

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 1) Emotions represent the cluster of beliefs, assessed feelings, and behavioural intentions towards something or someone. 1) _____
- 2) Emotions are brief events or "episodes" that subside or occur in waves. 2) _____
- 3) Moods represent our reaction to specific people or events, whereas emotions are not directed toward anything in particular. 3) _____
- 4) People are consciously aware of most emotions they experience. 4) _____
- 5) Emotions generate a core affect that something is good or bad, helpful or harmful, to be approached or avoided. 5) _____
- 6) Strong emotions trigger our conscious awareness of a threat or opportunity in the external environment. 6) _____
- 7) Moods tend to be longer-term emotional states. 7) _____
- 8) Emotions serve to put us in a state of readiness. 8) _____
- 9) Attitudes are fleeting physiological experiences we have in response to an attitude object. 9) _____
- 10) Attitudes develop from our emotional experiences as well as from the perceptual process. 10) _____
- 11) Attitudes consist of the following three components: emotions, beliefs, and behaviours. 11) _____
- 12) Beliefs represent our perceptions about the attitude object. 12) _____
- 13) Attitudes represent a cluster of beliefs, motivation, and feelings about an attitude object. 13) _____
- 14) Feelings represent your conscious positive or negative evaluations of the attitude object. 14) _____
- 15) People with the same feelings may form different behavioural intentions based on their unique past experience. 15) _____
- 16) Research concludes that when our emotions and logical analysis of a situation conflict with each other, we should follow our emotions. 16) _____
- 17) Attitudes are experiences, whereas emotions are judgments. 17) _____

- 18) Cognitive dissonance is more likely to occur when the dissonant behaviour is known to everyone, was done voluntarily, and can't be undone. 18) _____
- 19) One way people reduce cognitive dissonance is by changing their beliefs and feelings. 19) _____
- 20) A person's emotions are influenced by his or her personality, not just from workplace experiences. 20) _____
- 21) Individuals with weaker emotional stability and introverted personalities experience more positive emotions. 21) _____
- 22) People with higher neuroticism tend to experience more negative emotions. 22) _____
- 23) Cognitive dissonance occurs when your attitude is inconsistent with your behaviour. 23) _____
- 24) The cognitive model describes attitude formation and dynamics, however emotions have no role in this process. 24) _____
- 25) The influence of both cognitive reasoning and emotions on attitudes is most apparent when they disagree with each other. 25) _____
- 26) Research has found that humour and fun at work—whether natural or contrived—does not offset the negative experiences. 26) _____
- 27) Emotional labour refers to any physical work that makes employees feel angry that they must perform this kind of work. 27) _____
- 28) Display rules are norms that require employees to show certain emotions and to withhold others. 28) _____
- 29) Emotional dissonance occurs when we use our emotional intelligence on others but other people do not use their emotional intelligence on us. 29) _____
- 30) Emotional dissonance refers to the conflict experienced between the emotions we are required to display and our true emotions in that situation. 30) _____
- 31) According to a major study, most Canadians agree with the statement that overtly expressing personal emotions at work is unprofessional. 31) _____
- 32) Conflict between required and true emotions is called emotional disassociation. 32) _____
- 33) Emotional dissonance is most common where emotional display rules are highly regulated and employees must display emotions quite different from their true emotions. 33) _____

- 34) Jobs require more emotional labour when employees must display a variety of emotions, rather than just one or two. 34) _____
- 35) The norms and expectations governing emotional display rules are similar around the world. 35) _____
- 36) Emotional labour can be difficult for most of us, because it is difficult to conceal true emotions. 36) _____
- 37) Employees experience less stress from emotional labour when they practice surface acting rather than deep acting. 37) _____
- 38) Employees minimize the stress from emotional labour by actually changing their emotions to match the job requirements (deep acting), rather than displaying emotions contrary to their true emotions (surface acting). 38) _____
- 39) Emotional intelligence refers to the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others. 39) _____
- 40) Experts have concluded that cognitive intelligence and emotional intelligence are the same thing. 40) _____
- 41) Emotional intelligence is a set of abilities. 41) _____
- 42) Three dimensions of emotional intelligence are cognitive dissonance, continuance commitment, and emotional labour. 42) _____
- 43) Emotional intelligence can be learned to some extent. 43) _____
- 44) Management of others' emotions represents the highest level of emotional intelligence. 44) _____
- 45) The four dimensions of emotional intelligence form a hierarchy. 45) _____
- 46) Emotional intelligence tends to increase with age. 46) _____
- 47) Job satisfaction represents a person's evaluation of his or her job and work context. 47) _____
- 48) The job satisfaction score in Canada is below the typical American score. 48) _____
- 49) Job satisfaction among Canadian employees is usually above the global average. 49) _____

- 50) Employees in Nordic countries report higher levels of job satisfaction than employees in Canada. 50) _____
- 51) Employees are more likely to quit their jobs and be absent from work if they are dissatisfied with their jobs. 51) _____
- 52) The exit-voice-loyalty-neglect model states that some employees respond to their job dissatisfaction by patiently waiting for the problem to work itself out or get resolved by others. 52) _____
- 53) According to the exit-voice-loyalty-neglect model, some dissatisfied employees engage in "voice" by constructively recommending solutions to the source of their dissatisfaction. 53) _____
- 54) Personality and previous experiences influence an employee's decision to engage in exit, voice, loyalty, or neglect when they are dissatisfied with their job. 54) _____
- 55) Researchers have consistently found that there is a strong positive relationship between job satisfaction and job performance. 55) _____
- 56) The relationship between job satisfaction and job performance would likely be stronger if more organizations provided valued rewards for good performance. 56) _____
- 57) The service profit chain model states that companies with higher profits tend to subsequently lay off employees, which reduces the future number of customers. 57) _____
- 58) Research indicates that employees with higher job satisfaction tend to provide better customer service. 58) _____
- 59) Employees with higher job satisfaction tend to convey more friendliness and positive feelings to customers. 59) _____
- 60) Job satisfaction can influence the organization's reputation in the community. 60) _____
- 61) Organizational commitment refers to an employee's contractual obligation to provide a minimum amount of time and effort to the organization in return for a fair day's pay from the organization. 61) _____
- 62) The two types of organizational commitment are affective and afflictive. 62) _____
- 63) Continuance commitment is a calculative decision to remain with the organization, rather than an emotional attachment to the firm. 63) _____

- 64) Employees with high levels of affective commitment tend to engage in more organizational citizenship behaviours. 64) _____
- 65) Continuance commitment motivates employees to increase their work effort beyond expectations. 65) _____
- 66) Lower performance ratings usually reduce continuance commitment. 66) _____
- 67) Employees with very high loyalty tend to have high conformity. 67) _____
- 68) Trust, employee involvement, and organizational comprehension tend to increase organizational commitment. 68) _____
- 69) Employees experience more continuance commitment when the organization provides opportunities for employee involvement. 69) _____
- 70) Trust is a reciprocal activity; to receive trust from employees, corporate leaders must demonstrate their trust in those employees. 70) _____
- 71) Employees tend to have higher organizational commitment when their personal values differ from the company's values. 71) _____
- 72) Affective commitment is higher in organizations with moral integrity values. 72) _____
- 73) Employees with very high loyalty tend to have high conformity, which results in lower creativity. 73) _____
- 74) Affective commitment is higher in organizations that fulfil their obligations to employees. 74) _____
- 75) Work-related stress is an affliction in Canada and the United States that is a relatively minor workplace concern in other countries. 75) _____
- 76) Even experts have trouble defining stress. 76) _____
- 77) Stress is a psychological and physiological adaptive response to a situation that is perceived as challenging or threatening to the person's well-being. 77) _____
- 78) Stress refers mainly to environmental conditions that cause people to experience fear. 78) _____
- 79) Everyone needs some level of stress to survive. 79) _____

- 80) Eustress refers to the short-term causes of stress, whereas distress refers to long-term causes. 80) _____
- 81) People began using the word stress to describe the human response to harsh environmental conditions more than 500 years ago. 81) _____
- 82) The general adaptation syndrome describes the consequences of stress. 82) _____
- 83) The individual's energy level and ability to cope with stress decrease at the beginning of the general adaptation syndrome. 83) _____
- 84) Resistance is the final stage of the stress experience (i.e. the general adaptation syndrome). 84) _____
- 85) Employees can build up a resistance to stress by frequently experiencing the exhaustion stage of the general adaptation syndrome. 85) _____
- 86) There are three stages in the job burnout process. 86) _____
- 87) In the final stage of job burnout, affected employees quit their jobs. 87) _____
- 88) Job burnout occurs most of the time because people work too hard. 88) _____
- 89) Job burnout refers to situations where employees experience stress because they are deprived of contact with clients, colleagues, and other people. 89) _____
- 90) The job burnout process occurs in the following sequence: (1) reduced efficacy, (2) emotional exhaustion, and (3) higher blood pressure. 90) _____
- 91) Temporarily withdrawing from stressors is the most frequent way that employees manage stress. 91) _____
- 92) Bullying, and other actions that affect an employee's dignity are forms of psychological harassment. 92) _____
- 93) In certain cases, even subtle or persistent incivility can constitute psychological harassment. 93) _____
- 94) Work overload is a stressor. 94) _____
- 95) Sexual harassment includes both unwanted sexual relations as well as a hostile work environment. 95) _____

