

## Chapter 2 Creating a Positive Work Environment: Attitudes, Values, Ethics

### MULTIPLE CHOICE

1. What is an enduring belief that a particular behaviour or end state of existence is preferred?
- a message
  - a value
  - an ethic
  - an attitude

ANS: B                      PTS: 1                      DIF: Easy                      REF: p. 37  
OBJ: 3                      BLM: Knowledge

2. Organizations need to understand the differences their employees bring and do what with these differences?
- change
  - allow
  - ignore
  - leverage

ANS: D                      PTS: 1                      DIF: Hard                      REF: p. 37  
OBJ: 3                      BLM: Application

3. All of the following are considered terminal values EXCEPT
- wisdom.
  - achievement.
  - self-control.
  - equality.

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 37  
OBJ: 3                      BLM: Comprehension

4. Which of the following is not an instrumental value?
- helpfulness
  - independence
  - self-respect
  - courage

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 37  
OBJ: 3                      BLM: Comprehension

5. The goals to be achieved, or the end states of existence, are called
- instrumental values.
  - terminal values.
  - lifelong values.
  - permanent values.

ANS: B                      PTS: 1                      DIF: Easy                      REF: p. 37  
OBJ: 3                      BLM: Knowledge

6. The four primary diversity factors that influence values include which of the following?
- age, gender, and ethnicity
  - age, gender, and income level
  - ethnicity, age, and income level
  - educational level, age, and gender

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 37  
OBJ: 3                      BLM: Comprehension

7. What should organizations do in order to achieve a high level of job satisfaction among their employees?
- provide performance-based pay systems
  - recruit and select people whose values closely match those of the organization
  - recruit and select people who are highly motivated
  - recruit and select people from only one generation

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 38  
OBJ: 3                      BLM: Application

8. All of these factors are identified by Hofstede with the EXCEPTION of
- power distance.
  - individual vs collectivism.
  - masculinity vs. femininity.
  - long vs. short-term orientation.
  - gender equalitarianism.

ANS: E                      PTS: 1                      DIF: Moderate                      REF: p. 39  
OBJ: 3                      BLM: Knowledge

9. Morgan, a car salesman, has just sold a car to a customer whom he strongly suspects will not be able to pay for the car. Lee, his co-worker, carefully cautions customers against spending too much for a car and shows customers models that are within their budgets. What is most likely the reason for the difference in behaviour between Morgan and Lee?
- different values held by Morgan and Lee
  - different needs for money
  - cultural differences between Morgan and Lee
  - different reward systems for Morgan and Lee

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 39  
BLM: Application

10. Which of the following is a valid criticism of Hostede's work and the more recent GLOBE study?
- Individuals can decide which culture they wish to identify with.
  - Hofstede and the GLOBE studies do not take subcultures into account.
  - GLOBE addresses in-group collectivism, not societal collectivism.
  - They are too similar to each other to provide a basis for comparison.

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 39  
OBJ: 3                      BLM: Analysis

11. For a transnational corporation, which of the following would be most true about culture?
- The transnational should follow the home country culture.
  - The transnational should have a different culture in every country.
  - Managers of the transnational should have the ability understand and work in several cultures.
  - Managers in the transnational should focus on their own culture regardless of where they are.

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 39  
OBJ: 3                      BLM: Application

12. Which of the following is NOT a key cultural dimension identified by the GLOBE Study?
- performance orientation
  - humane orientation
  - uncertainty avoidance
  - future orientation
  - long-term vs. short-term orientation

ANS: E                      PTS: 1                      DIF: Moderate                      REF: p. 39  
OBJ: 3                      BLM: Knowledge

13. Sam has relocated to the Philippines, which has a high power distance culture. Which of the following behaviours would Sam expect to see?
- People like to work in teams consisting of managers and workers.
  - Employees are aggressive in pursuing promotional opportunities.
  - Employees will request clear distinctions between managers and workers.
  - Managers will go to the beach while workers compete the work.

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 39  
OBJ: 3                      BLM: Application

14. Sara, who is working in Argentina, which has an individualist culture, wishes to recognize the efforts and success of members of her team. What should she do?
- Offer a team reward to the team that puts forth the best effort.
  - Offer a team reward and small individual reward to the most successful team.
  - Offer individual rewards to members for their behaviour in the team.
  - Offer an individual reward to the leaders of the team.

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 40  
OBJ: 3                      BLM: Application

15. Connie, a Canadian, has just started a new assignment in Sweden. She called together the people who report to her and asked them how to improve the organization. No one responded. What would be the most likely cause of the lack of response?
- Swedish culture is high on collectivism.
  - Swedish culture is low on power distance.
  - Swedish culture is high on power distance.
  - Swedish culture is low on assertiveness.

ANS: D                      PTS: 1                      DIF: Hard                      REF: p. 40  
OBJ: 3                      BLM: Application

16. The GLOBE dimension of gender differentiation is related to what view of ethics?
- a. utilitarian view
  - b. deontology view
  - c. cultural relativism
  - d. locus of control

ANS: A                      PTS: 1                      DIF: Hard                      REF: p. 40  
OBJ: 3                      BLM: Analysis

17. Chan, from China, expects that he will have a very good job with his uncle's business after graduation. What is the most likely explanation for this expectation?
- a. There is a high power distance in Chinese culture.
  - b. There is high gender differentiation in Chinese culture.
  - c. There is high performance orientation in Chinese culture.
  - d. There is high in-group collectivism in Chinese culture.

