

Chapter 3 Attitudes and Job Satisfaction

MULTIPLE CHOICE

Attitudes

1. Which of the following answer choices is the best definition of attitude?
- a. Attitudes indicate how one will react to a given event.
 - b. Attitudes are the yardstick by which one measures one's actions.
 - c. Attitudes are the emotional part of an evaluation of some person, object or event.
 - d. Attitudes are evaluative statements of what one believes about something or someone.
 - e. Attitudes are a measure of how the worth of an object, person or event is evaluated.

(d; Moderate; Attitudes; p. 75)

2. The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.
- a. cognitive
 - b. affective
 - c. reflective
 - d. behavioral
 - e. reactive

(a; Moderate; Components of Attitudes; p. 75) {AACSB: Analytic Skills}

3. The _____ component of an attitude is the emotional or feeling component of that attitude.
- a. affective
 - b. cognitive
 - c. behavioral
 - d. evaluative
 - e. reffective

(a; Easy; Components of Attitudes; p. 75) {AACSB: Analytic Skills}

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

In the above scenario, what is the behavioral component of Jan's attitude to the employees who did not sign out of the office?

- a. Jan believes that it is important that she know exactly who is in the office at any given time.
- b. Jan notices that some employees do not sign out of the office when they take lunch.
- c. Jan finds it impossible to keep track of who is actually in the office.
- d. Jan becomes frustrated with those employees who do not sign out of the office.
- e. Jan notes which employees leave the office without signing out, and reports them to their supervisors.

(e; Challenging; Components of Attitudes; p. 75) {AACSB: Analytic Skills}

5. Which of the following is an example of an attitude?
- a. Satisfaction with a job well done.
 - b. The observation that most dogs have four legs.
 - c. The opinion that it is never acceptable to steal.
 - d. Anger at being unfairly accused of a wrongdoing.
 - e. The avoidance of a restaurant where one once received bad service.

(d; Moderate; Attitude; 75)

6. Any incompatibility between two or more attitudes or between behavior and attitudes results in ____.
- a. organizational dissonance
 - b. cognitive dissonance
 - c. attitudinal clarification
 - d. values clarification
 - e. affective reactance

(b; Moderate; Cognitive Dissonance; p. 76)

7. The theory of cognitive dissonance was proposed by ____.
- a. Maslow
 - b. Festinger
 - c. Hofstede
 - d. Skinner
 - e. Pavlov

(b; Easy; Cognitive Dissonance; p. 76)

8. Dan strongly believes that it is important that he spends time with his children on the weekends. Which of the following situations would most likely result in a very strong desire to reduce cognitive dissonance?
- a. Being made by his boss to work weekends or lose his job.
 - b. Working over the weekend in order to cover for a sick friend.
 - c. Working over the weekend in order to secure a large cash bonus.
 - d. Working over the weekend in order to free up time for a golf game later in the week.
 - e. Working over the weekend in order to complete a project for a client vital to the company.

(d; Challenging; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

9. "Dissonance" means ____.
- a. reactance
 - b. constance
 - c. resistance
 - d. consistency
 - e. inconsistency

(e; Moderate; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

10. Festinger argued that cognitive dissonance is ____.
- a. monotonous
 - b. confounding
 - c. physically painful
 - d. exhausting
 - e. unpleasant

(e; Moderate; Cognitive Dissonance; p. 76)

11. Jo is a courier, delivering parcels throughout the metropolitan area. Although she considers herself law abiding, she often breaks the speed limit while making her deliveries. Which of the following statements does not reflect a likely response to the conflict between her attitude and her behavior?
- a. "It's not a problem that I speed a little bit; it's not much over the limit, and everyone else speeds some."
 - b. "The speed limits are just too low around here; anyone driving at a reasonable speed will break them."
 - c. "This speeding is irresponsible. From now on I am observing the speed limits."
 - d. "I've got to drive fast sometimes, otherwise I will not make all my deliveries and I'll lose clients."
 - e. "It's wrong to break even minor laws, but I'll probably keep speeding anyway."

(e; Challenging; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

12. According to Festinger, people will seek a(an) ____.
- a. variable state with variable dissonance
 - b. stable state with maximal dissonance
 - c. unstable state with maximal dissonance
 - d. unstable state with minimal dissonance
 - e. stable state with minimal dissonance

(e; Moderate; Cognitive Dissonance; p. 76)

13. The following are possible actions that an individual may take if they behave in a way that is inconsistent with an attitude that they hold:

- I: change the behavior
- II: change the attitude
- III: rationalize the behavior
- IV: ignore the inconsistency

Which of these actions are the most likely to be taken?

