire measures attitudes.

Answer: ☒ True False

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Skill: Recall

83) Beliefs are made up of values and attitudes.

Answer: True ☒ False

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Skill: Recall

84) The Minnesota Satisfaction Questionnaire requires respondents to answer "yes" or "no" in describing whether a word or phrase describes particular facets of their jobs.

Answer: True ☒ False

Page Ref: 126

Skill: Recall

85) According to equity theory, having outcomes equal to a comparison person does not guarantee equity.

Answer: ☒ True ☐ False

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Skill: Applied

86) The job satisfaction facet that is most predictive of absenteeism is satisfaction with pay.

Answer: ☐ True ☒ False

Page Ref: 135

Skill: Recall

87) The word discrepancy in discrepancy theory refers to the discrepancy between job inputs and job outcomes.

Answer: ☐ True ☒ False

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Skill: Recall

88) Pay would not be considered an input in equity theory.

Answer: ☒ True ☐ False

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Skill: Applied

89) Job satisfaction does not contribute to performance.

Answer: ☐ True ☒ False

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Skill: Recall

90) Intentions to quit are poor predictors of turnover.

Answer: ☐ True ☒ False

Page Ref: 136

Skill: Recall

91) An employee attitude survey might sensibly use the Job Descriptive Index.

Answer: ☒ True ☐ False

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Skill: Recall

92) Organizational commitment is the strength of the linkage between an employee and an organization.

Answer: ☒ True ☐ False

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Skill: Recall

93) Continuance commitment and normative commitment are caused by the same factors.

Answer: ☐ True ☒ False

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Skill: Recall

94) Emotions are intense, often long-lived, feelings caused by a particular event.

Answer: ☐ True ☒ False

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Skill: Recall

95) Moods are not so intense, long-lived, and diffuse feelings.

Answer: ☒ True ☐ False

Page Ref: 130

Skill: Recall

96) Affective events theory explains how emotions and moods affect job satisfaction.

Answer: ☒ True ☐ False

Page Ref: 131

Skill: Recall

97) The tendency for moods and emotions to spread between people or throughout a group is known as emotional regulation.

Answer: ☐ True ☒ False

Page Ref: 131

Skill: Recall

98) An example of emotional regulation is when an employee is nice to a customer because he or she likes the customer.

Answer: ☐ True ☒ False

Page Ref: 131

Skill: Applied

99) Job satisfaction and organizational commitment are directly related to turnover intentions.

Answer: ☒ True ☐ False

Page Ref: 136

Skill: Recall

100) Employee job satisfaction does not translate into organizational profitability.

Answer: ☐ True ☒ False

Page Ref: 139

Skill: Recall

101) Certain shocks like an earthquake might stimulate turnover despite satisfaction with one's current job.

Answer: ☐ True ☒ False

Page Ref: 136

Skill: Recall

102) Persuasion that is designed to modify or emphasize values is usually rationally oriented.

Answer: ☐ True ☒ False

Page Ref: 125

Skill: Recall

103) If you want to change the values of a friend to be more like your own then you should focus on emotions.

Answer: ☒ True ☐ False

Page Ref: 125

Skill: Applied

104) If your boss is fair about the processes used to determine work outcomes you have interactional fairness.

Answer: ☐ True ☒ False

Page Ref: 129

Skill: Applied

105) When your boss gives you respectful and informative communication about some outcome then you will have experienced interactional fairness.

Answer: ☒ True ☐ False

Page Ref: 129

Skill: Applied

106) It is impossible for absolutely fair outcomes or procedures to be perceived as unfair just because they are inadequately or uncaringly explained.

Answer: ☐ True ☒ False

Page Ref: 129

Skill: Recall

107) If you experience procedural unfairness you are most likely to be dissatisfied with your boss.

Answer: ☐ True ☒ False

Page Ref: 130

Skill: Applied

108) If you experience interactional unfairness you are most likely to be dissatisfied with your coworkers.

Answer: ☐ True ☒ False

Page Ref: 130

Skill: Applied

109) Procedural and interactional fairness can offset the negative effects of distributive unfairness.