ANS: D                      PTS: 1                      DIF: Moderate                      REF: p. 41  
OBJ: 3                      BLM: Application

18. Jill, who works in Ireland for a major American company, complains that the organization demands long hours of work including requiring that the employees work at noon, which is traditionally lunch time. What is the most likely cause of Jill's complaint?
- a. North American culture has a higher performance orientation than Irish culture.
  - b. North American culture has a higher power distance than Irish culture.
  - c. North American culture has higher collectivism than Irish culture.
  - d. North American culture has higher gender differentiation than Irish culture.

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 41  
OBJ: 3                      BLM: Application

19. What does uncertainty avoidance refer to?
- a. how much a society relies on its social norms to explain unpredictable future events
  - b. how much a society relies on its social norms to explain current events
  - c. how much a society is concerned with the future
  - d. how much an organization is concerned about the future
  - e. none of the above

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 41  
OBJ: 3                      BLM: Comprehension

20. Ron, working in Denmark with Danish employees, has told his employees that 50% of their pay will be determined based on the performance of the company using a formula that he does not know. Why would his employees accept this?
- a. Danish culture is high in power distance.
  - b. Danish culture is high in uncertainty avoidance.
  - c. Danish culture is high in future orientation.
  - d. Danish culture is high in in-group collectivism.

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 41  
OBJ: 3                      BLM: Application

21. A large transnational corporation is proud of and encourages volunteerism in communities by its employees. It has opened offices in countries that are low on humane orientation. How will staff members in these countries respond to the company's encouragement?
- They will fully embrace it.
  - They will tell their colleagues to volunteer.
  - They will not see any point to volunteering.
  - They will actively reject volunteering as an management ploy.

ANS: C                   PTS: 1                   DIF: Hard                   REF: p. 41  
OBJ: 3                   BLM: Application

22. What does an individual's psychological tendency expressed by evaluating an entity with some degree of favour or disfavour reflect?
- an attitude
  - one's mood
  - values
  - beliefs

ANS: A                   PTS: 1                   DIF: Easy                   REF: p. 42  
OBJ: 4                   BLM: Knowledge

23. On what basis do attitudes develop?
- experience
  - the interaction between information and experience
  - evaluative responding
  - understanding

ANS: C                   PTS: 1                   DIF: Moderate                   REF: p. 42  
OBJ: 4                   BLM: Knowledge

24. All of the following influence the relationship between attitudes and behaviours EXCEPT
- supervisor's attitudes.
  - attitude relevance.
  - social constraints.
  - personality factors.

ANS: A                   PTS: 1                   DIF: Moderate                   REF: p. 42  
OBJ: 4                   BLM: Comprehension

25. What are the two major influences on attitudes?
- observation and social learning
  - direct experience and social learning
  - heredity and social learning
  - direct experience and heredity

ANS: B                   PTS: 1                   DIF: Moderate                   REF: p. 43  
OBJ: 4                   BLM: Comprehension

26. What do our responses to people and issues do over time?

- a. become stronger
- b. not change
- c. are based on our parent's training
- d. evolve

ANS: D                      PTS: 1                      DIF: Moderate                      REF: p. 43  
OBJ: 4                      BLM: Knowledge

27. In social learning, the family, peer group, religious organizations, and culture shape an individual's attitudes in a(n)

- a. direct manner.
- b. indirect manner.
- c. reciprocal manner.
- d. parallel manner.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 44  
OBJ: 4                      BLM: Knowledge

28. Suppose there is a proposal to raise income taxes for those who earn \$150,000 or more. If you are a low-income individual, your interest in this proposal would lack

- a. attitude specificity.
- b. cognitive dissonance.
- c. attitude relevance.
- d. social constraints.

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 44  
OBJ: 4                      BLM: Comprehension

29. Mildred works in an organization with people from all parts of the world. In order to ensure her organization operates effectively, Mildred should

- a. create a set of corporate values to which all employees conform.
- b. create rules but understand that there are diverse values among employees.
- c. choose the values of the group to which the majority of employees belong and apply those values.
- d. recognize that values are not important in business.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 44  
OBJ: 3                      BLM: Application

30. Substantial social learning occurs through which process in which individuals acquire attitudes by merely observing others?

- a. dissonance
- b. affect
- c. modelling
- d. heredity

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 44  
OBJ: 4                      BLM: Knowledge

31. A relationship is stronger if the time between the attitude measurement and the observed behaviour is
- longer.
  - shorter.
  - more intense.
  - less intense.

ANS: B                   PTS: 1                   DIF: Moderate           REF: p. 44  
OBJ: 4                   BLM: Comprehension

32. Attitudes are learned and two major influences include
- repeated behaviour and affect.
  - direct experience and social learning.
  - cognitive dissonance and negative affectivity.
  - random behaviour modelling and unconscious motivation.

ANS: B                   PTS: 1                   DIF: Moderate           REF: p. 44  
OBJ: 4                   BLM: Knowledge

33. What is a major reason that attitudes derived from direct experience are so powerful?
- They become a heuristic to assist in decision making.
  - They are easily accessed and are active in our cognitive processes.
  - They are accessible through the left part of the brain, which is more intuitive.
  - They are the behavioural intention component of an attitude.

