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CHAPTER 1: WHAT IS ORGANIZATIONAL BEHAVIOR?

1. Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this?

- a. Managers no longer need technical skills in subjects such as economics and accounting to succeed.
- b. There is an increased emphasis in controlling employee behavior in the workplace.
- c. Managers need to understand human behavior if they are to be effective.
- d. These skills enable managers to effectively lead human resources departments.
- e. A manager with good people skills can help create a pleasant workplace.

2. Which of the following is most likely to be a belief held by a successful manager?

- a. Technical knowledge is all that is needed for success.
- b. It is not essential to have sound interpersonal skills.
- c. Technical skills are necessary, but insufficient alone for success.
- d. Effectiveness is not impacted by human behavior.
- e. Technical skills do not influence efficiency.

3. Which of the following would not be considered an organization?.

- a. church
- b. a university
- c. a military unit.
- d. all adults in a given community.
- e. an elementary school.

4. Which of the following is best defined as a consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals?

- a. party.
- b. unit
- c. team
- d. community
- e. organization

5. Which of the following is not one of the four primary management functions?

- a. controlling
- b. planning
- c. staffing
- d. organizing
- e. leading

6. Which of a manager's primary roles requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?

- a. controlling
- b. planning
- c. staffing
- d. coordinating
- e. leading

7. Determining how tasks are to be grouped is part of which management function?

- a. planning
- b. leading
- c. controlling
- d. organizing
- e. contemplating.

8. Mintzberg concluded that managers perform 10 different, highly interrelated roles. Which of the following is one of the broad categories into which these roles could be grouped?

- a. intrapersonal
- b. institutional
- c. decisional
- d. affective
- e. reflective

9. As a manager, one of Joe's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Joe acting in when he does this?

- a. leadership role
- b. liaison role
- c. monitor role
- d. figurehead role
- e. spokesperson role

10. According to Mintzberg, one of management's interpersonal roles is _____.

- a. spokesperson
- b. leader
- c. negotiator
- d. monitor
- e. devil's advocate

11. According to Mintzberg, when a manager searches the organization and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role?

a. negotiator

b. entrepreneur

c. monitor

d. resource allocator

e. reflective analyst

TRUE/FALSE :

1. Although managers must be technically competent, technical knowledge is often not enough for success. **(True)**
2. Managers get things done through other people. **(True).**
3. The term “organization”, as used in your textbook, is meant to include business firms and non-profits, but exclude government agencies. **(False)**
4. Managers may be referred to as administrators in not-for-profit organizations. **(True)**
5. The controlling function of management includes the determination of what tasks are to be done. **(False)**
6. Monitoring, comparing, and correcting activities are all included in the controlling function. **(True) .**
7. The role of spokesperson is an example of an informational role. **(True)**

- imagine that Kristen McKay is a manager at a company specializing in bread and bread-baking paraphernalia. Kristen performs all the normal management functions outlined in your textbook. Answer the following questions based on Henri Fayol's work.

10. When Ms. McKay develops a strategy for achieving her department's goals, she is performing the _____ function of management.

- a. planning
- b. organizing
- c. leading
- d. controlling
- e. reacting

11. When Ms. McKay determines which employees will do what tasks, she is performing the _____ function of management.

- a. planning
- b. organizing
- c. leading
- d. controlling
- e. reacting

13. When Ms. McKay compares projected sales to actual sales in her department, she is performing the _____ function of management.

- a. Planning
- b. Organizing
- c. Leading
- d. Controlling
- e. reacting

1-Robert Katz identified three essential skills that managers need to have in order to reach their goals. What are these skills?

- a. technical, decisional and interpersonal
- b. technical, human, and conceptual
- c. interpersonal, informational and decisional
- d. conceptual, communication and networking
- e. human, informational and communication.

2.A manager is valued by her colleagues for her ability to perform effective break-even analysis on upcoming ventures. In this case, her colleagues value her for competencies that fall within which of Katz's essential management skills categories?