- a. Either I, or II
- b. Either III or IV
- c. One of I, II or III
- d. One of I, III or IV
- e. One of II, III or IV

(c; Moderate; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

14. Festinger proposed that the desire to reduce dissonance is determined by three factors including the ____.
- a. values of the elements creating the dissonance
 - b. degree of influence the individual believes he or she has over the elements
 - c. degree of positive affect the person has toward the behavior
 - d. fact that values and attitudes will vary over the short term
 - e. awareness that dissonance exists

(b; Moderate; Cognitive Dissonance; p. 77) {AACSB: Analytic Skills}

15. Which of the following is not a moderating variable of the A-B relationship?
- a. direct experience
 - b. consistency
 - c. specificity
 - d. accessibility
 - e. importance

(b; Moderate; Moderating Variables; pp. 77-78) {AACSB: Analytic Skills}

16. The attitude-behavior relationship is likely to be much stronger if the attitude _____.
a. refers to something that the individual has direct personal experience with
b. must be defended against the attitudes of society at large
c. is perceived to be of little importance
d. is related to organizational structure
e. is not regularly discussed and examined

(a; Moderate; Attitude-Behavior Relationship; p. 78)

17. What refers to an individual's general attitude toward his or her job?
a. job satisfaction
b. job involvement
c. job stability
d. organizational commitment
e. social investment

(a; Moderate; Job Satisfaction; p. 79)

18. Job satisfaction is best described as _____.
a. a result
b. a value
c. an attitude
d. causing high performance
e. a valued discipline

(c; Moderate; Job Satisfaction; p. 79)

19. The degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _____.
a. job satisfaction
b. job involvement
c. job stability
d. organizational commitment
e. social embeddedness

(b; Moderate; Job Involvement; p. 79)

20. Which of the following statements would have been most likely made by an employee with a high degree of job involvement?
a. "My skills make me exceptionally valuable to the company."
b. "I'm a harder worker than most of my colleagues, even to the degree I am carrying some of the lazier ones."
c. "It felt great to get promoted; I guess the guys upstairs really did appreciate the way I had been running things."
d. "I love my job. It is engaging, pays well, and is low pressure, enough that I don't have to be always worrying about it in my time off."
e. "I enjoy working with my hands, so much so that on the days when my job requires me to actually physically build something time flies by without me even noticing it."

(c; Challenging; Job Involvement; p. 79) {AACSB: Analytic Skills}

21. In her work in the publishing industry, Vera seeks out new authors who she considers promising. In the past two years she has found a number of new writers whose work she thought was exceptional, and immersed herself in the task of helping them shape their manuscripts for submission to her managers for publishing. Although she was extremely proud of the results, none of the authors she worked with were chosen for publication. Vera believes that the decision not to publish these authors was based on personal rivalries within management, rather than the quality of her writers' work. She is extremely frustrated, dreads coming into work each morning, and is seriously thinking of resigning.

How can Vera's job attitudes best be described?

- a. low job satisfaction and low job involvement
- b. low job satisfaction and high job involvement
- c. high job satisfaction and low job involvement
- d. high job satisfaction and high job involvement
- e. low organizational commitment

(b; Challenging; Job Satisfaction and Job Involvement; p. 79) {AACSB: Analytic Skills}

22. The following answer choices are quotes from employees about their job at Healthy Eating, a chain of health food stores. Which quote most probably comes from an employee who has a great deal of organizational commitment?

- a. "I am a great believer in the importance of a healthy diet, so I'm glad I am working for a company that is trying to make simple, healthy food available to all."
- b. "I like the fact that in my role as a buyer for Healthy Eating I get to make choices about which food is good enough for us to sell."
- c. "Even though I only work in the produce department for now, it's good to know that the suggestions I make about how the store could be improved are heard and considered by my managers."
- d. "The challenging nature of the work and the thoughtful and generous way they treat their staff has made Healthy Eating the best place I have ever worked."
- e. "With the benefits it provides, it is vital for me to keep my job. In fact, I will stay with Healthy Eating for as long as I possibly can."