ANS: B                   PTS: 1                   DIF: Moderate           REF: p. 44  
OBJ: 4                   BLM: Comprehension

34. The attitude-behaviour connection is much closer when
- attitudes are general.
  - attitude measurement is done very close to the behaviour of interest.
  - one's personality exhibits high self-monitoring.
  - the social context doesn't reinforce the relationship between attitudes and behaviour.

ANS: B                   PTS: 1                   DIF: Hard                REF: p. 44  
OBJ: 4                   BLM: Comprehension

35. All of the following are important work attitudes that managers can strive to improve among their employees EXCEPT
- job satisfaction.
  - organizational commitment.
  - employee engagement.
  - employee expertise.

ANS: D                   PTS: 1                   DIF: Moderate           REF: p. 44  
OBJ: 4                   BLM: Knowledge

36. Your friend does not like accounting and, based on what he has told you, you decide that you do not like accounting. According to research, what is likely to happen if you take an accounting course?
- a. You will not change your attitude toward accounting.
  - b. You are more likely to change your attitude than if your attitude had been formed based on your own experience of accounting.
  - c. You are less likely to change your attitude than if your attitude had been formed based on your own experience of accounting.
  - d. Your friend's experience will have no effect on you.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 44  
OBJ: 4                      BLM: Application

37. What moulds attitudes through group acceptance of individuals who express popular attitudes and through sanctions of those who do not?
- a. diversity
  - b. value system
  - c. peer pressure
  - d. normative commitment

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 44  
OBJ: 3                      BLM: Comprehension

38. Considering the definition of attitude, which of the following would be a reasonable conclusion?
- a. Attitudes are consistent for life.
  - b. Attitudes and behaviour can be different.
  - c. Attitudes are consistent across situations.
  - d. Attitudes and values are the same.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 44  
OBJ: 4                      BLM: Analysis

39. A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences reflects
- a. job involvement.
  - b. job satisfaction.
  - c. loyalty.
  - d. job morale.

ANS: B                      PTS: 1                      DIF: Easy                      REF: p. 44  
OBJ: 5                      BLM: Knowledge

40. Which of the following is NOT one of the five specific dimensions used to measure job satisfaction?
- a. pay
  - b. work itself
  - c. supervision
  - d. congruence between work and purpose

ANS: D                      PTS: 1                      DIF: Easy                      REF: p. 44  
OBJ: 5                      BLM: Comprehension



41. John has been offered five weeks holiday at his new job. In John's last job he had eight weeks holidays per year. John feels sad that his five weeks holidays are so short. Which of the following would best explain this situation?
- a. John places a very high value on holidays.
  - b. John has developed an attitude that holidays should be long.
  - c. John requires extrinsic rewards.
  - d. John sees holidays as an important intrinsic reward.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 44  
OBJ: 5                      BLM: Analysis

42. Dofasco employees working for local fundraising campaigns reflects
- a. organizational commitment.
  - b. affective commitment.
  - c. organizational citizenship behaviour.
  - d. job involvement.

ANS: C                      PTS: 1                      DIF: Easy                      REF: p. 44  
OBJ: 5                      BLM: Knowledge

43. Job satisfaction has been shown to be related to organizational citizenship, which is
- a. the tendency to exhibit strong ethical behaviour.
  - b. behaviour that is above and beyond the call of duty in behalf of the organization.
  - c. loyalty to the organization.
  - d. the tendency to look for the positive within organizations.

ANS: B                      PTS: 1                      DIF: Easy                      REF: p. 44  
OBJ: 5                      BLM: Knowledge

44. Job satisfaction can be determined by looking at all of the following EXCEPT
- a. the work itself.
  - b. the economic success of the company.
  - c. promotion opportunity.
  - d. effectiveness of supervision.

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 45  
OBJ: 5                      BLM: Application

45. According to considerable research, the relationship between job satisfaction and job performance is
- a. strong and direct.
  - b. strong and negative.
  - c. modest.
  - d. positive for women and negative for men.

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 45  
OBJ: 5                      BLM: Knowledge

46. The psychological contract is unwritten and implicit. Therefore, what steps should employers take when hiring new employees?
- Have a written contract for each employee.
  - Be careful to set and manage rights and obligations.
  - Leave conditions vague; they will be worked out in the psychological contract.
  - Follow the directions of the Human Resource department.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 45  
OBJ: 4                      BLM: Analysis

47. According to theory, how will Angela respond when her job ends as scheduled?
- She anticipates the end of the job; it will not be an issue.
  - She will be very upset; the psychological contract is broken.
  - She will be upset as her employment contract is broken.
  - She will be upset as her employer should have known that she is relying on the organization.

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 45  
OBJ: 4                      BLM: Application

48. When an employee remains with a firm because he or she faces significant exit barriers, this can be characterized as
- organizational citizenship.
  - withdrawal syndrome.
  - continuance commitment.
  - dysfunctional attachment.

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 46  
OBJ: 5                      BLM: Comprehension

49. Employee loyalty toward the organization is a significant factor in
- job displacement.
  - continuance commitment.
  - affective commitment.
  - employee turnover.

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 46  
OBJ: 5                      BLM: Comprehension

50. The strength of an individual's identification with an organization is known as
- normative commitment.
  - organizational commitment.
  - continuance commitment.
  - behavioural commitment.