- a. Technical
- b. Communication
- c. Human
- d. conceptual
- e. informational

3-According to Katz, technical skills encompass the ability to _____.

- a. analyze and diagnose complex situations
- b. exchange information and control complex situations
- c. apply specialized knowledge or expertise
- d. initiate and oversee complex projects
- e. communicate effectively with others

4.Which one of the following would not be considered a human skill in Katz's structure?

- a. decision making.
- b. communicating
- c. resolving conflicts
- d. working as part of a team
- e. listening to others

5. According to Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____ skills.

a-Technical

b-Leadership

c-problem-solving

d-conceptual

e-reactive

6. According to Fred Luthans and his associates, which of the following is considered a part of traditional management?

a. disciplining

b. decision making

c. exchanging routine information

d. acquiring resources

e. investing

7. Which of Luthans' managerial activities involves socializing, politicking, and interacting with outsiders?

- a. traditional management.
- b. communicating
- c. human resource management
- d. networking
- e. investing

8. How does Luthans define a manager's success?

- a. by the quantity and quality of their performance
- b. by the satisfaction and commitment of their employees
- c. by the rate and quantity of pay raises
- d. by the speed of their promotion
- e. by their scores on a 360-degree feedback analysis

9. According to Luthans' research, successful managers spent more of their time on _____ than on any other activity.

- a. traditional management
- b. human resource management
- c. networking
- d. communicating
- e. hiring and firing.

10. What did a study of U.S. managers indicate about those managers who seek information from colleagues and employees?

- a. They are rapidly promoted
- b. They are generally more popular.
- c. They are less efficient as leaders.
- d. They are generally given fewer promotions, raises and other rewards.
- e. They are generally more effective managers.

12. An OB study would be least likely to be used to focus on which of the following problems?

- a. an increase in absenteeism at a certain company
- b. a fall in productivity in one shift of a manufacturing plant
- c. a decrease in sales due to growing foreign competition
- d. an increase in theft by employees at a retail store
- e. excessive turnover in volunteer workers at a non-profit

13. What are the three primary determinants of behavior that organizational behavior focuses upon?

- a. profit structure, organizational complexity, job satisfaction
- b. individuals, profit structure, and job satisfaction
- c. individuals, groups, and job satisfaction
- d. groups, structure, and profit structure
- e. individuals, groups, and structure

14. _____ is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.

- a. Organizational development
- b. Human Resources Management
- c. Organizational behavior
- d. People management
- e. Corporate strategy

15. Which of the following is not a core topic of organizational behavior?

- a. motivation
- b. attitude development
- c. conflict
- d. resource allocation
- e. work design

16. In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?

- a. common sense
- b. direct observation
- c. systematic inquiry
- d. speculation
- e. organizational theory

17. Which of the following is a reason that the study of organizational behavior is useful?

- a. Human behavior does not vary a great deal between individuals and situations.
- b. Human behavior is not random.
- c. Human behavior is not consistent.
- d. Human behavior is rarely predictable.
- e. Human behavior is often not sensible

18. What approach involves managers centering their decisions on the best available scientific data?

- a. intuition
- b. organizational behavioral studies
- c. substantive evidence approach
- d. preconceived notions
- e. evidence based management

19. What do the fundamental consistencies underlying the behavior of all individuals enable researchers to do?

- a. observe human behavior
- b. systematize human behavior
- c. research human behavior
- d. predict human behavior
- e. detect human behavior

20. Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study .