(a; Challenging; Organizational Commitment; pp. 79-80) {AACSB: Analytic Skills}

23. Organizational commitment is defined as _____.

- a. the degree to which an employee identifies with the organization they work for and its goals
- b. an employee's belief that the organization they work for will go to considerable lengths to ensure that its employees are treated fairly
- c. the degree to which an employee's sense of fulfillment and self worth is related to their job
- d. the amount of effort an employee will make in order to keep or advance their position in an organization
- e. the degree to which an employee believes their work impacts their organization

(a; Moderate; Organizational Commitment; p. 79)

24. Of the following, the best predictor of turnover is _____.

- a. job satisfaction
- b. job involvement
- c. organizational commitment
- d. cognitive dissonance
- e. affective dissonance

(c; Moderate; Organizational Commitment; p. 80)

25. "It is suggested that with a weakening of the loyalty of employers to employees (and vice-versa) in today's workplace, organizational commitment may be replaced with _____ commitment."
- a. family
 - b. occupational
 - c. hierarchical
 - d. department
 - e. socially stratified

(b; Moderate; Organizational Commitment; p. 81)

26. There has been a marked decline in job satisfaction in the United States in recent years. Which of the following statements about this decline is correct?
- a. The decline is greatest in the high income brackets.
 - b. The decline is greatest in the middle income brackets.
 - c. The decline is greatest in the lower income brackets.
 - d. The decline is confined to middle and lower incomes workers.
 - e. The decline is confined to middle and higher income earners.

(a; Easy; Job Satisfaction in the U.S.; p. 83) {AACSB: Analytic Skills}

Job Satisfaction

27. The following are methods of measuring employee attitudes:
- I. a one-question global rating
 - II. a summation score made up of a number of job facets
 - III. a 360° battery

Which of these methods are the best to use in order to measure job satisfaction?

- a. I only
- b. II only
- c. III only
- d. I and II are equally as good
- e. II or III are equally as good

(d; Challenging; Measuring Job Satisfaction; p. 84) {AACSB: Analytic Skills}

28. Which of the following statements is not a finding from independent studies conducted among workers in the U.S. and other developed countries over the past 30 years?
- a. Most workers are satisfied with their jobs overall.
 - b. U.S. trends are generally applicable to other developed countries.
 - c. Employees tend to be most satisfied by the work itself.
 - d. Rate of pay is strongly correlated with job satisfaction for almost all workers.
 - e. Employees tend to be least satisfied with pay and promotion opportunities.

(d; Challenging; Job Satisfaction; pp. 84-85) {AACSB: Multicultural and Diversity} {AACSB: Analytic Skills}

29. Compared to people who have a negative core self-evaluation, people who have a positive core self evaluation _____.
- a. are less satisfied with their jobs
 - b. see their work as less challenging
 - c. see their work as less fulfilling
 - d. are less likely to gravitate toward challenging jobs
 - e. are less likely to give up when confronting difficulties

(e; Moderate; Core Self-Evaluation; pp. 86-87) {AACSB: Analytic Skills}

30. Which of the following is not generally true?
- a. Satisfied workers are productive workers.
 - b. Productive workers are satisfied workers.
 - c. Satisfaction is the major determinant of a worker's OCB.
 - d. Satisfaction comes down to fairness of outcomes, treatments or procedures.
 - e. Enterprises with a greater percentage of satisfied workers are more effective than those with a smaller percentage of satisfied workers.

(c; Moderate; Job Satisfaction; p. 86) {AACSB: Analytic Skills}

31. Henry is dissatisfied with his job but believes that his supervisor is a good man who will do the right thing. Henry has decided that if he just waits, conditions will improve. Henry's approach to this problem is termed ____.
- a. exit
 - b. voice
 - c. loyalty
 - d. neglect
 - e. reification

(c; Moderate; Loyalty; p. 87)

32. Maria is dissatisfied with the way that her manager treats her. She has quit her job and found a new position with another firm. She has expressed her dissatisfaction through ____.
- a. exit
 - b. voice
 - c. loyalty
 - d. neglect
 - e. social voice

(a; Easy; Exit; p. 87) {AACSB: Analytic Skills}

33. Quietly continuing to do your work when you know things won't improve, is what type of response to dissatisfaction?
- a. exit
 - b. voice
 - c. loyalty
 - d. neglect
 - e. social voice

