

3

1. Organizational commitment is the desire on the part of an employee to remain a member of the organization.
True False
2. The types of organizational commitment are continuance, normative, and affective.
True False
3. The social influence model of withdrawal behaviour suggests that employees with fewer bonds will be most likely to quit the organization.
True False
4. One factor that increases continuance commitment is a lack of employment alternatives.
True False
5. The primary response to negative events at work that is a passive, negative response in which interest and effort in the job declines is termed exit.
True False
6. The primary response to negative events at work that is a constructive response in which individuals attempt to improve the situation is termed loyalty.
True False
7. Examples of psychological withdrawal include missing meetings, socializing, and tardiness.
True False
8. Physical withdrawal is the short or long term physical escape from the work environment.
True False
9. Involuntary turnover occurs when employees are fired by the organization for some reason.
True False
10. "My organization gave me my start . . . they hired me when others thought I wasn't qualified." This is an example of continuance commitment.
True False
11. Continuance commitment is defined as a desire to remain a member of an organization due to a feeling of obligation.
True False
12. The erosion model suggests that employees who have direct linkages with "leavers" will themselves become more likely to leave.
True False
13. Continuance commitment tends to create more of a passive form of loyalty.
True False
14. Embeddedness summarizes a person's links to the organization and the community, his/her sense of fit with that organization and community, and what he/she would have to sacrifice for a job change.
True False
15. Embeddedness weakens continuance commitment by providing more reasons why a person needs to stay in his or her current position.
True False
16. Affective commitment exists when there is a sense that staying is the "right" or "moral" thing to do.
True False

17. Employees who feel a sense of normative commitment identify with the organization, accept that organization's goals and values, and are more willing to exert extra effort on behalf of the organization.
True False
18. Voice is defined as a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement.
True False
19. Sometimes neglect can be even more costly than exit because it is not as readily noticed.
True False
20. Employees likely respond to negative events with voice because they have the desire to offer constructive suggestions for change.
True False
21. Socializing indicates an intentional desire on the part of the employee to look like he/she is working, even when not performing work tasks.
True False
22. The most serious form of physical withdrawal is absenteeism.
True False
23. The progression form model of withdrawal argues that the various withdrawal behaviours are correlated with one another, occur for different reasons, and fulfill different needs on the part of employees.
True False
24. From a continuance commitment perspective, employer strategies could center on increasing the bonds that link employees together to prevent withdrawal.
True False
25. If an employer provides training and development opportunities, this should improve normative commitment.
True False
26. According to the textbook, what percentage of employees have no plans to leave their current jobs?
A. one-tenth
B. one-fifth
C. one-quarter
D. one-third
E. one-half
27. What is another name for the risk that is associated with employees potentially leaving their current jobs?
A. financial risk
B. employment risk
C. retention risk
D. flight risk
E. attrition risk
28. Many organizations find it difficult to attract skilled employees. According to the Conference Board of Canada, which organizations were most likely to not experience staff shortages?
A. natural resources
B. government
C. accounting
D. retail
E. education

29. Johnson & Johnson is looking to replace their chief executive officer. According to recent estimates, what percentage of an executive's annual salary and benefits will it cost to replace an executive?
- A. 50%
 - B. 100%
 - C. 150%
 - D. 250%
 - E. 500%
30. Managers at ABC international are quite worried about the recent turnover trend at the firm. ABC is losing quite a few hourly and salaried employees. According to recent estimates, it costs about _____ times the annual salary + benefits to replace an hourly worker and _____ times the annual salary + benefits to replace a salaried employee.
- A. .5; 1.5
 - B. 5; 10
 - C. 2; 4
 - D. 25; 40
 - E. 1.5; 2.5
31. The desire on the part of an employee to remain a member of the organization refers to
- A. productivity
 - B. job performance
 - C. job satisfaction
 - D. organizational commitment
 - E. organizational culture
32. Organizational commitment influences whether an employee
- A. stays a member of the organization
 - B. engages in withdrawal behaviour
 - C. leaves to pursue another job
 - D. continues to be employed by an organization despite other opportunities
 - E. all of the answers
33. The set of actions that employees perform to avoid the work situation that may eventually culminate in quitting the organization refers to
- A. productivity behaviours
 - B. commitment behaviours
 - C. performance behaviours
 - D. withdrawal behaviours
 - E. citizenship behaviours
34. The desire to remain a member of an organization due to emotional attachment to, and involvement with, an organization is
- A. continuance commitment
 - B. affective commitment**
 - C. embeddedness
 - D. normative commitment
 - E. social influence
35. Hubert Hall has been a loyal employee for the past 25 years at XYZ International, but has not been enjoying his job as much in the past two years. Hubert feels obligated to stay with XYZ until he retires in five years because the company has invested a lot of time and money in him. This is an example of
- A. continuance commitment
 - B. affective commitment
 - C. embeddedness
 - D. normative commitment
 - E. social influence