- a. organizational
- b. intuitive
- c. theoretical
- d. systematic
- e. case-based

21. At its root, productivity involves concern for both _____.

- a. dependence and independence
- b. diversity and homogeneity
- c. motivation and distraction
- d. absenteeism and motivation
- e. effectiveness and efficiency

25. Which of the following is an example of being an efficient company?

- a. operating at the lowest possible cost while yielding a higher output
- b. creating the highest customer satisfaction ratings
- c. meeting the production schedule
- d. obtaining the highest market share
- e. maximizing diversity at high cost

TRUE/FALSE

1. Henri Fayol identified five management functions: planning, organizing, commanding, coordinating, and controlling. (True)
2. Modern theorists have condensed Fayol's five management functions down to four: planning, organizing, commanding, and controlling. (False)
3. Robert Katz identified three essential management skills: technical, human, and conceptual. (True)
4. According to Fred Luthans and his associates, those managers who are most effective will spend a greater proportion of their time networking than those managers who are considered most successful. (False)
5. Research conducted by Luthans supports the belief that promotions are based on performance. (False)
6. Luthans' research indicates that among effective managers, communication made the largest relative contribution and networking the least. (True)
7. According to your textbook, managers need to develop their people skills if they are going to be effective and successful. (True)

8. Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on productivity within organizations, for the purpose of applying such knowledge toward defining an organization's objectives. (False)

9. Many people's views on human behavior are based on intuition. (True)

10. It is the inconsistencies in behavior that make prediction possible. (False)

11. Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions. (True)

12. Intuition comes from "gut feelings" about the state of some phenomenon of interest. (True).

13. People overestimate the accuracy of what they think they know. (True)

14. Josef Nobles has been a manager at Mountain Chemicals for five years. Hired for his expertise in project accounting, he rose quickly through the ranks and is now the head of the accounting and finance department. Josef is viewed as the rising star in the organization by his superiors. According to Katz, the skills that Mr. Nobles was hired for were what type of skill?

- a. human
- b. conceptual
- c. technical
- d. Controlling
- e. directing

15. Based on what little we know, we can conclude that according to Luthans, Mr. Nobles is probably best at the management activity of _____.

- a. networking
- b. communicating
- c. working with technology
- d. controlling
- e. directing

16. Given the information we have, Mr. Nobles would probably be categorized by Luthans as what type of manager?

- a. effective
- b. efficient
- c. successful
- d. productive
- e. type A

30-Allison and Gail both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Gail studied 6 hours and made a grade of 92 .Allison studied for 9 hours and also made a grade of 92 .Which of the students was effective?

A. only Gail

B. only Allison

C. neither Gail nor Allison

D. both Gail and Allison

e. insufficient information to judge

31.Which of the following statements is true?

a. Gail is more efficient than Allison.

b. Allison is more efficient than Gail.

c. Gail is more effective than Allison.

d. Allison is more effective than Gail.

e. Gail and Allison are equally efficient

32. Which of the students was more productive?

a. Gail

b. Allison

c. Neither Gail nor Allison were productive.

d. It is impossible to tell from the information given.

e. They were equally productive. Skills}

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CH 4 : MOTIVATION: CONCEPTS AND APPLICATIONS

Multiple-Choice Questions

1) Motivation is

- A) a component of ability, personal traits and desire.
- B) an individual's intensity, direction and persistence.
- C) an effort toward creating goals.
- D) a constant intensity.
- E) an attitudinal trait.

2) You are a new employee with Pace Analytics. Your supervisor has explained your job to you and has indicated that you will have a great deal of control over your job once you develop your skills and prove yourself. He compliments your history of accepting responsibility and suggests that you are free to offer constructive criticism about the way your job is structured.

Your supervisor seems to assume that your basic nature is

- A) Theory X.
- B) Theory Y.
- C) Theory Z.
- D) based on Herzberg's motivation-hygiene theory.
- E) Theory Y and Z combined.

3) Unlike her co-workers, Jane was motivated by challenge, personal satisfaction, and by doing interesting work; most of her coworkers were just in it for the money. Jane was motivated by

A) intrinsic motivators.

B) safety motivators.

C) social motivators.

D) extrinsic motivators.

E) esteem motivators.

4) Chao has a lot of internal drive. His overall goal in life is to "be all that he can be" in all aspects of his life. Which level of Maslow's hierarchy of needs is reflected in Chao's attitude?