- 96) Subtle yet persistent forms of workplace incivility do not constitute psychological harassment. 96) _____
- 97) Workplace incivility is a form of psychological harassment. 97) _____
- 98) In a poll, conducted in 2011, 60 percent of Canadians reported working an average of 45 hours or more each week. 98) _____
- 99) Low task control reduces stress. 99) _____
- 100) Employees are more likely to experience stress when they lack control over their work activities. 100) _____
- 101) Personality is one reason why people experience different levels of stress when faced with the same stressor. 101) _____
- 102) One way to reduce work-related stress is to have your work paced by a machine. 102) _____
- 103) Inflexible work schedules may cause stress for employees. 103) _____
- 104) Two people exposed to the same stressors can have different stress experiences. 104) _____
- 105) One important way to remove workplace stressors is to give employees more control over their work environment. 105) _____
- 106) Individuals who have a healthy lifestyle are better able to cope with high stress levels. 106) _____
- 107) Someone who works in a so-called 'high-stress job' might experience the same level of stress as someone who works in a low-stress job. 107) _____
- 108) Two employees in the same job might experience different stress levels because they perceive the situation differently. 108) _____
- 109) Individuals with high emotional stability cope more successfully in the face of significant change, adversity, or risk. 109) _____
- 110) Having a positive self-concept protects us from stress. 110) _____
- 111) People who are extroverts tend to experience lower stress than do introverts. 111) _____
- 112) The classic workaholic is highly involved in work, feels compelled or driven to work because of inner pressures, and has high enjoyment at work. 112) _____

- 113) Workaholics are more prone to suffer from poor health due to their work addiction. 113) _____
- 114) Person-job matching can help to remove role-related stressors. 114) _____
- 115) Companies can reduce employee stress by transferring them to jobs for which they are better suited to perform. 115) _____
- 116) Personal leave, telework, and flexible work time represent the three most common role-related stressors. 116) _____
- 117) Job sharing and telework are usually considered ways to reduce stress through work/life balance. 117) _____
- 118) Some firms offer personal leaves to give employees a temporary withdrawal from the stressors of work. 118) _____
- 119) Personal goal setting and self-reinforcement practices reduce stress by changing stress perceptions. 119) _____
- 120) Corporate fitness and wellness programs improve employee health, but have almost no effect on the consequences of work-related stress. 120) _____
- 121) Social support helps employees to manage stress by increasing their self-esteem. 121) _____
- 122) Social support is only helpful in reducing the stress experienced in non-work situations. 122) _____

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 123) Which of the following statements about emotions is FALSE? 123) _____
- A) Emotions are directed toward someone or something.
 - B) We continuously experience an emotion for days or weeks at a time.
 - C) We experience emotions physiologically.
 - D) We experience emotions psychologically.
 - E) Emotions create a state of readiness.
- 124) Emotions are defined as: 124) _____
- A) feelings that are not directed towards anything in particular.
 - B) the cluster of beliefs, assessed feelings, and behavioural intentions towards an attitude object.
 - C) our intentions to act towards the attitude object.
 - D) our judgments about what is right or wrong.
 - E) None of the answers apply.

- 125) _____ are brief physiological, behavioural, and psychological experiences directed toward someone or something that put people in a state of readiness. 125) _____
- A) Attitudes
 - B) Behavioural intentions
 - C) Most forms of organizational commitment
 - D) Perceptions
 - E) Emotions
- 126) Anger, fear, joy, and sadness represent: 126) _____
- A) beliefs that influence our attitudes towards something or someone.
 - B) types of emotions.
 - C) the first four stages of emotional labour.
 - D) four dimensions of job satisfaction.
 - E) beliefs that influence our attitudes towards something or someone and types of emotions.
- 127) Emotions have what effect on us? 127) _____
- A) They make us aware of events that possibly affect our important goals.
 - B) They put us into a state of readiness.
 - C) They make our body better prepared to engage in fight or flight.
 - D) They provide a communication to us about the presence of relevant events in the external environment.
 - E) All of the answers are correct.
- 128) Which of the following is NOT usually identified as a category of emotions? 128) _____
- A) Gloomy
 - B) Recognition
 - C) Relaxed
 - D) Fearful
 - E) Excited
- 129) Which of the following is an emotion? 129) _____
- A) Job dissatisfaction
 - B) Values
 - C) Surprise
 - D) Perception
 - E) Organizational commitment

- 130) Joy, fear, and anger are types of: 130) _____
- A) perceptions.
 - B) moods.
 - C) attitudes.
 - D) emotions.
 - E) behavioural intentions.
- 131) The difference between emotions and attitudes is comparable to the difference between: 131) _____
- A) perceiving something versus behaving toward something.
 - B) experiencing something versus judging something.
 - C) knowing about something versus doing something.
 - D) eating something versus drinking something.
 - E) there is no difference between emotions and attitudes; they are the same thing.
- 132) Which of these statements about emotions is FALSE? 132) _____
- A) Emotions include a person's beliefs, feelings, and behavioural intentions.
 - B) Emotions are directed towards specific people or objects, whereas moods are not directed towards anything in particular.
 - C) Some people have positive emotional states due to their personality.
 - D) Emotions influence a person's assessed feelings about the attitude object.
 - E) Emotions are influenced by our personality traits.
- 133) Beliefs, feelings, and behavioural intentions are components of: 133) _____
- A) attitudes.
 - B) organizational commitment.
 - C) emotions.
 - D) the EVLN model.
 - E) the psychological contract.
- 134) In the model of emotions, attitudes, and behaviour, feelings are directly influenced by: 134) _____
- A) emotions.
 - B) behavioural intentions.
 - C) beliefs.
 - D) All of the answers are correct.
 - E) emotions and beliefs.
- 135) Which of these statements represents the feeling dimension of attitudes? 135) _____
- A) I want to transfer out of this department to get away from this manager.
 - B) I plan to be vocal to my colleagues about my supervisor's incompetence.
 - C) I intend to tell the human resource manager that my supervisor should be demoted.
 - D) My supervisor barks at his employees in public.
 - E) I don't like how my boss treats his employees.

- 136) Which of the following best represents the most common linkage between attitudes and behaviour? 136) _____
- A) Cognitive dissonance→ behavioural intentions→ job satisfaction→ behaviour.
 - B) Behaviour→ job satisfaction→ cognitive dissonance→ organizational commitment.
 - C) Beliefs→ feelings→ intentions→ behaviour.
 - D) Intentions→ feelings→ beliefs→ behaviour.
 - E) Behaviour→ feelings→ intentions→ beliefs.
- 137) Which of the following statements about work attitudes and behaviour is FALSE? 137) _____
- A) People with the same behavioural intentions toward an attitude object might engage in different behaviours toward that object.
 - B) Two employees with the same feelings towards an attitude object might form different intentions towards that object.
 - C) Work attitudes can predict employee behaviour to some extent.
 - D) Our beliefs about someone represent the best predictor in the attitude model of our behaviour toward that person.
 - E) In some circumstances, our behaviours towards an attitude object cause us to change our attitudes towards that object.
- 138) Emotions affect behaviour: 138) _____
- A) through a person's feelings.
 - B) through a person's beliefs.
 - C) directly.
 - D) through a person's beliefs and feelings.
 - E) All of the answers are correct.
- 139) Both Jane and Joey believe that their boss makes them stay late to complete work and are assigned challenging workloads. Even though they have the same beliefs about their boss, Jane complains to higher management about her boss' behaviour whereas Joey does not complain. According to the model of emotions, attitudes, and behaviour, Jane and Joey probably engaged in different behaviour toward their boss because: 139) _____
- A) they might have different feelings about their boss's characteristics.
 - B) the model of emotions, attitudes, and behaviour cannot explain why people with the same beliefs engage in different behaviours.
 - C) their unique experiences in the past have reinforced different behaviour intentions.
 - D) they experience different emotions regarding staying late for work and observing their boss's poor interpersonal skills.
 - E) All of the answers are correct.

- 140) After working weeks on a difficult proposal for a client, Jack learns that the client has accepted the proposal and will award the contract to Jack's firm. Upon hearing this from his boss, Jack yelps 'Yahoo!' and thrusts his fist in the air. This behaviour is most likely an example of: 140) _____
- A) emotions directly influencing feelings.
 - B) emotions directly influencing behaviour.
 - C) beliefs directly influencing feelings.
 - D) perceptions directly influencing beliefs.
 - E) behavioural intentions directly influencing behaviour.
- 141) Research has found that humour and fun at work: 141) _____
- A) has no effect on worker productivity.
 - B) has a short-term effect only.
 - C) does not influence negative worker attitudes.
 - D) decreases worker productivity.
 - E) can potentially offset some of the negative experiences.
- 142) The uncomfortable tension felt when our behaviour and attitudes are inconsistent with each other is called: 142) _____
- A) cognitive distance.
 - B) emotional intelligence.
 - C) cognitive justification.
 - D) neglect.
 - E) cognitive dissonance.
- 143) Which of the following types of people are more likely to experience positive emotions? 143) _____
- A) Introverted personalities
 - B) Higher emotional stability and introverted personalities
 - C) Low emotional stability
 - D) Low emotional stability and extroverted personalities
 - E) Higher emotional stability and extraverted personalities
- 144) Which of these jobs would normally require emotional labour? 144) _____
- A) Bank teller
 - B) Disney World employee dressed up as Mickey Mouse.
 - C) Funeral director
 - D) Bill collector
 - E) All of the answers are correct.