36. Bianca Bentley has been a loyal employee for the past 25 years at ABC International. However, Bianca does not enjoy her job any more and has been receiving several offers and inquiries from head hunters for other interesting jobs. Bianca feels that she should stay at ABC because her pension weighs later years of service more than earlier and it will be far more valuable in the last five years of her employment with the company. This is an example of
- continuance commitment
 - affective commitment
 - ethical commitment
 - normative commitment
 - social influence
37. You have just gotten married, purchased a home, and a new convertible, all of which makes it difficult to think about changing jobs. You don't like your job, but the feeling that you need to stay at your company refers to
- continuance commitment
 - affective commitment
 - ethical commitment
 - normative commitment
 - social influence
38. Staying at a company because you want to reflects _____ commitment, whereas staying because you need to reflects _____ commitment.
- continuance; affective
 - affective; continuance
 - continuance; normative
 - normative; continuance
 - normative; affective
39. Staying in a job at an organization because you ought to reflects _____, whereas staying because you want to reflects _____ commitment.
- continuance; affective
 - affective; continuance
 - continuance; normative
 - normative; continuance
 - normative; affective
40. A desire to remain a member of an organization because of an awareness of the costs associated with leaving it refers to
- continuance commitment
 - affective commitment
 - ethical commitment
 - normative commitment
 - social influence
41. A desire to remain a member of an organization due to a feeling of obligation is called
- continuance commitment
 - affective commitment
 - embeddedness
 - normative commitment
 - social influence

42. If some of your best friends work at the same place you do, you might prioritize _____ reasons early in your work life before shifting your attention to _____ reasons as you become more established in a community and start a family.
- A. normative; continuance
 - B. continuance; affective
 - C. normative; affective
 - D. affective; continuance
 - E. continuance; normative
43. The various people, groups, and teams that can inspire a desire to remain a member of an organization is referred to as
- A. focus of influence
 - B. focus of commitment
 - C. focus of attention
 - D. focus of performance
 - E. all of the answers
44. The focus of commitment could include all the following **except**
- A. the work team
 - B. the company's top management
 - C. the department
 - D. specific coworkers
 - E. industry regulations
45. Sally likes Fitness Central, her new employer. She identifies with Fitness Central, has accepted Fitness Central's goals, and values and is more willing to exert extra effort on behalf of Fitness Central. Sally is experiencing _____ commitment.
- A. normative
 - B. continuance
 - C. comprehensive
 - D. affective
 - E. skill-based
46. When a manager looks at an employee and says "she's committed" or "he's loyal", that manager usually is referring to a behavioural expression of _____ commitment.
- A. skill-based
 - B. affective
 - C. comprehensive
 - D. continuance
 - E. normative
47. Employees who are _____ committed to their organizations tend to engage in more interpersonal and organizational citizenship behaviours.
- A. normatively
 - B. skill-based
 - C. affectively
 - D. obligation-based
 - E. continuance
48. Employees with fewer or weaker bonds to others in the workplace are likely to feel less emotional attachment to work colleagues making it easier to decide to leave an organization. This is the _____ model.
- A. social influence
 - B. social impact
 - C. erosion
 - D. decay
 - E. none of the answers