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 46  
OBJ: 5                      BLM: Knowledge

51. When Mike joined BigCo, he was told that most employees are promoted within two years. Now, with an economic downturn and no chance of moving to a new job, Mike has not been promoted for four years. What is likely to be true of Mike?
- Job satisfaction decreases, continuance commitment decreases.
  - Job satisfaction decreases, continuance commitment remains the same.
  - Job satisfaction remains the same, continuance commitment decreases.
  - Job satisfaction remains the same, continuance commitment remains the same.

ANS: B                   PTS: 1                   DIF: Hard                   REF: p. 46  
OBJ: 4                   BLM: Comprehension

52. Which of the following statements is true regarding job satisfaction and organizational commitment?
- They are reciprocally related.
  - They are strongly positively related.
  - Organizational commitment moderates the relationship between job satisfaction and performance.
  - There is a curvilinear relationship between the two variables.

ANS: B                   PTS: 1                   DIF: Moderate                   REF: p. 46  
OBJ: 5                   BLM: Comprehension

53. Which statement regarding the relationship between culture and job satisfaction is most accurate?
- Job satisfaction is not influenced by culture.
  - Job satisfaction and participative techniques do not appear to be related when taking into account cultural differences.
  - Culture does not appear to affect the factors (i.e., work itself) that lead to job satisfaction.
  - Job satisfaction is significantly affected by culture but factors may differ.

ANS: D                   PTS: 1                   DIF: Moderate                   REF: p. 46  
OBJ: 5                   BLM: Knowledge

54. Which of the following is NOT a type of organizational commitment?
- affective
  - continuance
  - normative
  - behavioural

ANS: D                   PTS: 1                   DIF: Easy                   REF: p. 46  
OBJ: 5                   BLM: Knowledge

55. The type of organizational commitment that is based on an individual's desire to remain in an organization is called
- intentional commitment.
  - normative commitment.
  - affective commitment.
  - attitudinal commitment.

ANS: C                   PTS: 1                   DIF: Easy                   REF: p. 46  
OBJ: 5                   BLM: Knowledge

56. What is the possible relationship between organizational commitment and ethical behaviour?
- a. High affective commitment causes employees to accept the organization's behaviour as ethical.
  - b. High affective commitment cause employees to question the ethics of an organization's behaviour.
  - c. Organizational commitment and ethical behaviour cannot be related.
  - d. Continuance commitment causes employees to accept the organization's behaviour as ethical.

ANS: A                      PTS: 1                      DIF: Hard                      REF: p. 46  
OBJ: 5                      BLM: Analysis

57. If an employee is disengaged at work, all of the following work-related attitudes are possible:
- a. increased voice, increased neglect, decreased loyalty
  - b. increased voice, decreased loyalty, increased retention
  - c. increased neglect, decreased loyalty, increased retention
  - d. increased retention, exit, and increased voice

ANS: A                      PTS: 1                      DIF: Hard                      REF: p. 46  
OBJ: 5                      BLM: Comprehension

58. A sense of employee engagement has what effect on motivation?
- a. It results in higher levels of motivation.
  - b. It results in lower levels of motivation.
  - c. It has no effect on the level of motivation.
  - d. It has a slight lowering effect on the level of motivation.

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 46  
OBJ: 5                      BLM: Application

59. Julie refers to her employer as "home" and feels a very strong connection to her organization. This indicates that Julie has
- a. high affective commitment.
  - b. high continuance commitment.
  - c. high job satisfaction.
  - d. high normative commitment.

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 46  
OBJ: 5                      BLM: Knowledge

60. Uncle George had offered you your first job at a time when you really needed work and you are very grateful. You now have a much better offer but you have chosen to stay with Uncle George's company. What are you demonstrating?
- a. high affective commitment
  - b. excellent organizational citizenship behaviour
  - c. high continuance commitment
  - d. high normative commitment

ANS: D                      PTS: 1                      DIF: Moderate                      REF: p. 46  
OBJ: 5                      BLM: Comprehension

61. Which of the following is NOT one of the five things the attitude-behaviour correspondence depends upon?

- a. personality factors
- b. attitude relevance
- c. social constraints
- d. the experimental model used to test the relationship

ANS: D                      PTS: 1                      DIF: Hard                      REF: p. 49  
OBJ: 4                      BLM: Knowledge

62. Job satisfaction and employee performance are likely to be positively related when

- a. pay is linked to attendance.
- b. nonparticipative techniques are used.
- c. rewards are valued by employees and are tied directly to performance.
- d. employee turnover is high.

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 49  
OBJ: 5                      BLM: Application

63. If an individual from a country holds a negative attitude toward women in management because of a cultural belief system, but does not reflect behaviour consistent with that attitude in a group, the link between the attitude-behaviour is probably weak because

- a. the measurement timing is poor.
- b. of social constraints.
- c. the individual is a low self-monitor.
- d. of low attitude relevance.

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 49  
OBJ: 4                      BLM: Application

64. Which statement best reflects the current state of knowledge regarding the relationship between job satisfaction and organizational performance?

- a. It is similar to the relationship between job satisfaction and individual performance.
- b. Unfortunately, this relationship has not been investigated.
- c. No relationship has been found between job satisfaction and organizational performance.
- d. Companies with satisfied workers have better performance than companies with dissatisfied workers.