(d; Moderate; Neglect; p. 87) {AACSB: Analytic Skills}

34. Steve is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up for work late. He is expressing his dissatisfaction through ____.
- a. exit
 - b. voice
 - c. loyalty
 - d. social voice
 - e. neglect

(e; Moderate; Neglect; p. 87) {AACSB: Analytic Skills}

35. Attending union meetings as a response to dissatisfaction would be what type of response?
- a. exit
 - b. voice
 - c. loyalty
 - d. neglect
 - e. reification

(b; Moderate; Voice; p. 87) {AACSB: Analytic Skills}

36. Factors other than satisfaction that impact one's decision to leave a current job include all of the following except ____.
- a. labor market conditions
 - b. length of tenure with the organization
 - c. expectations about alternative job opportunities
 - d. organizational citizenship behavior
 - e. unionization

(d; Challenging; Job Satisfaction; p. 88) {AACSB: Analytic Skills}

37. Early studies of organizational citizenship behavior (OCB) assumed that it was closely linked with satisfaction. More recent evidence suggests that satisfaction influences OCB, but through perceptions of ____.
- a. fairness
 - b. consistency
 - c. productivity
 - d. leadership ability
 - e. out marketing

(a; Challenging; Job Satisfaction and OCB; p. 88)

38. Which of the following statements is not true?
- a. Satisfied employees increase customer satisfaction and loyalty.
 - b. Dissatisfied customers can increase an employee's job dissatisfaction.
 - c. In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers.
 - d. Satisfied employees are likely to be more productive.
 - e. The most effective way to improve job satisfaction is a raise in pay.

(e; Moderate; Job Satisfaction and Customer Service; p. 89) {AACSB: Analytic Skills}

39. Which of the following is true regarding the relationship between satisfaction and absenteeism?
- a. There is a consistent positive relationship between the two.
 - b. There is a consistent negative relationship between the two.
 - c. There is a curvilinear relationship between the two.
 - d. When fairness is controlled for, there is a direct relationship between the two.
 - e. No relationship can be established between the two.

(b; Moderate; Job Satisfaction and Absenteeism; p. 90) {AACSB: Analytic Skills}

40. The following statements are about the relationship between job satisfaction and customer satisfaction for frontline employees who have regular customer contact:
- I. employee satisfaction is positively correlated to customer satisfaction
 - II. employee satisfaction has no correlation to customer satisfaction
 - III. satisfied customers tend to raise employee satisfaction

Which of these statements are true?

- a. I only
- b. II only
- c. III only
- d. I and III
- e. II and III

(d; Easy; Job Satisfaction and Customer Satisfaction; pp. 89-90) {AACSB: Analytic Skills}

41. Which of the following statements is not true about attitudes in the workplace?
- a. Changing employee attitudes is necessary if you are to manage dissonance.
 - b. High pay alone is not likely to create a satisfying workplace.
 - c. Generating positive job attitudes helps lower absenteeism and turnover.
 - d. Attitudes help determine how well employees perform on the job
 - e. Attitudes give warnings of potential problems

(a; Moderate; Attitudes in the Workplace; pp. 85-90) {AACSB: Analytic Skills}

42. An important moderator of the satisfaction-turnover relationship is the ____.
- a. employee's level of performance
 - b. organization's culture
 - c. management's style
 - d. employee's values and attitudes
 - e. employee's level of workplace deviance

(a; Challenging; Job Satisfaction and Turnover; p. 90)

43. Who appears to have the highest levels of job satisfaction?
- a. employees in the U.S. and Western Europe
 - b. employees in Eastern Europe
 - c. employees in most Asian countries
 - d. employees in Canada and the U.S.
 - e. employees in Mexico and Venezuela

(a; Moderate; Job Satisfaction and Global Implications; pp. 91-92) {AACSB: Multicultural and Diversity}

Summary and Implications for Managers

44. Why should managers be interested in their employees' attitudes?
- a. They result from behavior.
 - b. They cause problems.
 - c. They give warnings of potential problems.
 - d. They are generally low.
 - e. They result in cognitive dissonance.