49. Employees who have direct linkages with "leavers" will themselves become more likely to leave. This is the _____ model.
- A. social influence
 - B. embeddedness
 - C. erosion
 - D. decay
 - E. none of the answers
50. The factors that increase continuance commitment include
- A. total amount of time invested in one's job
 - B. lack of employment alternatives
 - C. level of embeddedness
 - D. total amount of effort and energy invested in one's job
 - E. all of the answers
51. The work and non-work forces that bind us to our current employer refers to
- A. normative commitment
 - B. affective commitment
 - C. industry regulations
 - D. embeddedness
 - E. social influence
52. The components of embeddedness include
- A. a person's links to the organization
 - B. his or her sense of fit with that organization or community
 - C. what he or she would have to sacrifice for a job change
 - D. a person's links to the community
 - E. All of the answers
53. Jody feels she should stay at her current job as principal of the local high school as it is the "right" or "moral" thing to do. Jody is feeling
- A. continuance commitment
 - B. affective commitment
 - C. normative commitment
 - D. a cost-based commitment
 - E. all of the answers
54. The statement from the movie *The Incredibles*, "*I can't do that to my family again, everyone just got settled.*" is an example of
- A. affective commitment
 - B. normative commitment
 - C. continuance commitment
 - D. cost-based commitment
 - E. social influence
55. The factors that increase normative commitment include
- A. number of competitors in an industry
 - B. availability of employment opportunities
 - C. a sense that the organization has invested in the employee
 - D. links to the local community
 - E. all of the answers
56. Julie Burns feels obligated to stay at her job even though she dislikes her job. This is an example of
- A. continuance commitment
 - B. normative commitment
 - C. affective commitment
 - D. embeddedness
 - E. involvement commitment

57. _____ commitment exists when there is a sense that staying at a firm is the "right" or "moral" thing to do.
- A. normative commitment
 - B. embeddedness
 - C. social influence
 - D. continuance commitment
 - E. affective commitment
58. Normative commitment from employees can result from all of these except
- A. personal work philosophies of employees
 - B. organizational socialization
 - C. creating a feeling that the employee is in the organization's debt
 - D. increasing the organization's charitable activities
 - E. developing a low-cost structure in the organization
59. Who are the two authors who developed the three-component model of organizational commitment?
- A. R. Mowday and R. Steers
 - B. J. Myers and N. Allen
 - C. R. Levering and M. Moskowitz
 - D. M. Shaffer and D. Harrison
 - E. J. Black and M Mendenhall
60. The response to negative events at work that is an active, constructive response in which individuals attempt to improve the situation is referred to as
- A. voice
 - B. neglect
 - C. loyalty
 - D. exit
 - E. none of the answers
61. The decline in interest and effort that Fred is experiencing in his job is referred to as
- A. voice
 - B. loyalty
 - C. neglect
 - D. exit
 - E. none of the answers
62. Organizational commitment should decrease the likelihood that an individual will respond to a negative work event with which of the following?
- A. loyalty and citizenship
 - B. exit and performance
 - C. neglect and exit
 - D. performance and citizenship
 - E. all of the answers
63. Organizational commitment should increase the likelihood that an individual will respond to a negative work event with which of the following?
- A. loyalty and exit
 - B. exit and withdrawal
 - C. voice and withdrawal
 - D. loyalty and voice
 - E. withdrawal and voice
64. Which of these consists of actions that provide a mental escape from the work environment?
- A. Physical withdrawal
 - B. Organizational commitment
 - C. Psychological withdrawal
 - D. Erosion model
 - E. Social influence model

65. Withdrawal comes in two forms:
- A. psychological and social
 - B. psychological and physical
 - C. psychological and mental
 - D. psychological and accidental
 - E. psychological and spiritual
66. Which of these is not a form of psychological withdrawal?
- A. Daydreaming
 - B. Moonlighting
 - C. Tardiness
 - D. Socializing
 - E. Cyber loafing
67. Perhaps the most widespread form of psychological withdrawal among white collar employees is
- A. daydreaming
 - B. moonlighting
 - C. tardiness
 - D. absenteeism
 - E. cyber loafing
68. The actions that provide a mental escape from the work environment are referred to as _____ withdrawal.
- A. physical
 - B. psychological
 - C. psychosocial
 - D. absenteeism
 - E. tardiness
69. Nikki appears to be working, but is actually distracted by random thoughts or concerns. Nikki is experiencing
- A. moonlighting
 - B. cyber loafing
 - C. socializing
 - D. tardiness
 - E. daydreaming
70. When Jonathan uses his work time and resources to complete something other than his job duties, such as planning the business he is going to start, he is
- A. moonlighting
 - B. cyber loafing
 - C. socializing
 - D. looking busy
 - E. daydreaming
71. When Nathaniel uses the Internet to check his personal email and sends instant messages to his friends during work hours, it is an example of
- A. moonlighting
 - B. cyber loafing
 - C. socializing
 - D. looking busy
 - E. daydreaming