- 145) Which of these statements about emotional labour is FALSE? 145) _____
- A) Display rules are norms requiring employees to display certain emotions and withholding others.
 - B) Most jobs involving customer service require some degree of emotional labour.
 - C) Research indicates that emotional display rules and standards are very similar around the world.
 - D) In spite of the presence of emotional display rules, it is difficult to hide our true emotions.
 - E) Emotional labour increases with the extent to which employees must abide by emotional display rules.
- 146) Emotional labour is defined as any situation in which: 146) _____
- A) you don't realize that your emotions are causing you to act differently toward someone than you had intended.
 - B) you begin to feel burned out from facing too many customers in one day.
 - C) you get upset with customers at times when you are supposed to remain calm.
 - D) All of the answers are correct.
 - E) None of the answers represent the emotional labour definition.
- 147) Emotional labour refers to: 147) _____
- A) The physical and mental human capital of a worker.
 - B) the effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions.
 - C) a person's evaluation of the job and work context.
 - D) the tendency to change our attitudes so they become more consistent with our behaviours.
 - E) a person's emotional attachment to identification with, and involvement in a particular organization.
- 148) Norms about displaying or hiding emotions: 148) _____
- A) Are very similar in North America and Europe
 - B) Are very similar in Canada and France
 - C) Vary considerably across cultures
 - D) Are very different in Canada and the United States
 - E) Are considered consistent across cultures
- 149) Emotional dissonance is: 149) _____
- A) the emotion people experience when they are dissatisfied with their paycheque and the main source of ethical conduct in organizational settings.
 - B) the emotion people experience when they are dissatisfied with their paycheque.
 - C) a significant cause of stress and job burnout.
 - D) present whenever emotional labour is not required in the job.
 - E) the main source of ethical conduct in organizational settings.

- 150) Emotional dissonance occurs when: 150) _____
- A) there are no known emotional display rules for a particular situation.
 - B) job satisfaction is at the same level as organizational commitment.
 - C) we experience conflict between the required emotions and our true emotions.
 - D) either there are no known emotional display rules for a particular situation or we work with someone who has high emotional intelligence.
 - E) we work with someone who has high emotional intelligence.
- 151) _____ involves modifying behaviour to be consistent with required emotions but continuing to hold different internal feelings. 151) _____
- A) Pretending
 - B) Method acting
 - C) Shadow acting
 - D) Deep acting
 - E) Surface acting
- 152) The ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others is called: 152) _____
- A) emotional labour.
 - B) emotional intelligence.
 - C) job satisfaction.
 - D) cognitive dissonance.
 - E) self-awareness.
- 153) Emotional intelligence is best described as: 153) _____
- A) a personality trait.
 - B) an action-tendency indicating that the person is highly motivated.
 - C) a form of organizational commitment.
 - D) a set of abilities.
 - E) a form of empathy.
- 154) Management of others' emotions is: 154) _____
- A) a negative, highly activated emotion.
 - B) an outcome of emotional dissonance.
 - C) the opposite of employability, the psychological contract.
 - D) the highest level of emotional intelligence.
 - E) one of three types of organizational commitment.

- 155) Awareness of one's emotions and the emotions of others are elements of: 155) _____
- A) affective commitment.
 - B) the circumplex model of emotions.
 - C) continuance commitment.
 - D) emotional intelligence.
 - E) emotional labour.
- 156) The highest level of emotional intelligence is: 156) _____
- A) organizational comprehension.
 - B) affective.
 - C) behavioural intentions.
 - D) self-awareness.
 - E) None of the answers apply.
- 157) Managing our emotions and the emotions of others represents: 157) _____
- A) one of the four categories in the exit-voice-loyalty-neglect (EVLN) model.
 - B) the main feature of psychological contracts.
 - C) one of the four parts of the circumplex model of emotions.
 - D) one of the main causes of continuance commitment.
 - E) the highest level of emotional intelligence.
- 158) Self-awareness is the _____ level of _____. 158) _____
- A) highest; continuance commitment
 - B) lowest; emotional intelligence
 - C) lowest; affective commitment
 - D) highest; emotional labour
 - E) highest; emotional intelligence
- 159) Emotional intelligence includes the ability to: 159) _____
- A) manage the emotions of others.
 - B) avoid acting impulsively.
 - C) encourage confrontation.
 - D) understand and be sensitive to the feelings of others.
 - E) avoid acting impulsively and manage the emotions of others only.

- 160) Claude is usually able to calm employees when they are upset and to get others enthusiastic about an otherwise mundane activity. This ability probably means that Claude has: 160) _____
- A) a high degree of continuance commitment.
 - B) a low degree of continuance commitment.
 - C) the highest level of negative affectivity.
 - D) the highest level of emotional intelligence.
 - E) the highest level of emotional intelligence and a high degree of continuance commitment.
- 161) The competency most strongly associated with awareness of others' emotions is: 161) _____
- A) sympathy.
 - B) empathy.
 - C) sociopathy.
 - D) telepathy.
 - E) self-management.
- 162) Which of the following statement(s) about people with high emotional intelligence is NOT true? 162) _____
- A) They are better at knowledge sharing.
 - B) They tend to be more educated.
 - C) They are better at interpersonal relations.
 - D) They understand their own emotions.
 - E) They perform better in jobs requiring emotional labour.
- 163) Which of these statements about emotional intelligence is FALSE? 163) _____
- A) People with high emotional intelligence tend to perform better in jobs requiring emotional labour.
 - B) Emotional intelligence is related to the concept of maturity.
 - C) Emotional intelligence can be learned to some extent.
 - D) Older employees tend to have lower levels of emotional intelligence than do younger employees.
 - E) Preliminary evidence suggests that medical professionals have slightly below average emotional intelligence.
- 164) Which of the following statements about job satisfaction is TRUE? 164) _____
- A) Job satisfaction is usually defined as the employee's emotional attachment to, identification with, and involvement in a particular organization.
 - B) Surveys over the past decade have reported that the large majority of Canadians are dissatisfied with their jobs.
 - C) Employees can be satisfied with some aspects of the job while dissatisfied with other aspects of the job.
 - D) Job satisfaction is a personal value, not an attitude.
 - E) Job satisfaction refers to the emotional experiences that people have at work.

- 165) A person's evaluation of his or her job and work context is called: 165) _____
- A) job satisfaction.
 - B) emotions.
 - C) emotional intelligence.
 - D) affective commitment.
 - E) cognitive dissonance.
- 166) By asking a single direct question (such as "How satisfied are you with your job?"), job satisfaction surveys tend to: 166) _____
- A) underestimate the true level of job satisfaction among employees.
 - B) confuse people who are completing the survey.
 - C) measure organizational commitment rather than job satisfaction.
 - D) provide a better estimate of job satisfaction than if the survey asked several questions.
 - E) overestimate the true level of job satisfaction among employees.
- 167) The exit-voice-loyalty-neglect (EVLN) model: 167) _____
- A) identifies the four ways to manage employee emotions.
 - B) outlines the four consequences of emotional intelligence.
 - C) explains the main differences between affective commitment and continuance commitment.
 - D) explains why the psychological contract differs between employees and their employers.
 - E) is a template for organizing and understanding the consequences of job dissatisfaction.
- 168) Bob is unhappy about his work situation and his supervisor, so he has started to pay less attention to the quality of his work. He also arrives late for work and generally puts less effort into his work. This information suggests that Bob's main reaction to job dissatisfaction is: 168) _____
- A) disloyalty.
 - B) exit.
 - C) rebellion.
 - D) commitment.
 - E) neglect.

- 169) Shawna is dissatisfied with her coworkers for not assisting her when she recently needed additional resources for a project, and is frustrated that her boss has not supported her work or recognized her job performance. In spite of these problems, Shawna does not complain and does not intend to move elsewhere. Instead, she maintains her level of work effort and hopes the company will eventually correct these problems. According to the EVLN model, Shawna is mainly engaging in: 169) _____
- A) exit.
 - B) voice.
 - C) loyalty.
 - D) employability.
 - E) neglect.
- 170) According to the EVLN model, people who are dissatisfied with their jobs might: 170) _____
- A) increase their absenteeism from work.
 - B) keep quiet and hope the sources of job dissatisfaction are eventually corrected.
 - C) complain about the dissatisfying aspects of their jobs.
 - D) quit.
 - E) All of the answers are correct.
- 171) Compared to people with low job satisfaction, employees with high job satisfaction usually have which of the following? 171) _____
- A) Lower absenteeism.
 - B) Lower employee turnover.
 - C) Better job performance.
 - D) All of the answers are correct.
 - E) None of the answers apply.
- 172) Which of the following statements about job satisfaction and job performance is TRUE? 172) _____
- A) High-performing employees have higher job satisfaction only after they have received a financial reward for performing their jobs well.
 - B) Employees who are satisfied with their jobs tend to have somewhat higher job performance.
 - C) Job satisfaction has almost no effect on job performance.
 - D) Employees who are dissatisfied with their jobs never have high job performance.
 - E) Happy workers are less productive workers.
- 173) Organizational behaviour experts have concluded that: 173) _____
- A) as job performance increases, job satisfaction decreases.
 - B) job satisfaction is the best predictor of job performance.
 - C) job performance is the best predictor of job satisfaction.
 - D) job performance is the best predictor of job satisfaction and job satisfaction is the best predictor of job performance.
 - E) there is a moderate positive relationship between job performance and job satisfaction.

- 174) Happy workers (those with higher job satisfaction) tend to be more productive workers: 174) _____
- A) only in jobs requiring continuous direct supervision.
 - B) only when those workers have high emotional intelligence.
 - C) never; job satisfaction has no effect on job performance.
 - D) mainly in jobs where employee rewards are linked to their work output.
 - E) in every job.
- 175) Which of these statements about job satisfaction and customer satisfaction is TRUE? 175) _____
- A) Employees with higher job satisfaction tend to give poorer customer service.
 - B) Satisfied employees are less likely to quit, so customers receive more consistent and familiar service.
 - C) Satisfied employees have a more positive mood, which communicates friendliness to customers.
 - D) Satisfied employees have a more positive mood, which communicates friendliness to customers and are less likely to quit, so customers receive more consistent and familiar service.
 - E) Satisfied employees are more likely to engage in "neglect," so customers receive poorer service from these employees.
- 176) The positive effect of job satisfaction on customer satisfaction is most clearly explained by: 176) _____
- A) organizational commitment.
 - B) affective commitment.
 - C) service profit chain model.
 - D) emotional intelligence.
 - E) continuance commitment.
- 177) According to the service profit chain model: 177) _____
- A) the level of affective continuance is high in satisfied employees.
 - B) employees believe it is in their best interest to remain with the organization.
 - C) employees who are satisfied with their jobs are less likely to quit.
 - D) employees who are satisfied with their jobs are less likely to quit and higher customer satisfaction results in repeat business and higher profits for the organization.
 - E) higher customer satisfaction results in repeat business and higher profits for the organization.