(c; Moderate; Job Satisfaction and Implications for Managers; p. 92)

TRUE/FALSE

Attitudes

45. Attitudes are evaluative statements.

(True; Easy; Attitudes; p. 75)

46. Attitudes are often concrete matters of fact.

(False; Easy; Attitudes; p. 75)

47. There are three components of an attitude: cognition, affect, and behavior.

(True; Challenging; Components of Attitudes; p. 75)

48. The intent to act in a certain way is the affective component of an attitude.

(False; Easy; Components of Attitudes; p. 75)

49. In organizations, attitudes are important because they affect job behavior.

(True; Moderate; Attitudes; p. 75)

50. Research has concluded that people seek consistency among their attitudes but not between their attitudes and behavior.
(False; Moderate; Cognitive Dissonance; p. 76)
51. According to Festinger, people seek consistency among their attitudes.
(True; Easy; Cognitive Dissonance; p. 76)
52. According to Festinger, people seek consistency among their attitudes and their behaviors.
(True; Moderate; Cognitive Dissonance; p. 76)
53. Cognitive dissonance explains the linkage between attitudes and behavior.
(True; Easy; Cognitive Dissonance; p. 76)
54. Festinger argued that individuals will seek a stable state where there is a minimum of dissonance.
(True; Easy; Cognitive Dissonance; p. 76)
55. If there is an inconsistency between an individual's attitude on a specific issue and his or her behavior, there are only two courses of action available—alter the attitude or alter the behavior.
(False; Challenging; Cognitive Dissonance; p. 76)
56. If dissonance arises over behavior that people are compelled to take, then their propensity to act to reduce that dissonance is reduced.
(True; Moderate; Cognitive Dissonance; p. 77)
57. If the elements creating dissonance are relatively unimportant, the pressure to correct this imbalance will be low.
(True; Easy; Cognitive Dissonance; p. 77)
58. If individuals perceive the dissonance to be an uncontrollable result, they are less likely to be receptive to attitude change.
(True, Challenging; Cognitive Dissonance; p. 77)
59. Rewards can offset dissonance.
(True; Moderate; Cognitive Dissonance; p. 77)
60. Attitudes and values are synonymous terms.
(False; Easy; Attitude-Behavior Relationship; p. 78)
61. The more specific the attitude and the more specific the behavior, the stronger the link between the two.
(True; Moderate; Attitude-Behavior Relationship; p. 78)
62. All the following are moderating variables in the attitude behavior relationship: importance of the attitude, its applicability, its accessibility, social pressures, and direct experience.
(False; Challenging; Moderating Variables; p. 78)
63. A person with a high level of job satisfaction holds positive attitudes toward the job.
(True; Easy; Job Satisfaction; p. 79)
64. A person who holds positive attitudes toward a job necessarily has a high level of job satisfaction.
(False; Easy; Job Satisfaction; p. 79)
65. Job involvement refers to an individual's general attitude toward his or her job.
(False; Moderate; Job Involvement; p. 79)

66. High levels of job involvement related to higher absences.
(False; Moderate; Job Involvement; p. 79)
67. Organizational commitment is a more global response to the organization than is job satisfaction.
(True; Challenging; Organizational Commitment; p. 80)
68. Organizational commitment is a measure of the personal compatibility of a person and their position.
(False; Challenging; Organizational Commitment; p. 80)
69. An organizational commitment to remain with a company because of moral or ethical obligations is affective commitment.
(False; Challenging; Organizational Commitment; p. 81)
70. Organizational commitment is a better indicator of turnover than job satisfaction.
(True; Moderate; Organizational Commitment; p. 81)
71. Organizational commitment is probably less important in predicting job satisfaction today than it was a generation ago.
(True; Moderate; Organizational Commitment; p. 81)
72. Just barely over one-half of Americans were satisfied with their jobs in 2005.
(True; Challenging; Job Satisfaction in the U.S.; p. 83)

Job Satisfaction

73. In measuring job satisfaction, the two most widely used measuring approaches are a single global rating and a score made by weighting the contribution of a number of job facets to overall satisfaction.
(False; Moderate; Measuring Job Satisfaction; p. 84)
74. Summing up responses to a number of job factors achieves a more accurate evaluation of job satisfaction than does a single global rating.
(False; Moderate; Measuring Job Satisfaction; p. 84)
75. Asking employees how they feel about key elements in a job, then adding the results to create an overall job satisfaction score is the single global rating approach to job satisfaction.
(False; Moderate; Measuring Job Satisfaction; p. 84)
76. Actively and constructively attempting to improve conditions is expressing dissatisfaction through loyalty.
(False; Moderate; Voice; p. 87)
77. Voice is an active and constructive response to dissatisfaction.
(True; Moderate; Voice; p. 87)
78. Loyalty is a passive and constructive response to dissatisfaction.
(True; Moderate; Loyalty; p. 87)
79. Neglect is an active and destructive response to dissatisfaction.
(False; Moderate; Neglect; p. 87)
80. At the individual level, satisfaction generally leads to productivity.