ANS: D                      PTS: 1                      DIF: Moderate                      REF: p. 49  
OBJ: 5                      BLM: Knowledge

65. The relationship between job satisfaction and absenteeism is best reflected by which statement?

- a. Job dissatisfaction is positively related to absenteeism.
- b. Job dissatisfaction and absenteeism are negatively correlated.
- c. Job dissatisfaction and absenteeism are not related.
- d. Job satisfaction and absenteeism are positively related.

ANS: A                      PTS: 1                      DIF: Hard                      REF: p. 49  
OBJ: 5                      BLM: Application

66. What type of relationship exists between satisfied, engaged employees and organizational performance?
- a. negative
  - b. positive
  - c. inverse
  - d. reverse

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 49  
OBJ: 5                      BLM: Knowledge

67. What is the relationship between job satisfaction and performance?
- a. extremely positive
  - b. somewhat positive
  - c. not clear
  - d. simple and direct

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 49  
OBJ: 5                      BLM: Comprehension

68. What do rewards tend to influence?
- a. both performance and satisfaction
  - b. neither performance nor satisfaction
  - c. performance but not satisfaction
  - d. satisfaction but not performance

ANS: A                      PTS: 1                      DIF: Hard                      REF: p. 49  
OBJ: 5                      BLM: Application

69. John, who drives an earth-moving machine, has a very low level of job satisfaction. Even after John started driving a much bigger machine, his job satisfaction did not improve. With the new machine John is now 50% more productive. Based on this situation, which of the following would be true?
- a. Job satisfaction leads to productivity.
  - b. Productivity leads to job satisfaction.
  - c. Job satisfaction and productivity are not related.
  - d. Factors other than satisfaction can have an effect on productivity.

ANS: D                      PTS: 1                      DIF: Hard                      REF: p. 49  
OBJ: 5                      BLM: Analysis

70. Which of the following qualities HAS NOT been suggested as important to making ethical decisions:
- a. competence to identify issues.
  - b. self-confidence to seek out different opinions.
  - c. tough-mindedness.
  - d. commitment.

ANS: D                      PTS: 1                      DIF: Moderate                      REF: p. 50  
OBJ: 7                      BLM: Comprehension

71. Evelyn is dissatisfied with her job. As a result she has decided not to attend an upcoming retirement party. What type of behaviour is Evelyn displaying?
- increased voice
  - exit
  - decreased loyalty
  - neglect

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 50  
OBJ: 5                      BLM: Comprehension

72. Your text states that the CEO of Johnson & Johnson compared the performance over a 40-year period of time for organizations that had devoted a great deal of time to ethics. Which of the following conclusions were supported by his investigation?
- Ethical behaviour and job satisfaction were positively associated.
  - Ethical behaviour and sales growth were positively associated.
  - Ethical behaviour and the growth of market value were positively associated.
  - Organizations with more time spent on ethical behaviour have lower accounting returns and slow sales growth.

ANS: C                      PTS: 1                      DIF: Easy                      REF: p. 50  
OBJ: 7                      BLM: Knowledge

73. Acting in ways consistent with one's personal values and the commonly held values of the organization and society is
- legal behaviour.
  - ethical behaviour.
  - cognitive behaviour.
  - loyal behaviour.

ANS: B                      PTS: 1                      DIF: Easy                      REF: p. 50  
OBJ: 7                      BLM: Knowledge

74. Four major individual influences that affect ethical behaviour include
- value systems and locus of control.
  - value systems and codes of conduct.
  - locus of control and codes of conduct.
  - norms and modelling.

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 51  
OBJ: 7                      BLM: Comprehension

75. According to research on Kohlberg's model of cognitive moral development, individuals at higher development stages are
- more likely to cheat.
  - more likely to put expediency before ethics.
  - not able to distinguish right from wrong.
  - more likely to engage in whistleblowing.

ANS: D                      PTS: 1                      DIF: Hard                      REF: p. 52  
OBJ: 7                      BLM: Application

76. In higher stages of Kohlberg's cognitive moral development model, individuals
- obey rules to avoid punishment.
  - control others.
  - focus on the expectations of others.
  - follow self-chosen ethical principles.

ANS: D                      PTS: 1                      DIF: Hard                      REF: p. 52  
OBJ: 7                      BLM: Application

77. You work for an oil company that is the major employer in your town. You discover that the company has knowingly been exceeding legal limits on its emissions downwind of your town. According to the deontology view of ethics, what would you do?
- nothing; be quiet
  - determine what local people would do and act accordingly
  - notify your boss and authorities
  - quit

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 52  
OBJ: 7                      BLM: Application

78. Ethical behaviour is influenced by which two major factors?
- religion and value system
  - terminal and instrumental values
  - level of ethical reasoning and intelligence
  - individual characteristics and organizational factors

ANS: D                      PTS: 1                      DIF: Easy                      REF: p. 52  
OBJ: 7                      BLM: Comprehension

79. Which of the following influences on ethical behaviour can be increased through training?
- locus of control
  - cognitive moral development
  - Machiavellianism
  - values system

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 52  
OBJ: 7                      BLM: Analysis

80. Bethany does not worry. She says, "What will be will be, I cannot change it." What personality trait would Bethany likely have?
- low Machiavellianism
  - internal locus of control
  - external locus of control
  - high job satisfaction

ANS: C                      PTS: 1                      DIF: Moderate                      REF: p. 52  
OBJ: 5                      BLM: Comprehension



81. A subway system was built in a major city. During construction, many small businesses lost money due to construction. Under what view of ethics would this situation be viewed as ethical?