72. The actions that provide a physical escape from the work environment is referred to as _____ withdrawal.
- A. physical
 - B. psychological
 - C. psychosocial
 - D. social
 - E. cyber
73. Which of these is a form of physical withdrawal?
- A. Daydreaming
 - B. Moonlighting
 - C. Socializing
 - D. Tardiness
 - E. Cyber loafing
74. Jayne has a long list of personal business that needs to be completed, so she takes a day off to complete these errands. This behaviour is an example of
- A. long breaks
 - B. missing meetings
 - C. absenteeism
 - D. tardiness
 - E. quitting
75. William is dissatisfied with his new supervisor and has decided to seek a better career opportunity. This behaviour is an example of
- A. long breaks
 - B. missing meetings
 - C. absenteeism
 - D. tardiness
 - E. quitting
76. Patricia is a new college instructor and is trying to determine if student absenteeism will harm their course grade. One study revealed that students who attend all classes average a _____ point higher GPA in the course than students who only attend half the classes.
- A. .23
 - B. .45
 - C. .60
 - D. .85
 - E. 1.57
77. Students who engage in neglect during lectures (e.g., reading the newspaper, surfing the Web, and falling asleep) will result in a lower GPA by an average of _____ points.
- A. .23
 - B. .45
 - C. .60
 - D. .85
 - E. 1.57
78. Paul is overheard saying, "I just don't have any respect for my employer anymore. In the beginning, I'd daydream a bit during work or socialize with my colleagues. As time went on, I began coming in late or taking a long lunch. Lately I've been staying home altogether, and I'm starting to think I should just quit my job and go somewhere else." Paul is summarizing the _____ model of withdrawal.
- A. independent forms
 - B. compensatory forms
 - C. progression
 - D. attitudinal
 - E. none of the answer choices are correct

79. When various withdrawal behaviours positively correlate with one another and the withdrawal behaviours tend to have a causal sequence, that description summarizes the _____ model of withdrawal.
- A. independent forms
 - B. compensatory forms
 - C. progression
 - D. attitudinal
 - E. none of the answer choices are correct
80. The degree of comfort with specific job responsibilities and performance expectations refers to _____ adjustment.
- A. work
 - B. cultural
 - C. interactional
 - D. familial
 - E. none of the answer choices is correct
81. The degree of comfort with general living conditions, climate, cost of living, transportation, and housing offered by the host culture refers to _____ adjustment.
- A. work
 - B. cultural
 - C. interactional
 - D. familial
 - E. none of the answer choices is correct
82. The degree of comfort with socializing and interacting with members of the host culture refers to _____ adjustment.
- A. work
 - B. cultural
 - C. interactional
 - D. familial
 - E. none of the answer choices is correct
83. Which of the following forms of comfort relates significantly to affective commitment?
- A. work, cultural, and familial
 - B. work, needs, and interactional
 - C. familial, cultural, and interactional
 - D. work, cultural, and interactional
 - E. none of the answer choices is correct
84. Joe, Moe, and Larry are coworkers at Crazy Stuff, Inc. (CSI). Working at CSI for five years now, the three are discussing their career one day during lunch break when they heard Mary just quit and decided to go work for a competitor. Moe remarks that it is not worthwhile for him to leave like Mary because he is so close to getting his big promotion. He has put in the time and very hard work for this promotion if he left for another company, he will not likely get this opportunity again. Larry replies to Moe that for him, it's the CSI's relaxed atmosphere and some of his best friends at CSI that keeps him working there. When they asked Joe about how he felt, Joe indicates that Mary had no bonds to CSI. She was relatively new and had not invested any time at CSI. For me, Joe says, CSI gave me an opportunity. My boss took a chance on me, invested so much of his time in mentoring me and preparing me for the position and showing me the ropes to success. There is no way that I can desert them by leaving for another company.
- Joe is exhibiting which of these?
- Scenario: Crazy Stuff, Inc. (CSI)**
- A. continuance commitment
 - B. affective commitment
 - C. embeddedness
 - D. normative commitment
 - E. social influence

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

Moe is exhibiting which of these?

Scenario: Crazy Stuff, Inc. (CSI)

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

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

Larry is exhibiting which of these?