(True; Moderate; Job Satisfaction and Performance; p. 88)

81. The evidence indicates that satisfied employees increase customer satisfaction and loyalty.
(True; Moderate; Job Satisfaction and Customer Satisfaction; p. 89)
82. Attitude surveys alert employees to potential problems.
(False; Moderate; Job Satisfaction and Customer Satisfaction; p. 89)
83. An increase in absenteeism is an example of dissatisfaction expressed through neglect.
(True; Moderate; Job Satisfaction and Absenteeism; p. 90)
84. Superior performers who are dissatisfied are more likely to leave than poor performers who are dissatisfied.
(False; Moderate; Job Satisfaction and Turnover; p. 90)

SCENARIO-BASED QUESTIONS

Application of Cognitive Dissonance Theory

Mrs. Jonas believes strongly that it is important that worker's rights be respected, and that one of the more important ways of doing this is to ensure that all workers be properly documented. She is supervising a contracting company that is building a new warehouse for her company. While doing this she discovers that many of the workers employed by the contractor are undocumented aliens working for well below minimum wage.

85. Mrs. Jonas is likely experiencing _____.
a. cognitive dissonance
b. unresolved anger
c. ethical evasion
d. uncertainty avoidance
e. social pressure
(a; Moderate; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}
86. Mrs. Jonas comes to you for an explanation of why she is so uncomfortable. You might refer her to the theories of _____.
a. Hofstede
b. Maslow
c. Skinner
d. Festinger
e. Surber
(d; Moderate; Cognitive Dissonance; p. 76)
87. Mrs. Jonas can be expected to relieve the discomfort she is experiencing by _____.
a. deciding this issue is unimportant
b. rationalizing that it is not her problem since she is not the contractor
c. attempting to stop the contractor using undocumented workers
d. coming to accept that using undocumented workers does not harm workers' rights
e. any of the above
(e; Moderate; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

88. In this situation Mrs. Jonas has a/an _____ that is in conflict with a/an _____.
a. behavior; behavior
b. attitude; attitude
c. social need; social interest
d. social need; social need
e. behavior; attitude

(e; Moderate; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

89. It is safe to say that this wouldn't be a problem if Mrs. Jones was _____.
a. a worker rather than a supervisor
b. working for the construction company
c. more of an ethical character
d. an undocumented worker
e. indifferent to workers' rights

(e; Moderate; Cognitive Dissonance; p. 77) {AACSB: Analytic Skills}

Application of How Employees Can Express Dissatisfaction

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

90. Toni has decided that she'll just get a new job and get away from the problem. Toni is dealing with her dissatisfaction through _____.
a. exit
b. voice
c. loyalty
d. neglect
e. acceptance

(a; Easy; Exit; p. 87) {AACSB: Analytic Skills}

91. Susan has composed a list of concerns along with her suggestions for improving conditions. Susan is dealing with her dissatisfaction through _____.
a. exit
b. voice
c. loyalty
d. neglect
e. acceptance

(b; Moderate; Voice; p. 87) {AACSB: Analytic Skills}

92. Mark believes that his manager is a good person and will work things out if Mark just gives him time to do so. Mark is dealing with his dissatisfaction through ____.
- exit
 - voice
 - loyalty
 - neglect
 - acceptance

(c; Moderate; Loyalty; p. 87) {AACSB: Analytic Skills}

Application of Satisfied Employees on the Workplace

Your supervisor is trying to assess the degree to which those working for her are satisfied with their jobs. You are trying to gather information from your peers that might help her in her aim to improve job satisfaction.

93. You should advise her that a single global rating question such as “Are you satisfied with your job?” will be as good an indicator as a more sophisticated questionnaire.

(True; Moderate; Measuring Job Satisfaction; p. 84)

94. You should advise your supervisor that there is renewed support for the satisfaction-performance relationship at the organizational level.

(True; Challenging; Job Satisfaction and Performance; pp. 86, 88)

95. She will find that turnover and absenteeism are both negatively related to satisfaction, but the correlation is stronger for absenteeism than for turnover.