- 178) When employees have higher job satisfaction they tend to: 178) _____
- A) get angry at customers more often than when they were dissatisfied with their jobs.
 - B) provide more consistent service to customers because of their longer employment in the job.
 - C) provide the same quality of customer service as when they were dissatisfied with their jobs.
 - D) provide friendlier service to customers.
 - E) stay on the job longer, so they have better knowledge and skills to serve clients.
- 179) Employees who stay with an organization mainly because they believe it will cost them financially to leave, likely have: 179) _____
- A) low continuance commitment.
 - B) high continuance commitment.
 - C) high affective commitment.
 - D) high emotional intelligence.
 - E) low affective commitment.
- 180) Continuance commitment is explicitly discussed in the topic of emotional intelligence as: 180) _____
- A) the way in which employees are trained to develop higher emotional intelligence.
 - B) the main process through which you manage the emotions of others.
 - C) the main process through which people become emotional attached to the organization.
 - D) Continuance commitment is not explicitly discussed in the topic of emotional intelligence.
 - E) the means through which people become sensitized to the perceptions and needs of others.
- 181) The concept of affective organizational commitment includes: 181) _____
- A) an involvement with the organization.
 - B) an identification with the organization.
 - C) an emotional attachment to the organization.
 - D) All of the answers are correct.
 - E) None of the answers apply.
- 182) Employees with an emotional attachment to, identification with, and involvement in a particular organization are said to have: 182) _____
- A) a high level of pay satisfaction.
 - B) a low level of emotional activation.
 - C) a high level of continuance commitment.
 - D) extreme emotional dissonance.
 - E) None of the answers apply.

- 183) Employees with strong organizational commitment are more likely to: 183) _____
- A) steal from their employer.
 - B) reject organizational citizenship behaviours.
 - C) quit their jobs.
 - D) engage in organizational citizenship behaviours.
 - E) show up late for work.
- 184) Which of the following tends to occur when organizations use financial incentives to prevent dissatisfied employees from quitting? 184) _____
- A) Employees decrease their level of emotional intelligence.
 - B) Employees increase their level of continuance commitment.
 - C) Employees increase their level of job satisfaction.
 - D) Employees increase their level of affective commitment.
 - E) Employees decrease their level of continuance commitment.
- 185) Which of the following tends to result in increased continuance commitment? 185) _____
- A) The company helps employees learn more about the organization through departmental visits and special seminars on company products.
 - B) Corporate leaders demonstrate increasing trust in employees.
 - C) High levels of job satisfaction.
 - D) Employees receive low interest loans and other incentives from their employer that make it costly for them to quit.
 - E) The company's values are similar to the employee's personal values.
- 186) Organizational loyalty tends to increase when employees: 186) _____
- A) hold personal values that are congruent with the organization's values.
 - B) are kept informed about significant organizational activities.
 - C) receive fair pay and working conditions from their employer.
 - D) are involved in organizational decisions.
 - E) All of the answers are correct.
- 187) Which of the following tends to increase due to higher employee involvement? 187) _____
- A) Emotional intelligence
 - B) Affective commitment
 - C) Continuance commitment
 - D) Cognitive dissonance
 - E) Emotional commitment

- 188) Keeping employees informed about and involved in the organization tends to: 188) _____
- A) have no effect on work attitudes.
 - B) reduce emotional intelligence.
 - C) produce cognitive dissonance.
 - D) increase affective commitment.
 - E) reduce job satisfaction.
- 189) Recent evidence about stress indicates that: 189) _____
- A) work-related stress is almost non-existent in India and the United Kingdom.
 - B) Japanese employees report less anxiety and stress today than two decades ago.
 - C) few Canadians experience work-related stress.
 - D) All of these statements are correct.
 - E) None of these statements are correct.
- 190) The adaptive response to a situation that is perceived as challenging or threatening to the person's well-being is called: 190) _____
- A) eustress.
 - B) stress.
 - C) self-leadership.
 - D) workaholism.
 - E) job burnout.
- 191) Stress is best described as: 191) _____
- A) environmental conditions that place a physical or emotional demand on the person.
 - B) the physiological disorders we experience from adverse environmental conditions.
 - C) an adaptive response to a situation that is perceived as challenging or threatening to the person's well-being.
 - D) a behaviour pattern of people with low risk of heart disease.
 - E) a series of events that cause emotional exhaustion and cynicism towards customers.
- 192) Which of the following statements about stress is FALSE? 192) _____
- A) Employees are the most productive when they experience no stress.
 - B) The general adaptation syndrome describes the stress experience.
 - C) Continued exposure to very high stress levels may lead to permanent physiological and psychological damage.
 - D) Stress is caused by stressors.
 - E) Canadian women in management jobs experience more stress than men in similar jobs.

- 193) Eustress refers to: 193) _____
- A) the healthy, positive, constructive outcome of stressful events and the stress response.
 - B) stress experienced by anyone who is less than 25 years old.
 - C) any stressful situation that causes the employee to experience involuntary fits of laughter.
 - D) the degree of physiological, psychological, and behavioural deviation from healthy functioning.
 - E) the process of emotional exhaustion, cynicism, and reduced efficacy resulting from prolonged exposure to stress.
- 194) The stress experience in moderation is known as: 194) _____
- A) burnout.
 - B) eustress.
 - C) distress.
 - D) type-A behaviour pattern.
 - E) the general adaptation syndrome.
- 195) The general adaptation syndrome model includes all of the following EXCEPT: 195) _____
- A) cynicism.
 - B) alarm reaction.
 - C) a three-stage process.
 - D) resistance.
 - E) exhaustion.
- 196) According to the general adaptation syndrome, the first stage of stress adaptation is: 196) _____
- A) relapse.
 - B) exhaustion.
 - C) role ambiguity.
 - D) resistance.
 - E) None of these statements are correct.
- 197) Which of the following describes the stress experience? 197) _____
- A) Strain-based conflict
 - B) Type-A behaviour pattern
 - C) General adaptation syndrome
 - D) Job burnout
 - E) Stressors

- 198) The general adaptation syndrome is: 198) _____
- A) a stress disorder that was once rare but is becoming increasingly common among executives.
 - B) the most common strategy that employees use to cope with work-related stressors.
 - C) an innovative corporate practice that removes unnecessary stressors from the work site.
 - D) a form of social support where several employees experience the same form of stress and help each other through the experience.
 - E) a model of the stress experience.
- 199) People who frequently experience the general adaptation syndrome: 199) _____
- A) have a long-term risk of increased physiological and psychological damage and become immune to the effects of this syndrome.
 - B) learn to adapt to the consequences of stress.
 - C) eventually develop an overwhelming need to work.
 - D) become immune to the effects of this syndrome.
 - E) have increased risk of physiological and psychological damage.
- 200) The three stages of the general adaptation syndrome, in order, are: 200) _____
- A) alarm reaction, resistance, exhaustion.
 - B) exhaustion, resistance, alarm reaction.
 - C) emotional exhaustion, cynicism, reduced efficacy.
 - D) cynicism, resistance, reduced efficacy.
 - E) exhaustion, recovery, burnout.
- 201) Which of the following is a source of stress in the workplace? 201) _____
- A) Work overload
 - B) Low task control
 - C) Psychological harassment
 - D) Sexual harassment
 - E) All of these statements are sources of workplace stress
- 202) Job burnout includes: 202) _____
- A) cynicism.
 - B) feelings of reduced efficacy.
 - C) emotional exhaustion.
 - D) all of these conditions.
 - E) only cynicism and emotional exhaustion, not feelings of reduced efficacy.

- 203) Emotional exhaustion and increased cynicism are: 203) _____
- A) two stages of job burnout.
 - B) two physiological consequences of stress.
 - C) characteristics that identify people with a Type B behaviour pattern.
 - D) the two most common sources of stress.
 - E) two elements of the general adaptation syndrome.
- 204) Emotional exhaustion, cynicism, and reduced efficacy are characteristics of: 204) _____
- A) eustress.
 - B) hypertension.
 - C) low motivation.
 - D) job burnout.
 - E) workaholism.
- 205) People who lack energy, feel tired, and think their emotional resources are depleted: 205) _____
- A) are experiencing the first stage of job burnout.
 - B) will probably engage in workplace aggression unless they soon manage the stress.
 - C) are experiencing the final stage of job burnout.
 - D) are in the final stages of workaholism.
 - E) have a Type B behaviour pattern.
- 206) The first stage of job burnout is: 206) _____
- A) alarm reaction.
 - B) increased cynicism.
 - C) role ambiguity.
 - D) feelings of reduced efficacy.
 - E) None of these statements describe the first stage of job burnout.
- 207) Kelly is a nurse who has been saying that she doesn't seem to make a difference in her job. At work, Kelly seems to lack empathy with patients. She strictly follows rules and coldly labels patients by their ailments ('the broken leg in Room 3D'). When she gets home, Kelly lacks the energy to do anything. Kelly likely is experiencing: 207) _____
- A) the results of a relaxation and meditation program.
 - B) workaholism.
 - C) low iron in her blood.
 - D) job burnout.
 - E) a very high level of job satisfaction.