A) social

B) self-actualization

C) physiological

D) esteem

E) safety

5) Your department is diverse-it is made up of people who are different in their lifestyles and their stages of life. Mary is a 23-year-old single parent who is working for minimum wage. Jonathan is 60 years old, extremely wealthy and works because he enjoys it. Jane is single, 45 years old and has few friends or activities outside the office. You have decided to attempt to apply Maslow's hierarchy of needs to motivate each of these individuals.

9) You would expect that **Mary** is trying to satisfy which need?

- A) social
- B) esteem
- C) physiological
- D) self-actualization

6) You would expect that **Jane** is attempting to satisfy which need?

- A) social
- B) esteem
- C) physiological
- D) self-actualization
- E) safety

7) James had dreamed of making lots of money since he was a child, and that has driven him to great success. James is motivated by

- A) intrinsic motivators.
- B) esteem motivators.
- C) extrinsic motivators.
- D) safety motivators.
- E) social motivators.

8) Maslow's hierarchy of needs is arranged in which order?

- A) physiological, esteem, safety, social, and self-actualization
- B) physiological, safety, social, esteem, and self-actualization
- C) safety, physiological, esteem, social, and self-actualization
- D) physiological, social, safety, esteem, and self-actualization
- E) physiological, social, safety, self-actualization, and esteem

9) Which of the following would Herzberg classify as a hygiene factor?

- A) responsibility
- B) growth
- C) company policy
- D) achievement
- E) self-satisfaction

10) Which one of the following would be considered a motivator in the motivation-hygiene theory?

- A) salary
- B) supervision
- C) working conditions
- D) recognition
- E) company policy

11) Herzberg investigated which of the following questions?

- A) What do people need from their jobs?
- B) What do people dislike about their jobs?
- C) What do people want from their jobs?
- D) What do people take from their jobs?
- E) What do people do at their jobs?

12) According to Maslow, when does a need stop motivating?

- A) when it is substantially satisfied
- B) It never stops motivating.
- C) when one returns to a lower level need
- D) when a higher-level need comes into focus
- E) when too many other needs come into focus

13) What are three dissatisfiers?

- A) work conditions, pay and challenge
- B) work conditions, challenge and growth opportunities
- C) challenge, growth opportunities and company policy
- D) company policy, challenge and work conditions
- E) company policy, work conditions and pay

14) Kelly, a single mother, recently re-entered the workforce in order to be able to pay for her most basic needs, namely food shelter and clothing for her and her son. According to Maslow, which need level was she trying to fulfill?

- A) self-actualization
- B) esteem
- C) safety
- D) social
- E) physiological

15) When Brock was recently deciding between two job offers, his decision came down to which offer reflected the better health insurance, pension plan, and safe working conditions. According to Maslow, which need level is he focusing on in his decision?

- A) esteem
- B) physiological
- C) safety
- D) social
- E) self-actualization

16) Don was a real "people person" so he was glad when his employer began to emphasize working in teams. Don enjoyed working with others as opposed to by himself. According to Maslow, which need level is motivating Don?

- A) esteem
- B) safety
- C) self-actualization
- D) physiological
- E) social

17) ABC Inc. is well known as a company that uses a human relations approach; the company nurtures creativity and self-control in its employees. This company was following

- A) Theory X.
- B) Theory Z.
- C) Theory Y.
- D) Theory T.
- E) Theory Q

18) Zeke was a manager who believed that, in general, people disliked work; he believed people had to be forced or threatened with punishment to motivate them to work. Zeke believes in which of the following management theories?

- A) Theory Z
- B) Theory X
- C) Theory Y
- D) Theory Q
- E) Theory T

- 19) Tony was so concerned that his department's project be completed on time that he offered all of his employees a \$100 bonus for each day that the project was completed ahead of schedule. This is an example of
- A) extinction.
 - B) valence.
 - C) variable reinforcement.
 - D) positive reinforcement.
 - E) extrinsic reward.
- 20) According to Maslow, the highest level of needs pertain to safety. (**FALSE**)
- 21) When hygiene factors are present, they usually lead to job satisfaction. (**FALSE**)
- 22) Harry is motivated by salary increases, promotions and benefits packages. Thus, he is motivated by intrinsic rewards. (**False**)
- 23) Motivators are Intrinsic and related to Satisfaction (**True**)
- 24) Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal—specifically, an organizational goal.(**True**)
- 25) Hygiene Factors are extrinsic and related to satisfaction (**False**)

1) The needs for achievement, power, and affiliation are part of whose theory?