Answer: ☒ True ☐ False

Page Ref: 130

Skill: Recall

110) People who are extraverted and high in neuroticism tend to be more satisfied with their jobs.

Answer: ☐ True ☒ False

Page Ref: 130

Skill: Recall

111) People who are more optimistic and proactive report higher job satisfaction.

Answer: ☒ True ☐ False

Page Ref: 130

Skill: Recall

112) Occupations with high cognitive demands tend to be paid more when the jobs are low in emotional labour.

Answer: ☐ True ☒ False

Page Ref: 131

Skill: Recall

- 113) The connection between job satisfaction and good attendance probably stems in part from the tendency for job satisfaction to facilitate people's desire to want to come to work.
Answer: True ☒ False
Page Ref: 135
Skill: Recall
- 114) Certain shocks are most likely to stimulate turnover for employees who are dissatisfied with their jobs.
Answer: True ☒ False
Page Ref: 136
Skill: Recall
- 115) If a friend of yours is aware of the good facets of a new job and knows that there are more good things on the horizon, he/she is experiencing the "honeymoon effect."
Answer: True ☒ False
Page Ref: 137
Skill: Applied
- 116) When people experience the "hangover effect" their job satisfaction rises and then becomes stable.
Answer: True ☒ False
Page Ref: 137
Skill: Recall
- 117) After starting a new job, a friend of yours begins to realize some bad facets of the job in what is known as a "hangover effect."
Answer: ☒ True False
Page Ref: 137
Skill: Applied
- 118) Satisfaction with the content of work is the most important facet for absence from work and performance.
Answer: ☒ True False
Page Ref: 135
Skill: Recall
- 119) In more feminine cultures, equality of outcomes might produce more feelings of distributive fairness than equity of outcomes.
Answer: True ☒ False
Page Ref: 129
Skill: Recall
- 120) People will endure a dissatisfying job if they are embedded in the community.
Answer: ☒ True False
Page Ref: 136
Skill: Recall
- 121) Procedural and interactional fairness are more critical for organizational citizenship behaviour than distributive fairness.
Answer: ☒ True False
Page Ref: 138
Skill: Recall

- 122) A fairly evaluative tendency to respond consistently to some specific object, situation, person, or category of people is called a(n) _____.
Answer: attitude
Page Ref: 124
Skill: Recall
- 123) The _____ theory portrays job satisfaction as the difference between desired and received job outcomes.
Answer: discrepancy
Page Ref: 127
Skill: Recall
- 124) _____ fairness is determined by the processes used to allocate rewards and resources.
Answer: Procedural
Page Ref: 129
Skill: Recall
- 125) _____ fairness is a function of the actual amount of work rewards or resources received.
Answer: Distributive
Page Ref: 128
Skill: Recall
- 126) In equity theory _____ refer to the rewards or resources received in an exchange with the organization.
Answer: outcomes
Page Ref: 128
Skill: Recall
- 127) Informal, voluntary activity that contributes to organizational effectiveness but may not be formally rewarded by the organization is called _____.
Answer: organizational citizenship behaviour
Page Ref: 138
Skill: Recall
- 128) In Geert Hofstede's cross-cultural research _____ was the country that exhibited the most masculine of cultures.
Answer: Japan
Page Ref: 120
Skill: Applied
- 129) In Geert Hofstede's cross-cultural research, Venezuela, Columbia, and Pakistan exhibited highly _____ cultures that favoured interdependence over individualism.
Answer: collective
Page Ref: 120
Skill: Applied
- 130) _____ dictate a broad preference for certain states of affairs over others.
Answer: Values
Page Ref: 117
Skill: Recall