Scenario: Crazy Stuff, Inc. (CSI)

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

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

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

Scenario: Crazy Stuff, Inc. (CSI)

- A. social influence model
 - B. social impact model
 - C. erosion model
 - D. decay model
 - E. none of the answers
88. Ajay was recently added to the marketing team at Listen International. He will be starting at the company in two weeks. Ajay has had the reputation of being an expert in ad campaigns and catching the nerve of the target audiences, however, he also has the reputation of not getting along with anyone. He doesn't care much about where and for whom he works but is primarily motivated to achieve goals for himself and beat his own records. As soon as Amanda heard about Ajay joining the team, she turned in her resignation. Ashton, another team member, called Ajay and held a lunch meeting to express all the team members' concerns and reason with Ajay to smooth things before he formally joins the team. Amber indicated that if the organization and the team is going to be benefiting from Ajay's expertise, it doesn't matter whether she likes it or not and how unhappy she is about this decision, she is willing to maintain her full effort levels and work with Ajay. She doesn't have the expertise that Ajay has but she is committed to Listen International and its success. It should be very interesting the day Ajay formally joins the team.

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

Scenario: Listen International

- A. voice
- B. neglect
- C. loyalty
- D. exit
- E. none of the answers

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

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

Scenario: Listen International

- A. voice
- B. neglect
- C. loyalty
- D. exit
- E. none of the answers

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

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

Scenario: Listen International

- A. voice
- B. neglect
- C. loyalty
- D. exit
- E. none of the answers

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

- A. voice.
- B. exit.
- C. loyalty.
- D. neglect.
- E. ignorance.

92. A passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement is referred to as:
- A. voice.
 - B. exit.
 - C. neglect.
 - D. loyalty.
 - E. ignorance.
93. A passive, destructive response in which interest and effort in the job declines is referred to as:
- A. neglect.
 - B. exit.
 - C. voice.
 - D. loyalty.
 - E. influence.
94. An employee will likely respond to negative events with _____ because they have the desire to offer constructive suggestions for change.
- A. loyalty
 - B. exit
 - C. neglect
 - D. voice
 - E. dependability
95. An employee will likely to respond to negative events with _____ because they possess the desire to remain a member of the organization.
- A. loyalty
 - B. exit
 - C. neglect
 - D. voice
 - E. influence
96. Employees that respond to negative events with _____, have lost interest in their jobs and exert less effort.
- A. loyalty
 - B. exit
 - C. influence
 - D. voice
 - E. neglect
97. _____ refers to the verbal chatting about nonwork topics that goes on in cubicles and offices or at the mailbox or vending machines.
- A. Tardiness
 - B. Moonlighting
 - C. Daydreaming
 - D. Socializing
 - E. Cyber loafing
98. _____ indicates an intentional desire on the part of the employee to look like he/she is working, even when not performing work tasks.
- A. Looking busy
 - B. Moonlighting
 - C. Daydreaming
 - D. Socializing
 - E. Cyber loafing

99. All the following are "exit" withdrawal behaviours except:
- A. tardiness
 - B. missing meetings
 - C. long breaks
 - D. looking busy
 - E. absenteeism
100. _____ reflects the tendency to arrive at work late, or leave work early.
- A. Daydreaming
 - B. Tardiness
 - C. Socializing
 - D. Moonlighting
 - E. Cyber loafing
101. The most serious form of physical withdrawal is:
- A. absenteeism.
 - B. tardiness.
 - C. long breaks.
 - D. quitting.
 - E. missing meetings.
102. Which model of withdrawal has received the most scientific support?
- A. Individualistic forms
 - B. Compensatory forms
 - C. Independent forms
 - D. Autonomous forms
 - E. Progression forms
103. All the following are ways for organizations to foster a sense of commitment among employees except:
- A. Increase the bonds that link employees together.
 - B. Keep salaries competitive even if employees get stuck in neutral when climbing the career ladder.
 - C. Create a salary and benefits package that creates a financial need to stay.
 - D. Provide various training and development opportunities for employees.
 - E. Stop the progression of withdrawal symptoms in its early stages by trying to root out the source of the reduced commitment.
104. What are foreign-born employees less likely to feel in their current jobs?
- A. Commitment
 - B. Job satisfaction
 - C. Loyalty
 - D. Embeddedness
 - E. Voice
105. Which of the following emotions is not characterized as survivor syndrome?
- A. Anger
 - B. Fatigue
 - C. Depression
 - D. Fear
 - E. Distrust
106. What type of contract is described as employee beliefs about what the organization owes them?
- A. Employment contract
 - B. Relational contract
 - C. Transactional contract
 - D. Contingent contract
 - E. Psychological contract