- A) Frederick Herzberg's
- B) David McClelland's
- C) Victor Vroom's
- D) Abraham Maslow's
- E) Douglas McGregor's

2) Which of the following is least important in goal-setting theory?

- A) goal difficulty
- B) goal specificity
- C) equity among co-workers
- D) feedback
- E) participation in goal setting

3) Management by objectives (MBO) emphasizes setting goals with the employee; according to MBO, goals should be

- A) easy to attain.
- B) approved by management.
- C) tangible, verifiable, measurable.
- D) easy to create and develop.
- E) general in nature

4) Which of the following is an example of an MBO objective?

- A) Telephone orders should be processed promptly.
- B) Quality of all products should increase substantially.
- C) Sales should be increased by two percent.
- D) Company costs should be decreased as much as possible.
- E) New customers should be brought in on a regular basis.

5) According to Cognitive Evaluation Theory, providing incentive pay

- A) causes co-workers to compete with each other for rewards.
- B) encourages employees to perform at a higher level to balance the i/o ratio.
- C) changes the employee's perceptions of self.
- D) decreases employees' overall levels of intrinsic motivation.
- E) helps employees meet their need for achievement.

6) Which theory considers the issue of whether intrinsic and extrinsic motivators are independent?

- A) expectancy
- B) reinforcement
- C) equity
- D) cognitive evaluation
- E) goal-setting

7) Alice Ann Jones is the new director of human resources for a small consulting firm and has been charged with developing a performance evaluation and reward system. Alice Ann recognizes the importance of performance evaluation and rewards on employee behaviour and asks for your opinion and advice.

Alice Ann tells you that the firm pays on the basis of the productivity of each employee.

Research on motivation would say this creates

- A) higher intrinsic motivation towards tasks.
- B) lower intrinsic motivation toward tasks.
- C) self determination.
- D) higher job satisfaction.
- E) lower productivity.

8) Alice Ann's firm would like employees to be creative in their thinking and empowered to act and solve problems that arise. You suggest that goal setting with employees may be a positive process to help accomplish this. Which of the following is TRUE of goal setting?

- A) If the employee chooses the goal because of intrinsic interest, the employee is likely to be happier when the goal is achieved.
- B) If the employee chooses the goal because of intrinsic interest, the employee is more likely to achieve the goal.
- C) If the employee chooses the goal because of intrinsic interest, the employee is less likely to achieve the goal.
- D) If the employee chooses the goal because of intrinsic interest, the employee is likely to be unhappy if the goal is not achieved.
- E) If the employee chooses the goal because of intrinsic interest, there must still be an extrinsic reward for the goal to be motivating.

9) Tonya was confused. In order to motivate Sam, one of her employees, she began to pay him for work that she knew he liked to do and for which he was previously not paid. However, she noticed that his overall level of motivation appeared to decrease. The motivation theory that best explains this change is

- A) operant conditioning.
- B) distributive justice.
- C) cognitive evaluation theory.
- D) Maslow theory.
- E) Theory X.

10) The concept that individuals with a high need for achievement prefer to work on tasks of moderate difficulty is consistent with

A) ERG Theory.

B) Maslow's theory.

C) McClelland's theory.

D) expectancy theory.

E) valence theory.