- 131) A popular measure of job satisfaction that measures the five facets of work, people, promotions, supervision, and pay is the _____.
Answer: Job Descriptive Index
Page Ref: 125
Skill: Recall
- 132) In Geert Hofstede's cross-cultural terminology, a high degree of participation in work decisions might not be preferred in high _____ societies.
Answer: power distance
Page Ref: 120
Skill: Applied
- 133) Equity theory is an example of a theory that is concerned with _____ fairness or justice, not the process used to allocate outcomes.
Answer: distributive
Page Ref: 128
Skill: Applied
- 134) People are most likely to be concerned with procedural fairness when distributive fairness is _____.
Answer: low or unfair
Page Ref: 129
Skill: Applied
- 135) The Job Descriptive Index is a measure of _____.
Answer: job satisfaction
Page Ref: 125
Skill: Recall
- 136) Helping, conscientiousness, courtesy, cooperation, and being a good sport are all examples of _____.
Answer: organizational citizenship behaviour
Page Ref: 138
Skill: Applied
- 137) The job satisfaction facet that is most predictive of absenteeism is satisfaction with _____.
Answer: the work itself
Page Ref: 135
Skill: Recall
- 138) The contemporary view of the causality of the relationship between job satisfaction and performance suggests that _____.
Answer: performance contributes to satisfaction and satisfaction contributes to performance.
Page Ref: 137
Skill: Recall
- 139) _____ commitment is based on an employee's identification and involvement with the organization.
Answer: Affective
Page Ref: 139
Skill: Recall

140) _____ are intense, often short-lived, feelings caused by a particular event.

Answer: Emotions

Page Ref: 130

Skill: Recall

141) _____ are less intense, longer-lived, and more diffuse feelings.

Answer: Moods

Page Ref: 130

Skill: Recall

142) _____ explains how emotions and moods affect job satisfaction.

Answer: Affect Events Theory

Page Ref: 130

Skill: Recall

143) _____ is the tendency for moods and emotions to spread between people or throughout a group.

Answer: Emotional contagion

Page Ref: 131

Skill: Recall

144) Emotional regulation is informally referred to as _____.

Answer: emotional labour

Page Ref: 131

Skill: Recall

145) Certain _____ such as a marital break-up or the birth of a child might stimulate turnover despite job satisfaction.

Answer: shocks

Page Ref: 136

Skill: Recall

146) A growing body of evidence has established that employee job satisfaction is translated into _____.

Answer: customer or client satisfaction.

Page Ref: 139

Skill: Recall

147) The _____ occurs when bad facets of the old job are gone, the good facets of the new job are apparent, and the bad facets of the new job are not yet known.

Answer: honeymoon effect

Page Ref: 136

Skill: Recall

148) Dissatisfaction is most likely to result in _____ when jobs are plentiful.

Answer: turnover

Page Ref: 136

Skill: Recall

- 149) After being on the job for sometime, you begin to realize some of the bad facets and you begin to experience what is known as a _____.
Answer: hangover effect
Page Ref: 137
Skill: Applied
- 150) Persuasion that is designed to modify or emphasize _____ is usually emotionally oriented.
Answer: values
Page Ref: 125
Skill: Recall
- 151) Persuasion that is slanted toward modifying certain _____ is usually rationally oriented.
Answer: beliefs
Page Ref: 125
Skill: Recall
- 152) If your boss provides you with respectful and informative communication about your work outcomes then _____ has occurred.
Answer: interactional fairness
Page Ref: 129
Skill: Applied
- 153) People who experience interactional unfairness are most likely dissatisfied with the _____.
Answer: boss
Page Ref: 130
Skill: Recall
- 154) People who experience procedural unfairness are most likely dissatisfied with the _____.
Answer: system
Page Ref: 130
Skill: Recall
- 155) People who high in _____ tend to be dissatisfied.
Answer: neuroticism
Page Ref: 130
Skill: Recall
- 156) If you have a job in which you need to suppress negative emotions, it can lower your job satisfaction and increase your _____.
Answer: stress
Page Ref: 131
Skill: Applied
- 157) Occupations with high cognitive demands tend to be paid more when the jobs are also high in _____.
Answer: emotional labour
Page Ref: 131
Skill: Recall

158) The most important facet for stimulating performance has to do with the _____.