107. What is the concept that refers to the degree to which employees believe that the organization values their contributions and care about their well-being?
- A. Psychological contract
 - B. Employer loyalty
 - C. Perceived organizational support
 - D. Organizational commitment
 - E. Investment in human resources
108. Which of the following is correlated with perceived organizational support?
- A. Organizational commitment
 - B. Job satisfaction
 - C. Job performance
 - D. Loyalty
 - E. Retention
109. According to the textbook, which of the following has become a greater priority to employees?
- A. Higher salaries
 - B. Job security
 - C. More vacation
 - D. Development opportunities
 - E. Better benefits

3 Key

1. (p. 52) TRUE
2. (p. 53-54) TRUE
3. (p. 56) FALSE
4. (p. 58) TRUE
5. (p. 62) FALSE
6. (p. 62) FALSE
7. (p. 63) FALSE
8. (p. 64) TRUE
9. (p. 52) TRUE
10. (p. 53) TRUE
11. (p. 53) FALSE
12. (p. 56) FALSE
13. (p. 53) TRUE
14. (p. 58) TRUE
15. (p. 58) FALSE
16. (p. 53) FALSE
17. (p. 54) FALSE
18. (p. 62) FALSE
19. (p. 62) TRUE
20. (p. 62) TRUE
21. (p. 62) FALSE
22. (p. 64) FALSE
23. (p. 66) FALSE
24. (p. 70) FALSE
25. (p. 71) TRUE
26. (p. 51) D
27. (p. 51) D
28. (p. 51) C
29. (p. 51) E
30. (p. 51) A
31. (p. 52) D
32. (p. 52) E
33. (p. 52) D
34. (p. 53) B
35. (p. 54) D
36. (p. 53) A

37. (p. 53) A
38. (p. 53) B
39. (p. 53-54) E
40. (p. 53) A
41. (p. 54) D
42. (p. 53) D
43. (p. 55) B
44. (p. 55) E
45. (p. 53) D
46. (p. 53) B
47. (p. 53) C
48. (p. 56) C
49. (p. 56) A
50. (p. 57-58) E
51. (p. 58) D
52. (p. 58) E
53. (p. 54) C
54. (p. 59-60) C
55. (p. 60) C
56. (p. 60) B
57. (p. 60) A
58. (p. 60) E
59. (p. 61) B
60. (p. 62) A
61. (p. 62) C
62. (p. 62) C
63. (p. 62) D
64. (p. 62) C
65. (p. 62) B
66. (p. 63) C
67. (p. 63) E
68. (p. 62) B
69. (p. 62) E
70. (p. 63) A
71. (p. 63) B
72. (p. 64) A
73. (p. 64) D
74. (p. 64) C

- 75. (p. 65) E
- 76. (p. 65) B
- 77. (p. 65) A
- 78. (p. 66) C
- 79. (p. 66) C
- 80. (p. 55) A
- 81. (p. 55) B
- 82. (p. 55) C
- 83. (p. 55) D
- 84. (p. 54) D
- 85. (p. 53) A
- 86. (p. 53) B
- 87. (p. 56) C
- 88. (p. 62) D
- 89. (p. 62) A
- 90. (p. 62) C
- 91. (p. 62) B
- 92. (p. 62) D
- 93. (p. 62) A
- 94. (p. 62) D
- 95. (p. 62) A
- 96. (p. 62) E
- 97. (p. 62) D
- 98. (p. 63) A
- 99. (p. 63) D
- 100. (p. 64) B
- 101. (p. 65) D
- 102. (p. 66) E
- 103. (p. 70-71) B
- 104. (p. 69) D
- 105. (p. 69) B
- 106. (p. 69) E
- 107. (p. 70) C
- 108. (p. 70) A
- 109. (p. 71) C

3 Summary

<u>Category</u>	<u># of Questions</u>
Colquitt - Chapter 03	109
Difficulty: Difficult	19
Difficulty: Easy	15
Difficulty: Moderate	75
Learning Objective: 03-01 What is organizational commitment? What is withdrawal behaviour? How are the two connected?	15
Learning Objective: 03-02 What are the three types of organizational commitment and how do they differ?	40
Learning Objective: 03-03 What are the four primary responses to negative events at work?	18
Learning Objective: 03-04 What are some examples of psychological withdrawal? How do the different forms of withdrawal relate to each other?	27
Learning Objective: 03-05 What workplace trends are affecting organizational commitment in today's organizations?	3
Learning Objective: 03-06 How can organizations foster a sense of commitment among employees?	6