11) In MBO, goals are established for departments and units rather than for individual employees. (**False**)

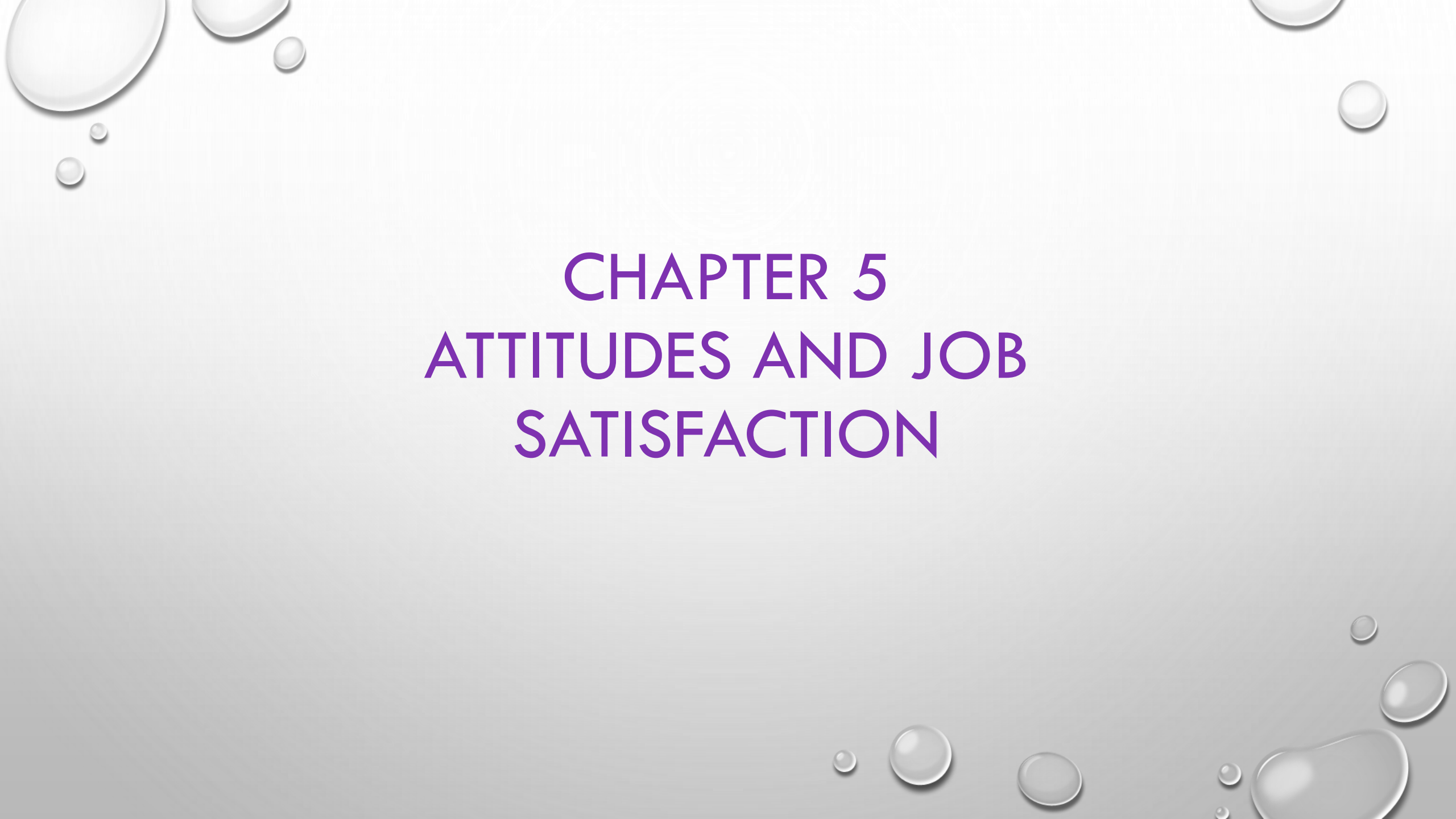
12) In MBO, goals should be tangible and measurable. (**True**)

13) The four ingredients common to MBO programs are goal specificity, participative decision making, an implicit time period, and performance feedback. (**False**)

14) Cognitive evaluation theory is concerned with whether individuals perceive that rewards are distributed in a fair and equitable manner. (**False**)

15) When extrinsic rewards are given to someone for performing an interesting task, it causes intrinsic interest in the task itself to decline. (**True**)

16) Cognitive evaluation theory argues that extrinsic rewards increase intrinsic motivation. (**False**)

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CHAPTER 5

ATTITUDES AND JOB SATISFACTION

1- _____ refers to evaluative statements or judgments concerning objects, people, or events.