Answer: content of the work

Page Ref: 137

Skill: Recall

159) Very high levels of _____ can cause conflicts between family life and worklife.

Answer: commitment

Page Ref: 140

Skill: Recall

160) Procedural fairness seems especially likely to provoke dissatisfaction when people also see _____ as being low.

Answer: distributive fairness

Page Ref: 129

Skill: Recall

161) If you have a job in which you must conform to certain "display rules" in spite of your true mood or emotions, then your job is high in terms of _____ labour.

Answer: emotional

Page Ref: 131

Skill: Applied

162) Hofstede identified four basic dimensions along which work-related values differ across cultures. Describe all four dimensions and indicate how Canada ranks on each.

Answer: Power distance — Canada ranks relatively low; uncertainty avoidance — Canada is low; masculinity/femininity — Canada ranks in the middle of the countries studied by Hofstede; and individualism/collectivism — Canada is highly individualistic.

Page Ref: 119

Skill: Applied

163) Explain the difference between values, beliefs and attitudes. How are they linked to behaviour? Give a hypothetical example of how a value, belief and attitude may lead an individual to quit their job.

Answer: Values are broad preferences towards certain outcomes over others. Beliefs are conclusions drawn about ideas which may or may not be accurate. Attitudes are evaluations directed toward specific preferences or targets. In our model of attitude formation, beliefs and values combine to form an attitude which influences behaviour. For example, "having a good job is important" (a value) and "my job is not very good" (a belief) could create the attitude "I hate my job" and ultimately lead a worker to quit.

Page Ref: 124

Skill: Applied

164) What is equity theory? Use it to explain why a doctor who earns \$100,000 per year might be more dissatisfied with her job than a plumber who earns \$50,000.

Answer: Equity theory suggests that job satisfaction stems from a comparison of the inputs one invests in a job and the outcomes one receives in comparison with the inputs and outcomes of another person or group. In the example, the doctor may perceive that her inputs — years of education, long hours, dedication to her field, etc. — are disproportionately greater than those of the plumber in comparison to the outcomes — higher pay — which may, in fact, not be all that great after taxes!

Page Ref: 128

Skill: Applied

165) Which facets contribute the most to feelings of job satisfaction for the average Canadian worker?

Answer: Mentally challenging work, adequate compensation, career opportunities, and people.

Page Ref: 133

Skill: Recall

166) Gordon Wong, the VP of Human Resources at Zeta Manufacturing, recently tested the job satisfaction of all Zeta's employees using the Job Descriptive Index. Based on the disappointingly low levels of job satisfaction related by most employees, he is predicting dramatic increases in absenteeism and massive employee turnover. Do you agree with his prediction? Explain your reasons.

Answer: Research suggests that his prediction is probably wrong about absenteeism, but may be right with respect to turnover. The association between job satisfaction and absenteeism is generally small; work content is actually the best predictor of job satisfaction. The association between job satisfaction and turnover is moderately strong, but stated intentions to quit are actually a better predictor of turnover.

Page Ref: 135

Skill: Applied

167) Describe the connection between job satisfaction and performance. Which is the cause and which is the effect and how do rewards fit in?

Answer: There is evidence that "satisfaction causes performance" and "performance causes satisfaction." In terms of the performance causes job satisfaction connection, performance that is linked to rewards should lead to higher levels of job satisfaction.

Page Ref: 137

Skill: Applied

168) Name and briefly define three different types of organizational commitment. Give an example of each.

Answer: Affective commitment — "I want to stay because I love my job and this company".

Continuance commitment — "I have to stay because I don't want to relocate".

Normative commitment — "I should stay with this company because they helped pay for my business education".

Page Ref: 139

Skill: Applied

169) Describe Affective Events Theory and give an example of how it can explain why an employee is dissatisfied with his or her job.

Answer: Affective Events Theory explains how emotions and moods affect job satisfaction. Events or experiences at work can lead to certain emotions and moods which in turn influence employee job satisfaction. For example, seeing a co-worker being yelled at and put down by a manager might provoke emotional anger and disgust and then lower one's job satisfaction.