- a. deontology
- b. utilitarianism
- c. cultural relativism
- d. justice view

ANS: B                      PTS: 1                      DIF: Moderate                      REF: p. 53  
OBJ: 7                      BLM: Application

82. You work for an oil company that is the major employer in your town. You discover that the company has knowingly been exceeding the legal limits in its emissions into the environment downwind of your town. According to the cultural relativism view of ethics, what would you do?

- a. nothing; be quiet
- b. notify your boss and authorities
- c. quit
- d. determine what local people would do and act accordingly

ANS: D                      PTS: 1                      DIF: Moderate                      REF: p. 53  
OBJ: 7                      BLM: Application

83. Generally, an individual's strongest allegiance will be to

- a. organization culture and values.
- b. client values.
- c. values of the immediate supervisor.
- d. personal values.

ANS: D                      PTS: 1                      DIF: Easy                      REF: p. 53  
OBJ: 7                      BLM: Analysis

84. What is the most important element in ensuring ethical business practices in firms?

- a. The organization has a written code of ethics.
- b. Senior management acts in an ethical fashion.
- c. The firm hires ethical people.
- d. The firm forms an ethics committee.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 54  
OBJ: 7                      BLM: Application

Bill leads a work group of 20 people in his department. Most of the members of the group have been with the organization for more than five years. Recently, however, there has been some conflict within the group. Several of the newer employees seem to be competing with each other to accomplish just about everything. These people have been far more hardworking than the longer-term staff, most of whom simply arrive at the workplace, do what is required of them, and go home. In fact, most of the long-term staff complain very loudly if they are given any additional tasks to do; they are very predictable.

85. What seems to be valued by the newer employees?

- a. performance and achievement
- b. job security
- c. affiliation with the group
- d. predictability

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 37  
OBJ: 3                      BLM: Application

86. What is valued by the longer-term staff members in Bill's department?

- a. performance and achievement
- b. job security
- c. affiliation with the group
- d. predictability

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 37  
OBJ: 3                      BLM: Application

Jane, who works for a transnational organization, is a very strong believer in women's equality and is extremely career oriented. Jane enjoys her job and has strong affective commitment toward her organization. Jane has sought an international assignment as a means of advancing her career and her employer has offered her an exciting position in a country with a culture that is very high on gender differentiation. Jane does not know what she will do about the job offer.

87. What is likely causing Jane's uncertainty?

- a. a conflict between Jane's attitude and the attitude of people where Jane will be working
- b. a conflict between organizational commitment and cultural values
- c. a conflict between Jane's personal values and the cultural values of where she is to work
- d. a conflict between Jane's continuance commitment and her affective commitment

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 38  
OBJ: 5                      BLM: Application

Angela was delighted. She is working in a 10-month term position replacing someone who is on maternity leave. Angela has just received her performance appraisal and it is excellent. Her boss told her that she is a highly valued addition to the team. Her co-worker, Sara, has told her that the last two people who went on maternity leave did not come back. Angela likes her job, likes the people she works with, and wants to stay. Angela is convinced that she actually will be able to stay in this job for the long term. She has decided to buy a new car and put a down payment on a condominium.

88. What is Angela doing in this scenario?
- a. She is forming an incorrect psychological contract.
  - b. She is form an accurate psychological contract.
  - c. She is simply pleased with her progress, nothing more .
  - d. She fully realizes that her job will soon end.

ANS: A                      PTS: 1                      DIF: Moderate                      REF: p. 45  
OBJ: 5                      BLM: Application

Mildred has been working at her job for one year. When she was hired she received a letter from her employer outlining working conditions, pay rates, reporting relationships and some expectations. After one year, Mildred expected to be promoted to the next level in the organization. Mildred has received very good feedback from her employer during the year but did not received any indication that she would be promoted. When Mildred found that she would not be promoted at this time she was very upset. Which of the following would provide an explanation of what has happened to Mildred?

89. Which of the following statement describes Mildred's situation?
- a. The employer was unclear and deceptive.
  - b. Psychological contracts should be discussed between employer and employee.
  - c. Psychological contracts are developed through individual perceptions of the employment relationship.
  - d. Psychological contracts do not always exist in these types of situations.

ANS: C                      PTS: 1                      DIF: Hard                      REF: p. 45  
OBJ: 5                      BLM: Analysis

Fred was comfortable that he was able to increase the viability of the company, profitability for shareholders, and job security for most of the workers by closing, on short notice, one division and terminating the employment of the people employed there. The people in the area believe that it is unethical for the employer to close down if it can generate a fair profit and employment by continuing to operate and believe that Fred operated in an unethical fashion.

90. What can explain why Fred and the people have different views?
- a. They all operate in their self-interest.
  - b. Different views of ethics will generate different answers about what is and is not ethical.
  - c. Ethics is a very personal thing and therefore will always vary.
  - d. Different views of ethics give the same clear guidance.