- A) Attitude
- B) Behavior
- C) Appearance
- D) Demeanor
- E) Performance

2- The statement, "A person who eats meat and then fights for animal rights demonstrates double standards" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.

- A) cognitive
- B) affective
- C) reflective
- D) behavioral
- E) reactive

3) Which of the following statements represents the cognitive component of attitude?

- A) I have decided to inform my supervisor that I will be quitting my job.
- B) I intend to work during the weekend to meet the month's deadline.
- C) I feel upset about having to work during Christmas.
- D) It is disappointing to know that I did not get a good evaluation.
- E) This job is not giving me an opportunity to explore my skills.

4) Abigail Jones is a sales executive at Orbit Bank in Brussels. She is the best performer on her team and often gets the highest number of corporate accounts for the company. However, she feels that she does not get sufficient credit for her hard work. During lunch, she says to her colleague, "I have been getting the largest accounts for the bank for the past eight months. Yet, my manager never acknowledges the kind of effort I put in to get these accounts." Which component of attitude is being demonstrated by Jones?

- A) positive component
- B) cognitive component
- C) affective component
- D) behavioral component
- E) reflective component

5) Which of the following is an example of the affective component of an attitude?

- A) believing that one achieved all objectives of a project
- B) relying on the information of a company's annual report
- C) perceiving whistle-blowing as the right thing to do
- D) feeling hurt at being unfairly accused of a wrongdoing
- E) deciding to fire an employee because of underperformance

6) Johanna Rouse feels disheartened because she was not selected for the campaign exchange program in Amsterdam. Which component of an attitude does Rouse's feeling represent?

- A) cognitive
- B) affective
- C) reflective
- D) behavioral
- E) reactive

7) Which of the following statements is an example of the behavioral component of an attitude?

- A) I have decided to apply for the position of a campaigner in the climate department.
 - B) I am thrilled to know that the human resource department is looking for a climate campaigner.
 - C) The position of a climate campaigner is challenging and interesting.
 - D) The position of a climate campaigner will allow me to explore my skills as a campaigner.
 - E) I think the position of a climate campaigner involves extensive travel.
- 8) Attitudes are favorable or unfavorable evaluative statements about objects, people, or events. **(True)**

9) The three components of an attitude are cognition, affect, and behavior. **(True)**

10) The affective component of attitude is the emotional, or feeling, segment of an attitude. **(True)**

11) The cognitive component of an attitude describes an intention to behave in a certain way toward someone or something. **(False)**

12) Which of the following does cognitive dissonance indicate between two or more attitudes or between behavior and attitudes?

A) congruity

B) tenacity

C) solidarity

D) consistency

E) incompatibility

13) Any incompatibility between two or more attitudes or between behavior and attitudes results in _____.

- A) organizational dissonance
- B) cognitive dissonance
- C) attitudinal clarification
- D) positivity offset
- E) affective reactance

16) Cognitive dissonance explains the linkage between attitudes and behavior. (**TRUE**)

14) _____ refers to a positive feeling about one's job resulting from an evaluation of its characteristics.

- A) Job satisfaction
- B) Job design
- C) Positivity offset
- D) Constructive dismissal
- E) Picketing

15) Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their jobs, and their perceived autonomy is termed as _____.

- A) psychological empowerment
- B) organizational dissent
- C) organizational commitment
- D) employee engagement
- E) secondary action

16) 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 referred to as _____.

- A) emotional contagion
- B) job involvement
- C) job stability
- D) emotional dissonance
- E) direct action

17) Organizational commitment is defined as _____.