- 208) The combined effects of performing too many tasks and working too many hours will likely: 208) _____
- A) cause work overload.
 - B) reduce stressors and stress caused by interpersonal stressors.
 - C) reduce stress caused by interpersonal stressors.
 - D) reduce stressors.
 - E) have no effect on workplace stress.
- 209) Sexual harassment, work overload, and low task control are: 209) _____
- A) elements of the general adaptation syndrome.
 - B) are predictors of job performance.
 - C) types of physical environment stressors.
 - D) common outcomes of ineffective work-life balance.
 - E) types of work-related stressors.
- 210) Repeated and hostile or unwanted conduct, verbal comments, actions or gestures that affect an employee's dignity or psychological or physical integrity is called: 210) _____
- A) workplace violence.
 - B) job burnout.
 - C) a role-related stressor.
 - D) psychological harassment.
 - E) sexual harassment.
- 211) Which of these statements about psychological harassment is TRUE? 211) _____
- A) The Quebec government passed the first workplace anti-harassment legislation in North America.
 - B) Two-thirds of teachers in the UK say they have experienced or witnessed workplace bullying within the past 12 months.
 - C) Some form or degree of psychological harassment exists in almost every workplace.
 - D) All of these statements are correct.
 - E) None of these statements are correct.
- 212) Psychological harassment includes all of the following EXCEPT: 212) _____
- A) verbal comments that affect an employee's dignity.
 - B) actions or gestures that threaten an employee's psychological or physical integrity.
 - C) workplace incivility.
 - D) hostile or unwanted conduct.
 - E) role conflict.

- 213) Quid pro quo and a hostile work environment are two forms of: 213) _____
- A) role ambiguity.
 - B) general adaptation syndrome.
 - C) role conflict.
 - D) resilience.
 - E) sexual harassment.
- 214) Studies on work overload in Canada indicate that: 214) _____
- A) work overload has stayed about the same in Canada over the past decade.
 - B) In general, Canadians do not feel they are overworked.
 - C) the percentage of Canadians working more than 45 hours per week has increased over the past decade.
 - D) Canadians identified work overload as the second highest stressor, after insufficient salary.
 - E) the percentage of Canadians working more than 45 hours per week has declined over the past decade.
- 215) People whose work is paced by a machine experience: 215) _____
- A) a physical environment stressor.
 - B) a role-related stressor.
 - C) a task control stressor.
 - D) more resilience.
 - E) None of these statements are correct.
- 216) Employees experience task control stressors when they work in a job that: 216) _____
- A) has a clear description of tasks.
 - B) are not paced by a machine.
 - C) has low responsibility.
 - D) is paced by a machine.
 - E) has low commitment continuance.
- 217) The extent to which task control is a stressor increases when employees also have: 217) _____
- A) no duties involving monitoring equipment.
 - B) flexible work schedules.
 - C) high responsibility.
 - D) low responsibility.
 - E) supportive coworkers.

- 218) Low task control occurs when: 218) _____
- A) the employee's work is paced by a machine.
 - B) the job involves monitoring equipment.
 - C) the work schedule is controlled by someone else.
 - D) All of these conditions exist.
 - E) None of these conditions exist.
- 219) People who experience stress at work are more likely to: 219) _____
- A) have this stress spill over to their personal lives, resulting in stress at home.
 - B) experience more stressful relations with family and friends due to the effects of the work-related stress.
 - C) engage in dysfunctional parenting behaviours at home.
 - D) have all of these conditions.
 - E) have none of these conditions.
- 220) People who are optimistic and confident are: 220) _____
- A) more likely to experience job burnout.
 - B) are more likely to experience job burnout and eustress.
 - C) less likely to experience eustress.
 - D) more likely to experience stress.
 - E) less likely to experience stress.
- 221) What effect does high emotional stability have on work-related stress? 221) _____
- A) Employees with low resilience are less likely to experience psychological harassment.
 - B) Employees with high resilience are less likely to work in jobs that have any stressors.
 - C) Employees with high resilience pull through a stressful experience more quickly.
 - D) All of these statements are correct.
 - E) None of these statements are correct.
- 222) Which of the following types of people are less likely to experience stress than other people who face the same stressors? 222) _____
- A) People with a healthy lifestyle
 - B) People with high emotional intelligence
 - C) People who are optimistic
 - D) People with higher self-confidence
 - E) All of these statements are correct

- 223) Two employees in the same job face the same stressors each day, yet one shows signs of distress while the other does not. This difference occurs because: 223) _____
- A) the high-stress employee might be using ineffective strategies to cope with the consequences of stress.
 - B) the low-stress employee might perceive the stressors as less of a threat.
 - C) the high-stress employee might be less physically and mentally fit and therefore has a lower threshold of resistance to stress.
 - D) All of these statements explain the different reactions by these two people.
 - E) None of these statements explain the different reactions by these two people.
- 224) People who cope successfully in the face of significant change, adversity, or risk have: 224) _____
- A) a higher risk of job burnout.
 - B) a high emotional stability.
 - C) a Type A behaviour pattern.
 - D) a high level of job burnout.
 - E) the general adaptation syndrome.
- 225) People tend to have high _____ when their personality includes optimism, confidence, and a positive emotional state. 225) _____
- A) strain-based conflict
 - B) emotional exhaustion
 - C) emotional stability
 - D) job boredom
 - E) workaholism (work addicts)
- 226) Workaholism includes the three dimensions of: 226) _____
- A) cynicism, drive to succeed, and resistance.
 - B) efficacy, cynicism, and emotional exhaustion.
 - C) time, strain, and role.
 - D) alarm reaction, resistance, and exhaustion.
 - E) high work involvement, compulsion to work, and low enjoyment of work.
- 227) Compared to non-workaholics, classic workaholics tend to experience: 227) _____
- A) more work/life balance.
 - B) improved personal health.
 - C) higher job satisfaction.
 - D) higher job satisfaction and improved personal health.
 - E) lower enjoyment of work.

- 228) Some of the strategies for removing work-related stressors are: 228) _____
- A) ignoring the stressors that cause unnecessary tension and burnout.
 - B) firing employees who complain that they are stressed.
 - C) changing all work-life initiatives into work-intensive initiatives.
 - D) providing programs that make employees more stressed.
 - E) None of the choices.
- 229) Research suggests that employees who try to ignore or deny the existence of a stressor: 229) _____
- A) are less likely to work in jobs that have any stressors.
 - B) experience more stress in the long run.
 - C) have higher resilience.
 - D) are better able to avoid the stress experience and have higher resilience.
 - E) are better able to avoid the stress experience.
- 230) Which of these is considered a work/life balance initiative to minimize stress? 230) _____
- A) Job sharing
 - B) Child care facilities
 - C) Teleworking
 - D) Flexible work time
 - E) All of these statements describe a family-friendly or work/life initiative to minimize stress
- 231) Providing child care facilities and offering employees flexible work hours have what effect on work-related stress? 231) _____
- A) They remove stressors from the workplace.
 - B) They have no known effect on work-related stress.
 - C) They help employees to temporarily remove themselves from the stressor.
 - D) They help employees to cope and help employees to temporarily remove themselves from the stressor.
 - E) They help employees to cope with the consequences of stress.
- 232) Which of the following reduces stress by withdrawing from the stressor? 232) _____
- A) Coffee breaks
 - B) Vacations
 - C) Sabbaticals
 - D) All of the choices.
 - E) None of these statements describe ways to reduce stress by withdrawing from the stressor.

- 233) To ward off stress, a film director likes to have a good laugh. When under pressure, the director will crack jokes and ensure everyone has a good laugh during the hard work. These actions mainly reduce stress: 233) _____
- A) by providing social support.
 - B) by removing the stressor.
 - C) by controlling the consequences of stress.
 - D) by changing stress perceptions.
 - E) in none of the ways stated here.
- 234) Self-reinforcement can potentially minimize stress by: 234) _____
- A) helping employees to temporarily remove themselves from the stressor.
 - B) helping employees to develop more favourable perceptions of the stressors.
 - C) helping employees to control the consequences of stress.
 - D) removing people from stressors.
 - E) Self-reinforcement has no known effect on work-related stress.
- 235) Employee wellness programs help employees to reduce stress by: 235) _____
- A) helping employees to understand that stress cannot be reduced in most cases.
 - B) removing the stressors that cause high stress.
 - C) teaching them how to adopt more effective coping mechanisms.
 - D) doing everything described in the other statements.
 - E) doing none of the things described in the other statements.
- 236) Social support has what effect on work-related stress? 236) _____
- A) It does everything described in the other statements.
 - B) It provides the individual with information or other resources used to remove the stressor.
 - C) It increases the individual's self-esteem regarding the stressor.
 - D) There is no evidence that social support has any beneficial effect on work-related stress.
 - E) It makes the individual feel that he or she is not facing the stressor alone.
- 237) Which of these stress management activities helps employees to improve their perceived ability to cope with the stressor and possibly remove the stressor? 237) _____
- A) Social support
 - B) Siestas
 - C) Meditation
 - D) Teleworking
 - E) Fitness programs