ANS: B                      PTS: 1                      DIF: Hard                      REF: p. 50  
OBJ: 7                      BLM: Analysis

## TRUE/FALSE

1. Values are a source of individual difference.

ANS: T                    PTS: 1                    DIF: Easy                    REF: p. 37  
OBJ: 5                    BLM: Knowledge

2. Values that represent the goals to be achieved are known as instrumental values.

ANS: F                    PTS: 1                    DIF: Easy                    REF: p. 37  
OBJ: 5                    BLM: Knowledge

3. Honesty and helpfulness are instrumental values that may facilitate the terminal value of social respect.

ANS: T                    PTS: 1                    DIF: Moderate                    REF: p. 37  
OBJ: 6                    BLM: Comprehension

4. Religious beliefs are an example of secondary dimensions of diversity.

ANS: T                    PTS: 1                    DIF: Hard                    REF: p. 38  
OBJ: 6                    BLM: Comprehension

5. Attitudes help form an evaluative response to a particular situation.

ANS: T                    PTS: 1                    DIF: Easy                    REF: p. 42  
OBJ: 3                    BLM: Knowledge

6. It is generally agreed that attitudes are not learned but develop early in childhood before the age of five.

ANS: F                    PTS: 1                    DIF: Easy                    REF: p. 43  
OBJ: 3                    BLM: Knowledge

7. Two major influences on attitudes are heredity and social learning.

ANS: F                    PTS: 1                    DIF: Moderate                    REF: p. 44  
OBJ: 3                    BLM: Knowledge

8. Europeans do not value work-life balance.

ANS: F                    PTS: 1                    DIF: Easy                    REF: p. 44  
OBJ: 3                    BLM: Knowledge

9. The longer the time between measuring an attitude and observing behaviour, the weaker the relationship of an attitude with observed behaviour.

ANS: T                    PTS: 1                    DIF: Moderate                    REF: p. 44  
OBJ: 3                    BLM: Comprehension

10. Social constraints affect the relationship between attitudes and behaviour.

ANS: T                    PTS: 1                    DIF: Easy                    REF: p. 44  
OBJ: 3                    BLM: Analysis

11. Low self-monitors display greater correspondence between their attitudes and behaviours.

ANS: T                    PTS: 1                    DIF: Hard                    REF: p. 44  
OBJ: 3                    BLM: Analysis

12. One reason attitudes derived from direct experience are so powerful is because of their availability.

ANS: T                    PTS: 1                    DIF: Moderate                    REF: p. 44  
OBJ: 3                    BLM: Knowledge

13. Job satisfaction is influenced by culture.

ANS: T                    PTS: 1                    DIF: Easy                    REF: p. 46  
OBJ: 4                    BLM: Knowledge

14. Behaviour that is considered above and beyond the call of duty on behalf of the organization is known as organizational citizenship.

ANS: T                    PTS: 1                    DIF: Easy                    REF: p. 46  
OBJ: 4                    BLM: Knowledge

15. A state of emotional and intellectual involvement that employees have in their organization is known as a continuance commitment.

ANS: F                    PTS: 1                    DIF: Easy                    REF: p. 46  
OBJ: 4                    BLM: Knowledge

16. Job satisfaction is an antecedent to organizational commitment.

ANS: T                    PTS: 1                    DIF: Moderate                    REF: p. 46  
OBJ: 4                    BLM: Comprehension

17. The relationship between organizational performance and a positive work attitude is clear.

ANS: T                    PTS: 1                    DIF: Easy                    REF: p. 49  
OBJ: 5                    BLM: Comprehension

18. A common tool used to assess employee attitudes, in an attempt to change the attitudes, is the exit interview.

ANS: F                    PTS: 1                    DIF: Moderate                    REF: p. 50  
OBJ: 5                    BLM: Comprehension

19. There is only one type of survey used to measure job satisfaction.

ANS: F                      PTS: 1                      DIF: Moderate                      REF: p. 50  
OBJ: 5                      BLM: Knowledge

20. High-Machs exhibit an external locus of control.

ANS: F                      PTS: 1                      DIF: Hard                      REF: p. 52  
OBJ: 7                      BLM: Analysis

21. An individual's level of cognitive development does not have an effect on his or her ethical behaviour.

ANS: F                      PTS: 1                      DIF: Easy                      REF: p. 52  
OBJ: 7                      BLM: Comprehension

## **MATCHING**

*Match the following:*

- a. based on an inability to afford to leave the organization
- b. based on a desire to remain in an organization
- c. emotional involvement with the organization
- d. based on perceived obligation to the organization
- e. the strength of identification with the organization

- 1. organizational commitment
- 2. affective commitment
- 3. continuance commitment
- 4. normative commitment
- 5. employee engagement

- 1. ANS:                      E                      PTS:                      1
- 2. ANS:                      B                      PTS:                      1
- 3. ANS:                      A                      PTS:                      1
- 4. ANS:                      D                      PTS:                      1
- 5. ANS:                      C                      PTS:                      1

*Match the following:*

- a. a good feeling about one's job and work
- b. an instrument using five-point scales for measuring job satisfaction
- c. an employee's intention to remain as an organizational member because of a strong desire to do so
- d. going above and beyond the call of duty
- e. an antecedent to organizational commitment

- 6. affective commitment
- 7. MSQ
- 8. organizational citizenship
- 9. participation in decision making
- 10. job satisfaction

- |         |        |      |   |
|---------|--------|------|---|
| 6. ANS: | C      | PTS: | 1 |
| 7. ANS: | B      | PTS: | 1 |
| 8. ANS: | D      | PTS: | 1 |
| 9. ANS: | E      | PTS: | 1 |
| 10.     | ANS: A | PTS: | 1 |

*Match the following:*

- a. enduring belief about socially preferable conduct
- b. values continuous improvement
- c. rewards altruism
- d. represents a goal to be achieved
- e. represents acceptable behaviour to be followed in achieving end state