- A) the degree to which employees identify with the organization they work for and its goals
- B) the state of discord caused by opposition of values between people working together
- C) the degree to which an employee's sense of cognitive dissonance is related to his/her job
- D) the employee's degree of disagreement or differential opinions about organizational practices
- E) the degree to which employees believe their work impacts their organization significantly

18) _____ is the degree to which employees believe the organization values their contribution and cares about their well-being.

- A) Psychological empowerment
- B) Employee engagement
- C) Perceived organizational support
- D) Organizational commitment
- E) Job involvement

19) An individual's involvement with, satisfaction with, and enthusiasm for the work he/she performs is known as _____.

- A) employee engagement
- B) cognitive dissonance
- C) emotional contagion
- D) positivity offset
- E) self-concordance

20) Which of the following statements is most likely to be true about the major job attitudes?

- A) They are highly distinct from one another.
- B) They are generally resistant to change.
- C) They tend to overlap one another.
- D) They are not correlated to one another.
- E) They increase cognitive dissonance.

21) Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. **(True)**

22) An individual's involvement with, satisfaction with, and enthusiasm for the work he or she does is known as employee engagement. **(True)**

23) Which of the following is true about the correlation between salary and job satisfaction?

- A) Pay is not related to job satisfaction for employees in underdeveloped countries.
- B) Salary and perks do not have a role in overall happiness of employees from poor countries.
- C) Pay does not play a critical role in job satisfaction when an individual reaches a level of comfortable living.
- D) Financial perks and benefits always create job satisfaction irrespective of standards of living.
- E) High salary level always creates organizational commitment.

24) Employees with positive core self-evaluations believe in their inner worth and basic competence and are more satisfied with their jobs than those with negative core self-evaluations. The concept of positive core self-evaluations indicates that _____.

- A) promotions and growth opportunities influence job satisfaction
- B) employees should be regularly monitored and provided feedback
- C) job conditions have a direct influence on job satisfaction
- D) personality plays a role in job satisfaction
- E) pay always has a direct correlation with job satisfaction

25) Job satisfaction leads to employee's organizational citizenship behavior (OCB). **(True)**

26) The exit-voice-loyalty-neglect framework aids in understanding the consequences of _____.

A) increasing growth opportunities

B) emotional contagion

C) dissatisfaction

D) regular feedback

E) high employee engagement

27) The _____ response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.

A) exit

B) voice

C) loyalty

D) neglect

E) acceptance

28) Henry Hutchins is discontent with his job but believes that his supervisor is a good man who will do whatever is necessary to reduce his dissatisfaction with the job. He has decided to just wait and give his supervisor some time until conditions improve. Henry's response to this problem is termed as _____.

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

29) Maria Womack works for a bank in Michigan and is dissatisfied with the way her manager treats her. She is planning to quit her job and find a new position with another competitor bank. Her action represents the _____ response.

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

30) Steve Werner is unhappy with his job and takes every possible vacation and sick day to avoid going to work. In addition, whenever he goes to work, he shows up late and skips important meetings. Werner is expressing his dissatisfaction through the _____ response.

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

31) Which of the following is a type of response to dissatisfaction that is constructive and passive?

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

32) _____ is moderately correlated with organizational citizenship behavior.

- A) Emotional contagion
- B) Job satisfaction
- C) Absenteeism
- D) Turnover rate
- E) Cognitive dissonance

33) Rashid is dissatisfied at work. He feels he is paid too little and asked to do too much. To compensate for his perceived unjust pay, he regularly takes work supplies, such as computer ink cartridges, staplers, and reams of paper, home for personal use. Rashid's behavior is an example of _____.

- A) employee OCB
- B) customer satisfaction
- C) high productivity
- D) turnover rate
- E) deviant behavior

34) Why should managers be interested in their employees' attitudes?

- A) They result from behavior.
- B) They lead to self-concordance.
- C) They give warnings of potential problems.
- D) They result in emotional contagion.
- E) They result in cognitive dissonance.

35) Actively and constructively attempting to improve conditions is part of the loyalty response to dissatisfaction. **(False)**

36) "Exit" is a passive and constructive response to dissatisfaction. **(False)**