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 238) Tai was overjoyed when she learned that she would be promoted to a position with higher responsibility and pay. However, even before hearing about the promotion, she believed that the regional manager who made the promotion decision was fair-minded. Use the emotions, attitudes, and behaviour model to explain how Tai's emotions and beliefs influence her positive feelings towards the regional manager.
- 239) Three employees believe that their pay is too low, yet one of them quits, the second complains to management about the low pay and the third does nothing. Explain why these employees engaged in different behaviours even though they held the same beliefs about their pay cheques.
- 240) How can cognitive dissonance be reduced?
- 241) Advanced Photonics Ltd (APL) is a large developer of laser technologies. Competitive pressures as well as the speed of new developments in the industry have made some employees tense and somewhat dissatisfied with their work at APL. To improve employee attitudes, the vice-president has established a 'fun week' where employee teams find and implement various ways to have fun on this job. APL has also brought in a comedy team for the week to entertain employees and coach them on having more fun. Use your knowledge of workplace emotions and attitudes to explain the implications of a fun week on employee attitudes.
- 242) Explain how an employee's attitudes might be affected by cognitive dissonance.
- 243) Comment on the accuracy of the following statement: 'Employees are more effective when they display their true emotions on the job.'
- 244) Several government department employees who regularly meet unemployed citizens say they experience considerable stress. The problem, they claim, is that they try to act pleasant and sympathetic to their clients, but it is difficult to hide their true emotions when clients act rude and angry during visits to their office (which distributes unemployment insurance cheques). Based on your knowledge of surface and deep acting, describe what these government department employees might do to minimize their stress in this situation.
- 245) For many years, a financial investment firm focused on cognitive intelligence to promote the best employees into management positions. These people proved to be very good at derivatives and other forms of financial analysis. Now, some executives believe that the investment firm should promote people into management based more on their emotional intelligence. Explain why emotional intelligence might be a good (or better) predictor of management ability than the employee's cognitive intelligence.
- 246) If you believed a coworker had a high level of emotional intelligence, what evidence would you look for to confirm your belief?

- 247) A senior executive in your organization read an older organizational behaviour textbook, which concluded that there is little relationship between job satisfaction and job performance. The senior executive now believes that it is a waste of time and money to have 'happy workers'. Instead, the executive is recommending finding ways to improve productivity without any consideration for employee well-being (beyond legal requirements). The company president is concerned that the executive's information may convince other members of the management committee to take a similar harsh view. Provide three different arguments why companies should try to maintain a reasonable level of job satisfaction among employees in this organization.
- 248) Briefly explain and distinguish between the two forms of organizational commitment.
- 249) You are a senior executive in a large pharmaceutical firm and have just hired a chemist who is recognized as a 'rising star' in the industry. Your organization has spent a lot of money recruiting this person and hopes that the chemist will stay with this firm for many years. However, as with many scientists, the new hire seems to have very little loyalty to or identification with any firm. Explain in detail (with action plan examples pertaining to this incident) four (4) strategies that would try to increase this employee's loyalty to this organization.
- 250) Universal Broadcasting Corp. is concerned about losing some of its best technical staff to competitors. Senior executives have decided that the best way to build a loyal work force is to introduce a deferred profit-sharing plan. Employees would receive half of each year's profit share at the end of the year, but the other half would be paid out over the next two years as trailers. Anyone who leaves, other than due to retirement or layoffs, would forfeit some or all of the deferred payments. Explain what effect this plan may have on organizational commitment and employee behaviours.
- 251) Give two reasons why employee involvement tends to increase organizational commitment.
- 252) Comment on the accuracy of the following statement: 'Stress is best described as a working condition that hurts employee job performance.'
- 253) Jake tells you that he is feeling very stressed. Based on your knowledge of the general adaptation syndrome, what information would you ask or look for to determine what stage of stress Jake is experiencing?
- 254) The Director of Nursing at Smalltown General Hospital claims that several nurses are experiencing job burnout. Describe the three components of this job burnout that should be evident from these nurses. Your description of each component should include an example related to nursing. Also, briefly identify two possible characteristics of nursing that might have contributed to this job burnout.

- 255) James is a hard worker on the construction site, but two colleagues have discouraged him from working too quickly on his part of the project. At first, they would taunt him about 'sucking up' to the project boss and for trying to make everyone else among the construction crew look lazy. But more recently, the two colleagues have acted more threateningly towards James. One day during lunch break, the two cornered James and wouldn't let him pass by until they had uttered a few obscenities at him. A couple of days later, the two colleagues stood near his car in the parking lot. They didn't prevent James from getting into his car and driving away, but the experience was uncomfortable and quite stressful. What type of stressor is James experiencing and what is the most effective stress management strategy in this situation?
- 256) Some jobs are considered more stressful than others. Describe what this really means and give two reasons why someone in a 'high-stress' job might experience less stress than another person in a 'low-stress' job.
- 257) Janine and Anitra work as bank customer service representatives. Janine often comes home at the end of the working day with a headache and feeling emotionally exhausted. She has difficulty sleeping immediately before and after some days at work. Anitra performs the same job duties as Janine and often works with the same clients. Yet Anitra rarely experiences these symptoms. Using your knowledge of stress, give three explanations why these two are reacting differently to their jobs.
- 258) From a survey of employees, a major health-products company discovered that many staff members felt overworked and had too little time to balance their personal lives with job demands. A significant percentage of employees said that they were thinking of quitting because of this stress. Moreover, the concerns were raised by unmarried employees without children, not just among married women with children. Describe two different types of initiatives that would likely ease the type of stress identified in this survey.
- 259) Head-office employees at Acme Widgets have had heavy workloads over the past year, due mainly to downsizing and increased demand for widgets. Acme's CEO wants to introduce a stress management program that would control the consequences of this stress. Describe three types of stress management programs that would help employees to cope more effectively with the physiological and/or psychological consequences of stress. Your answer should also briefly state the specific benefits that each type of program provides.
- 260) Several employees at the head office of Southern Mining Corp. want the company to provide a fitness centre. Senior executives know that physical fitness improves employee health, but have asked you to provide justification for the fitness centre in terms of stress management. Explain how the fitness centre potentially minimizes stress.

Answer Key

Testname: UNTITLED1

- 1) FALSE
- 2) TRUE
- 3) FALSE
- 4) FALSE
- 5) TRUE
- 6) TRUE
- 7) TRUE
- 8) TRUE
- 9) FALSE
- 10) TRUE
- 11) FALSE
- 12) TRUE
- 13) FALSE
- 14) TRUE
- 15) TRUE
- 16) FALSE
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- 18) TRUE
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- 38) TRUE
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- 41) TRUE
- 42) FALSE
- 43) TRUE
- 44) TRUE
- 45) TRUE
- 46) TRUE
- 47) TRUE
- 48) TRUE
- 49) TRUE

Answer Key

Testname: UNTITLED1

- 50) TRUE
- 51) TRUE
- 52) TRUE
- 53) TRUE
- 54) TRUE
- 55) FALSE
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- 58) TRUE
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- 94) TRUE
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- 97) TRUE
- 98) TRUE

Answer Key

Testname: UNTITLED1

- 99) FALSE
- 100) TRUE
- 101) TRUE
- 102) FALSE
- 103) TRUE
- 104) TRUE
- 105) TRUE
- 106) TRUE
- 107) TRUE
- 108) TRUE
- 109) TRUE
- 110) TRUE
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- 120) FALSE
- 121) TRUE
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- 123) B
- 124) E
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- 126) B
- 127) E
- 128) B
- 129) C
- 130) D
- 131) B
- 132) A
- 133) A
- 134) E
- 135) E
- 136) C
- 137) D
- 138) E
- 139) E
- 140) B
- 141) E
- 142) E
- 143) E
- 144) E
- 145) C
- 146) E
- 147) B

Answer Key

Testname: UNTITLED1

- 148) C
- 149) C
- 150) C
- 151) E
- 152) B
- 153) D
- 154) D
- 155) D
- 156) E
- 157) E
- 158) B
- 159) B
- 160) D
- 161) B
- 162) B
- 163) D
- 164) C
- 165) A
- 166) E
- 167) E
- 168) E
- 169) C
- 170) E
- 171) D
- 172) B
- 173) E
- 174) D
- 175) D
- 176) C
- 177) D
- 178) E
- 179) B
- 180) D
- 181) D
- 182) E
- 183) D
- 184) B
- 185) D
- 186) E
- 187) B
- 188) D
- 189) E
- 190) B
- 191) C
- 192) A
- 193) A
- 194) B
- 195) A
- 196) E

Answer Key

Testname: UNTITLED1

- 197) C
- 198) E
- 199) E
- 200) A
- 201) E
- 202) D
- 203) A
- 204) D
- 205) A
- 206) E
- 207) D
- 208) A
- 209) E
- 210) D
- 211) D
- 212) E
- 213) E
- 214) C
- 215) C
- 216) D
- 217) C
- 218) D
- 219) D
- 220) E
- 221) C
- 222) E
- 223) D
- 224) B
- 225) C
- 226) E
- 227) E
- 228) E
- 229) B
- 230) E
- 231) A
- 232) D
- 233) D
- 234) B
- 235) C
- 236) A
- 237) A

Answer Key

Testname: UNTITLED1

238) To answer this question, students should perhaps draw the emotions, attitude, and behaviour model to show how emotions and beliefs relate to feelings. Generally, students must separately describe how beliefs and emotions influence feelings in the model.

With respect to emotions, Tai felt joy towards her announced promotion and clearly attributed this emotion to her regional manager. According to the model, Tai developed a positive assessment of her regional manager (a positive feeling) from the joyous emotion that she experienced. She probably also developed this positive feeling from other emotions experienced when she saw other actions representing fair-mindedness.

According to the attitude model, Tai probably also developed positive feelings towards the regional manager through her beliefs. For example, she may have observed actions by the manager that she believed were fair-minded, and thereby developed a belief that the manager is fair-minded. Her positive feelings towards fair-mindedness are then carried over to her feelings towards the regional manager.

239) (Note: This question is rated as 'Difficult' because some of the points in this answer are not explicitly described in the textbook. However, more advanced students should be able to infer the answer through logic and available information on this topic.)