- 11. performance orientation
- 12. humane orientation
- 13. terminal value
- 14. instrumental value
- 15. value

- |     |        |      |   |
|-----|--------|------|---|
| 11. | ANS: B | PTS: | 1 |
| 12. | ANS: C | PTS: | 1 |
| 13. | ANS: D | PTS: | 1 |
| 14. | ANS: E | PTS: | 1 |
| 15. | ANS: A | PTS: | 1 |

*Match the following:*

- a. behaviour consistent with one's personal values and those of society
- b. an example of unethical behaviour
- c. the study of moral values and moral behaviour
- d. most common unethical deed
- e. second most common ethical deed

- 16. falsifying records
- 17. cheating
- 18. ethical behaviour
- 19. lying to supervisor
- 20. ethics

- |     |        |        |
|-----|--------|--------|
| 16. | ANS: E | PTS: 1 |
| 17. | ANS: B | PTS: 1 |
| 18. | ANS: A | PTS: 1 |
| 19. | ANS: D | PTS: 1 |
| 20. | ANS: C | PTS: 1 |

*Match the following:*

- a. one's sense of control
- b. one's willingness to do whatever it takes
- c. a guide for acquiring and using power
- d. sets of coherent values
- e. a sequence of value development and ethical behaviour

- 21. value system
- 22. *The Prince*
- 23. Machiavellianism
- 24. locus of control
- 25. cognitive moral development

- |     |        |        |
|-----|--------|--------|
| 21. | ANS: D | PTS: 1 |
| 22. | ANS: C | PTS: 1 |
| 23. | ANS: B | PTS: 1 |
| 24. | ANS: A | PTS: 1 |
| 25. | ANS: E | PTS: 1 |

## **ESSAY**

1. Discuss the primary and secondary diversity factors that affect values.

**ANS:**

The primary factors include age, gender, physical attributes and race/ethnicity, and culture. The secondary factors include career stage, marital status, religious beliefs, and work experience. Each of these factors should be discussed by the student with an example given. Answers will vary depending on the life experience of the student.

PTS: 1                      REF: p. 37-41                      OBJ: 6                      BLM: Comprehension



2. What is the GLOBE study? Why is it an important body of research? List each of the cultural dimensions and discuss.

ANS:

The findings from the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) Research Project provide a framework in which to analyze differences across cultures. This project, conceived by Robert J. House, Professor Wharton School of Business, University of Pennsylvania in 1991, examined the interrelationships between societal culture, organizational culture, and organizational leadership. It involved over 170 social scientists and management scholars from 61 countries. This team of researchers identified nine critical cultural dimensions that will help us to understand cultural differences and similarities. It is important to note that this research updates the seminal research work of Geert Hofstede's on cross-cultural values. See Exhibit 2.6. Geert Hofstede identified five main dimensions, which he used to analyze cross-cultural differences. These are (1) power distance, (2) individualism vs. collectivism, (3) masculinity vs. femininity, (4) uncertainty avoidance, and (5) long- vs. short-term orientation. For the purposes of presenting the reader with the most up-to-date research we will focus on the nine critical dimensions detailed in the GLOBE project and the research outcomes. The nine dimensions are (1) assertiveness, (2) future orientation, (3) gender equalitarianism, (4) uncertainty avoidance, (5) power distance, (6) institutional emphasis on collectivism versus individualism, (7) in- group collectivism, (8) performance orientation, and (9) human orientation.

PTS: 1                      REF: p. 39                      OBJ: 6                      BLM: Application

3. What aspects of one's existence and environment shape attitudes?

ANS:

Family members, friends, coworkers, and significant others can influence our attitudes. Young persons acquire attitudes through watching the behaviour of others; this is called modelling. Direct experience with significant events (floods, fires, labour, strikes) can also influence attitude formation.

PTS: 1                      REF: p. 41-44                      OBJ: 3                      BLM: Comprehension

4. Identify several work attitudes and indicate the importance of positive work attitudes.

ANS:

Respect, commitment, and loyalty are positive work attitudes. Employees who possess these attitudes are more likely to be satisfied with their jobs and are good performers. Negative work attitudes (disrespect, disloyalty, and belligerence) are likely to be associated with poor attendance, poor work, and job dissatisfaction.

PTS: 1                      REF: p. 44-47                      OBJ: 4                      BLM: Comprehension

5. Briefly discuss the relationship between job satisfaction and performance. Are satisfied workers more productive or are productive workers more satisfied?

ANS:

The link between satisfaction and performance has been widely explored. One view holds that satisfaction causes good performance. However, this has very limited support as there are several other equally important causes of good performance. The other view, that performance leads to satisfaction has tended to have more validity when the performance leads to rewards that are valued and clearly tied to performance.

PTS: 1                      REF: p. 44-50                      OBJ: 4                      BLM: Analysis

6. What individual influences affect ethical behaviour? In what way do these influences affect your personal ethics? What organizational influences might impact your personal ethical approach at work?

ANS:

The individual factors include value system, locus of control, Machiavellianism, and cognitive moral development. The organizational factors include codes of conduct, ethics committees or officers, training programs, ethics communication systems, norms, modelling, and rewards and punishment. Each of these factors could be examined with respect to the potential impact on the student.

PTS: 1                      REF: p. 51-53                      OBJ: 7                      BLM: Analysis