Page Ref: 131

Skill: Applied

170) What is emotional regulation and its consequences. Given an example of an employee who is regulating his or her emotions.

Answer: Emotional regulation is the requirement for people to conform to certain "display rules" in their job behaviour in spite of their true mood or emotions. There is growing evidence that the frequent need to suppress negative emotions takes a toll on job satisfaction and increases stress. An example is when an employee must remain calm and civil even when being harassed and insulted by customers. Flight attendants who must be calm and pleasant when interacting with rude and drunk passengers is an example.

Page Ref: 131

Skill: Applied

171) What are some of the reasons why satisfied people sometimes quit their jobs and dissatisfied people stay?

Answer: Certain "shocks" stimulate turnover despite being satisfied with one's job; an employee's dissatisfaction might be offset by a strong commitment to the organization; when an employee is so embedded in the community and does not want to move; a weak job market and limited employment alternatives.

Page Ref: 136

Skill: Recall

172) Describe the relationship between employee job satisfaction and customer satisfaction and explain when they are or are not related.

Answer: There is growing evidence that employee job satisfaction is related to customer or client satisfaction as well as organizational profitability. Reasons for how employee job satisfaction translates into customer satisfaction include: reduced absenteeism and turnover; organizational citizenship behaviour; a good mood among employees that is contagious for customers.

Page Ref: 139

Skill: Recall

173) Describe how changes in the workplace are having an impact on organizational commitment.

Answer: Changes in the workplace on employees' commitment to their organization can be seen in three main areas: changes in the nature of employees' commitment to the organization; changes in the focus of employees' commitment; and the multiplicity of employer-employee relationships within organization.

Page Ref: 141

Skill: Recall

174) What should organizations do to ensure that employees have perceptions of fairness? What are the kinds of fairness that organizations should focus on and how are they related?

Answer: Organizations should be aware of three kinds of fairness: distributive fairness, procedural fairness, and interactional fairness. Distributive fairness has to do with the outcomes employees receive; procedural fairness has to do with the process that led to those outcomes; and interactional fairness concerns how these matters are communicated to employees. Organizations need to ensure that employees receive what they deserve from their jobs. In this regard, it is important to consider employees' inputs, outcomes, and comparison others or how equity theory operates to influence distributive fairness. Organizations should also ensure that the process used to determine work outcomes is reasonable, and that employees receive respectful and informative communication about the outcomes they receive. The three types of fairness are related in several respects. First, procedural fairness is especially likely to provoke dissatisfaction when people also see distributive fairness as being low. Second, it is possible for absolutely fair outcomes or procedures to be perceived as unfair when they are inadequately or uncaringly explained. And third, both procedural and interactional fairness can to some extent offset the negative effects of distributive unfairness.

Page Ref: 127

Skill: Applied

175) Employees often quit a job they don't like with the expectation that they will be happier in a new job. If you had a friend in this situation who was about to start his/her new job, what would you tell them about the "honeymoon-hangover effect"?

Answer: You should tell them that a decrease in job satisfaction often precedes turnover and that those who quit experience a boost in satisfaction on their new job. This boost is due in part to a "honeymoon effect" in which the bad facets of the old job are gone, the good facets of the new job are apparent, and the bad facets of the new job are not yet known. You should also let them know that over time as these bad facets are recognized, a "hangover effect" can occur in which their overall job satisfaction with the new job will decrease.

Page Ref: 136

Skill: Applied

176) Explain how job satisfaction contributes to organizational citizenship behaviour.

Answer: Fairness is key. Although distributive fairness (especially in terms of pay) is important, procedural and interactional fairness from a supportive manager seem especially critical. If the manager strays from the prescriptions for procedural fairness, OCB can suffer. If one feels unfairly treated, it might be difficult to lower formal performance for fear of dire consequences. It might be much easier to withdraw the less visible, informal activities that make up OCB. On the other hand, fair treatment and its resulting satisfaction might be reciprocated with OCB.

Page Ref: 138

Skill: Recall