To answer this question, we must consider the emotions, attitudes, and behaviour model as well as the contingencies that redirect individuals at each link in the model. First, while three people may hold the same beliefs about the attitude object, their feelings towards the characteristic of that belief may differ. In our incident, the two employees who complained and quit probably have a very strong positive feelings towards a high pay cheque (or, conversely, a negative feeling towards a low pay cheque) whereas the third person might have more neutral or less intense feelings about pay. The result is that the three people may develop different degrees of dissatisfaction with the pay they receive.

Even if all three people developed the same feelings towards pay, they may develop different intentions. Behavioural intentions are formed from past experiences. The person who complained may have found this to be a better strategy than simply quitting, whereas the person who quit may have had an unsatisfactory past experience with trying to change anything in the company. The employee who did nothing may have found it more palatable to simply withdraw from the situation (neglect in the EVLN model) or change the comparison other if the perceived low pay level is based on an equity comparison process.

Finally, people with the same beliefs, feelings and intentions may act differently due to unique situational factors. For example, all three people may have intended to quit their jobs, but only one (the employee who actually did quit) was given a satisfactory job offer elsewhere. The person who complained and the person who did nothing may have searched for employment elsewhere but found no suitable job offers.

240) People often reduce cognitive dissonance by changing their beliefs and feelings. (Reversing the behaviour might work, but many behaviours can't be undone.)

Three strategies mentioned in the text include:

1. One dissonance-reducing strategy is to develop more favourable attitudes towards specific features of the decision.
 2. People are motivated to discover positive features of the decision they didn't notice earlier and to discover subsequent problems with the alternatives they didn't choose.
 3. A third strategy is more indirect; rather than trying to overlook the incongruent behaviour, you reduce dissonance by emphasizing how your other decisions have been consistent with your beliefs. This framing compensates for your incongruent behaviour and therefore maintains your self-concept.
- 241) To answer this question, students should refer to the emotions, attitudes, and behaviour model presented in the textbook. They should also distinguish between employee attitudes towards their work and the concept of 'emotions' which the fun week is trying to develop. Students should also explain that the fun week might not create positive emotions if employees interpret the events the wrong way.

The emotions (both positive and negative) developed from the fun week would have a direct effect on employee feelings towards the organization. For example, if many employees laugh a lot at the comedy team and the antics of other employee teams, then these emotions will create positive feelings towards the workplace. However, feelings are also influenced by beliefs. If employees believe that they are overworked, for instance, then feelings towards the organization might still be negative.

Some students might also explain that emotions have a direct effect on behaviour. However, it isn't clear what type of spontaneous behaviour would result from the fun week.

242) Cognitive dissonance is the uncomfortable tension that people feel when they have engaged in a behaviour that is inconsistent with their beliefs, feelings and intentions.

Attitudes affect cognitive dissonance in the sense that this dissonance is formed from the conflict between attitudes and past behaviours. Attitudes also play a central role in reducing cognitive dissonance. Specifically, when the behaviour cannot be changed or denied, then we tend to adjust our attitudes to fit the previous behaviour pattern. For example, if we did something to support the organization, we might develop more favourable beliefs, feelings and intentions towards the company.

243) This question requires discussion of at least two perspectives on emotional labour. First, most jobs require emotional labour—they require employees to follow prescribed display rules in interpersonal interactions, even when they do not feel the emotions conveyed by these display rules. From this perspective, the statement is false. Employees should hide their true emotions and instead convey those prescribed by the role because this fulfils customer service needs.

From the other perspective, employees suffer from stress, job burnout and emotional numbness when they continually display emotions that they do not truly feel. From this perspective, the statement is true. Employees should be able to display their true emotions or, at least, not be required to display emotions that conflict with their true emotions.

A good answer to this question would describe these two perspectives and would possibly identify situations where the two are reconciled. For instance, students might suggest that employees should be put into jobs where emotional display rules are compatible with their emotions in those jobs. This is a form of person-job matching and may refer to a person's personality that affects his/her positive or negative emotions. Another way to reconcile these two points is for employees to engage in "deep acting." Specifically, employees provide better service and experience less stress when they deliberately change their true emotions to match the required emotions for the situation (as opposed to surface acting, which involves simply pretending to experience certain desired emotions when the employee actually feels otherwise.)

244) It sounds like these government employees are engaging in surface acting rather than deep acting. Research indicates that employees experience more stress and burnout when they engage in surface acting, that is, they think through and act out behaviours that reflect the required emotions even though they hold quite different emotions. An example of surface acting would be smiling at a customer even though you feel irritated by that person. Surface acting is stressful because you have to act out behaviours while holding back your true emotions that are incompatible with those behaviours.

In contrast, deep acting involves changing your emotions to meet the job requirements. Rather than feeling irritated by a particular customer, you apply strategies that make you less irritated and generally happier to work with this person. For example, you might think that the customer is irritating due to personal problems and that you might help make the individual's life a little better through good service. Thus, rather than having a conflict between your required and true emotions, deep acting involves shifting your true emotions so they are more compatible with the required emotions. Not only does this reduce stress; it also creates a sense of accomplishment if your performance is effective.

245) To answer this question, students need to cite some parts of the emotional intelligence model. They also need to make some reference to management tasks to link specific features of emotional intelligence to the job.

Self-awareness: Self-awareness refers to having a deep understanding of one's own emotions as well as strengths, weaknesses, values, and motives. Managers require this ability as a prerequisite for the other elements of emotional intelligence. Only by being aware of their own emotions can managers display appropriate emotions and influence the emotions of others.

Self-management: This represents how well we control or redirect our internal states, impulses, and resources. Self-management ensures that managers do not display inappropriate emotions which would undermine employee well-being and motivation. It also includes managing the emotions we display to others. Managers need to be able to express emotions that are consistent with the demands of the situation. For example, managers need to show sympathy or excitement in the right situations. This emotional consistency or "fit" builds employee trust and respect, which increases the manager's power base.

Social awareness: This third level of EI is mainly about empathy - having understanding and sensitivity to the feelings, thoughts, and situation of others. This ability is important for managers because they need to anticipate employee reactions to specific situations.

Relationship management: This dimension of EI refers to managing other people's emotions. This is obviously vital for managers because they need to generate or control emotions in employees, such as building excitement among employees at a meeting and calming them in tense situations.

246) To answer this question, students need to refer to the four components or levels of emotional intelligence and to identify ways of recognizing each level in a person.

Self-awareness: Self-awareness refers to having a deep understanding of one's own emotions as well as strengths, weaknesses, values, and motives. This is probably the most difficult element of EI to directly observe. However, it is indirectly apparent by observing the coworker on the other elements of EI because those elements require self-awareness as a prerequisite.

Self-management: This represents how well we control or redirect our internal states, impulses, and resources. You can identify this in the coworker by noticing if they act appropriately in various situations, that is, their behaviours display appropriate emotions. You could identify someone with this feature by the fact that they remain calm even though the situation would make others angry or fearful.

Social awareness: This third level of EI is mainly about empathy - having understanding and sensitivity to the feelings, thoughts, and situation of others. This is apparent in a coworker who accurately describes your thoughts and feelings about a particular situation. Socially aware people also act appropriately for the situation (such as avoiding humour in a solemn situation).

Relationship management: This dimension of EI refers to managing other people's emotions. A coworker who is high on this dimension of EI would be able to change the emotions in other people in an intended way. For example, the coworker could get people excited about completing a project.

- 247) The answer to this question combines information about the effects of job satisfaction on work behaviours, the relationship between job satisfaction and job performance, and the relationship between job satisfaction and customer satisfaction.

With respect to the effect of job satisfaction on work behaviours, it is well established that employees who are dissatisfied with their job are more likely to quit, have higher absenteeism, engage in counterproductive behaviours, and pay less attention to work quality. Each of these outcomes can be costly and disruptive for the organization.

Although the executive read an older textbook indicating a weak relationship between job satisfaction and job performance, recent evidence now concludes that the earlier findings were wrong. Instead, there is a moderate relationship between job satisfaction and job performance. Moreover, the relationship may be high in this organization if employees who perform their jobs well receive higher rewards, and where employees have considerable discretion over their job performance.

With respect to the relationship between job satisfaction and customer satisfaction, the evidence indicates that happy employees produce better customer service. Their positive mood creates more pleasant interactions with clients. Moreover, satisfied employees are less likely to quit their jobs, so customers have more experienced and more familiar service.

- 248) The two forms are affective commitment and continuance commitment. Affective commitment is the employee's emotional attachment to, identification with, and involvement in a particular organization. Affective commitment is an emotional attachment to the organization. Affective commitment differs from continuance commitment, which is a calculative attachment. Employees have high continuance commitment when they do not particularly identify with the organization where they work but feel bound to remain there because it would be too costly to quit.

Affective commitment can be a significant competitive advantage. Loyal employees are less likely to quit their jobs and be absent from work. Affective commitment also improves customer satisfaction. Although affective commitment is beneficial, research suggests that continuance commitment can be dysfunctional. Research has found that employees with high levels of continuance commitment tend to have lower performance ratings and are less likely to engage in organizational citizenship behaviours.

- 249) Some students will try to discuss the use of 'golden handcuff' incentives to tie the person to the organization through continuance commitment. Although this is a form of commitment, it is not usually considered part of the meaning of 'loyalty'. Moreover, there are negative consequences of building continuance commitment rather than affective commitment.

The preferred answer to this question is to describe and apply any four of the strategies listed below. These actions build affective commitment.

Fairness and support. The company would ensure that it provides a clear understanding of the psychological contract and fulfills those contractual arrangements. It would also support the employee, such as with work/life balance and time off for pressing family needs.