(False; Challenging; Job Satisfaction, Absenteeism, and Turnover; p. 90)

SHORT DISCUSSION QUESTIONS

96. Discuss the three components of an attitude.

The three components of an attitude are cognition, affect, and behavior.

- 1) The cognitive component is a value statement.**
- 2) Affect is the emotional or feeling segment of an attitude.**
- 3) The behavioral component of an attitude refers to an intention to behave in a certain way toward someone or something.**

(Easy; Components of Attitudes; p. 75) {AACSB: Analytic Skills}

97. Define and discuss the theory of cognitive dissonance.

Cognitive dissonance was proposed in the late 1950s by Leon Festinger. This theory sought to explain the linkage between attitudes and behavior. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between the two or more of his or her attitudes, or between his or her behavior and attitudes. Individuals will seek a stable state where there is a minimum of dissonance. (Easy; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

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

Job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. So high organizational commitment means identifying with one's employing organization. (Moderate; Major Job Attitudes; p. 79) {AACSB: Analytic Skills}

MEDIUM LENGTH DISCUSSION QUESTION

99. What are the major causes of job satisfaction?

The major job satisfaction facets are the work itself, pay, advancement opportunities, supervision, and coworkers. Enjoying the work itself is almost always the facet most strongly correlated with high levels of overall job satisfaction. Most people prefer work that is challenging and stimulating over work that is predictable and routine. For people who are poor or who live in poor countries, pay does correlate with job satisfaction and with overall happiness. But, once an individual reaches a level of comfortable living the relationship virtually disappears. Personality also plays a role in job satisfaction. Research has shown that people who have a negative personality (for example, those who tend to be grumpy, critical, and negative) are usually less satisfied with their jobs. (Moderate; Job Satisfaction Facets; pp. 84-85) {AACSB: Analytic Skills}

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

Employees can express dissatisfaction by using exit, voice, loyalty, and neglect. These arise from whether a response is active or passive, and constructive or destructive.

- 1) Behavior directed toward leaving the organization is defined as exit behavior. It is active and destructive.**
- 2) Voice involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.**
- 3) Loyalty involves passively but optimistically waiting for conditions to improve, so it is passive and constructive.**
- 4) Neglect is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate, so it is a passive and destructive response.**

(Moderate; Job Dissatisfaction; p. 87) {AACSB: Analytic Skills}

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

At the individual level, the evidence suggests that productivity is likely to lead to satisfaction. There is a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate. Satisfaction is also negatively related to turnover, but the correlation is stronger than what was found for absenteeism. An important moderator of the satisfaction-turnover relationship is the employee's level of performance. (Easy; Job Satisfaction and Productivity, Turnover, and Absenteeism; pp. 88, 90) {AACSB: Analytic Skills}

COMPREHENSIVE ESSAYS

102. Discuss cognitive dissonance theory. How do individuals seek consistency among their attitudes, and between their attitudes and their behavior?

Cognitive dissonance refers to any incompatibility an individual might perceive between two or more attitudes, or between behavior and attitudes. Festinger argued that any form of inconsistency is uncomfortable, and that individuals will attempt to reduce the dissonance and, hence, the discomfort. They will seek a stable state, in which there is a minimum of dissonance.

Research has generally concluded that people seek consistency among their attitudes, and between their attitudes and their behavior. They do this by altering either the attitudes or the behavior, or by developing a rationalization for the discrepancy. They can deny that any clear causation between the attitude and the behavior has been established. They can brainwash themselves by continually articulating the benefits of the attitude or the behavior. They can acknowledge the negative consequences of the attitude or behavior but rationalize it. They can accept the research evidence and begin actively working to better the conditions. Or they can quit the attitude or the behavior because the dissonance is too great. (Challenging; Cognitive Dissonance; p. 76) {AACSB: Analytic Skills}

103. Discuss whether employee satisfaction is related to positive customer outcomes.

The evidence indicates that satisfied employees increase customer satisfaction and loyalty. In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers. Satisfied employees are more likely to be friendly, upbeat, and responsive – which customers appreciate. And because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty. Dissatisfied customers can increase an employee's job dissatisfaction. Employees who have regular contact with customers report that rude, thoughtless, or unreasonably demanding customers adversely effect the employees' job satisfaction. (Moderate; Job Satisfaction and Customer Satisfaction; p. 89) {AACSB: Analytic Skills}