Shared values. Although not likely possible to alter the values of this person, the company might eventually shift its dominant values to become more compatible with those of the employee.

Trust. The company might give the chemist certain privileges that show its trust in the employee which, in turn, strengthens the chemist's loyalty to the firm.

Organizational comprehension. The chemist might feel more loyalty to the firm by learning more about the different parts of the company, being kept informed of organizational changes, and by developing a better understanding of the company's past and future directions.

Employee involvement. The chemist might build more loyalty to the firm by being involved in important organizational decisions.

- 250) This scenario describes a classic form of golden handcuff–reward systems that motivate employees to stay with the organization because of the financial cost of leaving. These incentives develop continuance commitment. Continuance commitment is the degree that employees believe it is in their own personal interest to remain with the organization. This form of commitment may reduce employee turnover, but it is also known to have an adverse effect on job performance.
- 251) One reason why employee involvement increases organizational commitment is that it demonstrates the company's (i.e. senior management's) trust in its employees. This evidence of trust is important because trust directly strengthens loyalty.

The other reason why employee involvement increases loyalty is because employees feel part of the organization when they make decisions that guide the organization's future. Through participation, employees begin to see how the organization is a reflection of their decisions.

- 252) The statement is incorrect in two ways. First, stress is an adaptive response to a situation that is perceived as challenging or threatening to the person's well-being. In other words, it is the physiological and psychological reaction within the individual as described by the general adaptation syndrome. Working conditions that cause stress are known as stressors. They do not represent the stress itself.

Second, stress is not always negative. In fact, a low stress level (known as eustress) is a necessary condition of life. People need stress to activate and motivate them to achieve goals and succeed in life's challenges.

253) This question asks students to describe the three stages of the general adaptation syndrome in a way that diagnoses Jake's perception of stress. To answer the question, students must identify the main features of each stage of the general adaptation syndrome:

Alarm reaction. This stage is apparent because Jake would experience increased respiration rate, blood pressure, heartbeat, muscle tension and other physiological responses. The person's survival capabilities are temporarily reduced. Shock may occur in extreme circumstances. He would likely also be able to identify perceived threats or challenges in his life.

Resistance. This stage is apparent from various biochemical, psychological and behavioural conditions. One of these is a higher level of adrenalin. Jake would also be taking behavioural actions to defend against the threats or challenges.

Exhaustion. At this stage, Jake would experience varying levels of exhaustion. He may also experience psychological and/or physiological problems described in the consequences of stress section of this chapter (e.g. ranging from a short temper to heart disease).

254) Job burnout is due to interpersonal and role-related stressors. Thus, burnout may be due to the fact that nurses must endure irate patients, ineffective management and related interpersonal stressors. With respect to role-related stressors, they might experience role conflict (such as following a doctor's orders that the nurse disagrees with), role ambiguity (such as uncertainty over which of two doctors have primary authority over a patient) or work overload.

The three components of job burnout are emotional exhaustion, cynicism and reduced efficacy. Emotional exhaustion represents the first stage and is characterised by a lack of energy and a feeling that one's emotional resources are depleted. For example, nurses with job burnout no longer feel able to give as much support and caring to patients.

Cynicism follows emotional exhaustion and is identified by the treatment of others as objects rather than people. Burned out employees become emotionally detached from clients and cynical about the organization. For example, a burned out nurse might coldly label a patient as 'the kidney in room 307'. Cynicism is also apparent when employees strictly follow rules and regulations rather than trying to understand the client's needs and search for a mutually acceptable solution. Thus, a nurse might follow a doctor's orders closely rather than being flexible enough for the patient's needs.

Reduced efficacy, the final component of job burnout, refers to the decline in one's feelings of competence and success and is observed by feelings of diminished competency (self-efficacy). For example, nurses who feel job burnout no longer believe that their efforts make a difference. They doubt their ability and competence at work.

255) James is experiencing psychological harassment, which is an interpersonal stressor. Psychological harassment includes repeated and hostile or unwanted conduct, verbal comments, actions or gestures, that affect an employee's dignity or psychological or physical integrity and that result in a harmful work environment for the employee. Although its boundaries are somewhat fuzzy, most people would probably conclude that the incidents that James has experienced are forms of psychological harassment.

Psychological harassment is an interpersonal stressor. While the textbook describes a variety of stress management strategies, the single most important strategy for psychological harassment is to remove the stressor. In other words, companies must make reasonable efforts to minimize and avoid psychological harassment. The textbook identifies a few ways to do this. The first step is to set up a policy and program to create a more respectful workplace. Companies should explicitly remind employees that they have a moral obligation to treat each other with consideration, respect and dignity. Past behaviour is the best predictor of future behaviour, so companies should carefully screen applicants in terms of past incidents. Feedback, particularly the 360-degree variety, lets employees know when their behaviour is out of line. Lastly, organizations should have a grievance, mediation or other conflict resolution process that employees trust when they become victims of psychological harassment.

256) Jobs are more stressful if they have more stressors than other jobs. However, this does not necessarily mean that all people in high-stress jobs experience more stress than people in lower-stress jobs.

One problem with rating the stress of occupations is that task characteristics and job environments differ considerably for the same job in different organizations and societies. A police officer's job may be less stressful in a small town, for instance, than in a large city where crime rates are higher and the organizational hierarchy is more formal.

Another problem with identifying a job as 'high stress' is that a job with many stressors may be stressful to one person and create very little stress to another. In this respect, we must be careful not to conclude that people in high-stress occupations actually experience higher stress than people in other occupations. They are exposed to more serious stressors, but careful selection and training can result in stress levels no different from those experienced by people in other jobs.

257) (Note: This question is similar to discussion question 3 in the textbook.)

Janine is experiencing several symptoms (consequences) of stress, including headaches, sleeplessness and emotional exhaustion. Anitra, on the other hand, has few symptoms. There are three possible reasons for this difference.

One explanation is that employees perceive the situation differently. Those with low self-esteem are more likely to see job loss as a threat than those with higher self-esteem. Some people are more sensitive to certain environmental stimuli or they interpret those stimuli as more or less threatening.

Second, people have different threshold levels of resistance to a stressor. Anitra may be in better physical condition than Janine or she may have a larger store of energy to cope with high stress levels.

Third, people may experience the same level of stress and yet exhibit different stress outcomes because they use different coping strategies. For example, Anitra may have learned to withdraw temporarily from the stressors or she might have more social support to cope with the work-related stress. Janine might be using poor stress-coping strategies.

A fourth explanation (somewhat related to the first explanation above) is high emotional stability. High emotional stability is the capability of individuals to cope successfully in the face of significant change, adversity, or risk. Such people have personality traits that generate more optimism, confidence, and positive emotions. High emotional stability also involves specific competencies and behaviours to respond and adapt more effectively to stressors. Resilience is also an inner force that motivates us to move forward.

Answer Key

Testname: UNTITLED1

258) This survey indicates that employees are experiencing stress due to poor work/life balance. This likely includes some degree of time-based conflict, but also strain-based conflict. Students should identify any two work/life initiatives that would offset these stressors. It is important to watch out for students who focus too much on family-friendly initiatives (e.g. child care). While these may benefit some employees, the survey indicates that people who are unmarried and without children also experience stress due to a poor work/life balance.

Flexible work time. The company might allow employees to start and end their working day at different times to suit their non-work needs.

Job sharing. This strategy would give some employees the opportunity to work part-time in a meaningful job. It would certainly free up much time for non-work activities.

Teleworking. Some employees might benefit from the opportunity to work from home or a satellite office closer to home. This reduces commuting time (which would transfer to non-work time) and might give them more flexibility to complete non-work tasks (e.g. shopping during midday). Students should be cautious about the idea that teleworking allows employees to care for young children while working, however. This isn't usually effective.

Personal leave programs. Some work/life balance stress might be resolved by giving employees paid days off to care for an elderly family member or a young child, or for the opportunity to try out a new experience.

Child care. This option is probably the least important here because the problem extends to employees without children. For those with children, on-site (or nearby) child care might reduce travelling to distant child care sites and minimize stress resulting from having young children being cared for at a distance (i.e. the employee can check in with the child during the day).

259) The textbook describes three general types of activities that potentially control the consequences of stress. These include relaxation and meditation programs, fitness and lifestyle programs, and employee counselling programs. Students should describe all three types to answer this question. However, the instructor may allow answers that treat each specific program as a separate type (e.g. fitness different from lifestyle).

Relaxation and meditation programs. Relaxation and meditation programs help employees to adjust their physiological response to the stressor and stress perception. In relaxation training, the objective is to achieve a relaxation response in which heart rate, blood pressure, muscle tension and breathing rate decrease. Relaxation and meditation programs are effective in reducing blood-pressure levels, muscle tension and breathing rate.

Fitness and wellness programs. Corporate fitness programs help employees to lower their respiration, muscle tension, heartbeat and stomach acidity, thereby reducing the physiological consequences of stress. Wellness programs train employees and reinforce their behaviour in better nutrition and fitness, regular sleep and other good health habits.

Employee counselling. Many organizations have introduced employee assistance programs (EAPs) to help employees with stressful life experiences and to overcome ineffective coping mechanisms such as alcoholism. Broad-brush programs counsel employees on most work or personal problems. They often help employees to overcome dysfunctional stress coping strategies, such as alcoholism.

260) The textbook explains that physical exercise is a stress management strategy because it reduces the adverse consequences of stress. Specifically, physical fitness reduces the physiological consequences of stress by helping employees to lower their respiration, muscle tension, heartbeat and stomach acidity. Through these actions, physically fit employees are in better shape (literally!) to withstand the adverse consequences of stress at work.