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Chapter 2
Individual Difference and Job Attitudes

True/False Questions

1. In "Learning From Experience: Kathleen Kennedy," it was noted that some of the best advice Steven Spielberg gave to his then secretary Kathleen Kennedy, was to "slow down."

   ANS: T
   CH: 2. Individual Differences and Job Attitudes
   TOP: Bases of Personality
   Bloom's: Factual
   AACSB: Analytical Thinking

2. A person's locus of control represents the overall profile or combination of stable psychological attributes that capture the unique nature of a person.

   ANS: F
   CH: 2. Individual Differences and Job Attitudes
   TOP: Bases of Personality
   Bloom's: Factual
   AACSB: Analytical Thinking

   Feedback: Personality represents the overall profile or combination of stable psychological attributes that capture the unique nature of a person.

3. When analyzing the role heredity plays in personality, it has been found that there is one specific gene that determines a person's personality.

   ANS: F
   CH: 2. Individual Differences and Job Attitudes
   TOP: Bases of Personality
   Bloom's: Factual
   AACSB: Analytical Thinking

   Feedback: When it comes to heredity, there is not one single gene that determines a person's personality but a combination of genes.

4. The primary way an individual is socialized into a particular culture is through the person's life experiences.

   ANS: F
   CH: 2. Individual Differences and Job Attitudes
   TOP: Bases of Personality
   Bloom's: Factual
   AACSB: Analytical Thinking

   Feedback: The primary vehicle for socializing an individual into a particular culture is the

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person's immediate family.

5. As noted in "Self Competency, David Neeleman, Founder of JetBlue," it was Neeleman's upbringing in the wealthy part of Brazil that influenced his personality and subsequent management of JetBlue.

   ANS: F
   CH: 2. Individual Differences and Job Attitudes
   TOP: Bases of Personality
   Bloom's: Factual
   AACSB: Analytical Thinking

   Feedback: It was Neeleman's experiences living in the slums of Brazil that had tremendous impact on the formation of his personality and his drive to manage JetBlue differently.

6. When describing an individual as either shy or friendly, or agreeable or argumentative, you are describing that person's personality traits.

   ANS: T
   CH: 2. Individual Differences and Job Attitudes
   TOP: Personality and Behavior
   Bloom's: Conceptual
   AACSB: Analytical Thinking

7. Sebastian has been paired with Jules for a school project. He quickly discovers that while Jules is a nice, considerate person, her ideas are dull and unimaginative. Sebastian is rating Jules on the personality factors of extraversion and conscientiousness.

   ANS: F
   CH: 2. Individual Differences and Job Attitudes
   TOP: Personality and Behavior
   Bloom's: Application
   AACSB: Knowledge Application

   Feedback: Sebastian is rating Jules on the personality factors of agreeableness (considerate vs. rude) and openness (imaginative vs. unimaginative).

8. The personality factor that relates to one's imagination and creativity is openness.

   ANS: T
   CH: 2. Individual Differences and Job Attitudes
   TOP: Personality and Behavior
   Bloom's: Factual
   AACSB: Analytical Thinking

9. In "Teams Competency: Why Personality is Important at Starbucks," it is noted that the baristas at Starbucks receive training in all areas of the company's business.

   ANS: T

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CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

10. According to psychologist Daniel Goleman, for a person to be effective in a leadership position, it is important for that person to have an elevated level of emotional intelligence.

ANS: T
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

11. In terms of cultural values, the United States would be described as collectivist society tolerant of uncertainty avoidance.

ANS: F
CH: 2. Individual Differences and Job Attitudes
TOP: Cross-Cultural Differences
Bloom's: Conceptual
AACSB: Analytical Thinking

Feedback: Because it emphasizes individual initiative, decision making, and achievement, the United States is considered an individualistic society. Likewise, its strong tolerance of ambiguity and uncertainty places the United States as "low" on the characteristic of uncertainty avoidance.

12. The extent to which individuals in a society accept status and power inequalities as a normal and functional aspect of life is termed *power distance*.

ANS: T
CH: 2. Individual Differences and Job Attitudes
TOP: Cross-Cultural Differences
Bloom's: Factual
AACSB: Analytical Thinking

13. Hope involves a person's mental willpower and waypower to achieve goals.

ANS: T
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

14. As noted in "Across Cultures Competency: Mercedes-Benz," all workers at Mercedes-Benz expect to be treated equally.

ANS: F
CH: 2. Individual Differences and Job Attitudes

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TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

Feedback: In Germany, engineers are highly trained experts who develop their skills by working as an apprentice to a Meister. Workers accept the authority of the Meister and don't expect to be treated as equals to the Meister.

15. As noted in "Diversity Competency: Deloitte & Touche," the firm changed its diversity policy upon realizing that the firm's turnover rate for women was 30 percent.

ANS: T
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

Multiple Choice Questions

16. According to "Learning From Experience: Kathleen Kennedy," what was Kathleen Kennedy's first Hollywood job?
    a. producer
    b. actor
    c. accountant
    d. secretary

ANS: d
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

17. The set of psychological attributes that captures the unique nature of a person is referred to as
    a. attitude.
    b. emotion.
    c. personality.
    d. self-esteem.

ANS: c
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

18. Which of the following statements regarding personality development is TRUE?
    a. Personality is determined by heredity and does not change over the course of one's life.
    b. The greatest changes in personality development occur in early childhood.
    c. Personality development is relatively stable, but great changes occur later in one's life.
    d. Personality development is rarely stable and dramatic changes can be seen in all stages of a

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person's life.

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Conceptual
AACSB: Analytical Thinking

19. The two primary sources that shape personality differences are
    a. heredity and environment.
    b. emotions and attitudes.
    c. culture and lifestyle.
    d. family and friends.

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

20. What does recent research suggest regarding the role of heredity on personality?
    a. Although heredity was thought to play a key role in the formation of personality, recent studies show that heredity has very little to do with how a person's personality is formed.
    b. There is evidence to support the fact that heredity plays a strong role in the formation of one's personality as well as the career one chooses.
    c. Evidence shows that inherited traits contribute to a person's way of thinking, but have little effect on how his or her personality is formed.
    d. Long-term studies conclude that one's environment and experiences ultimately shape that person's personality.

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Conceptual
AACSB: Analytical Thinking

21. Which of the following is the *primary* vehicle for socializing an individual into a particular culture?
    a. immediate family
    b. group membership
    c. life experiences
    d. peers

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

22. Parents influence their children's development in three important ways. Which of the following is NOT one of those ways?

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a. by presenting situations that bring out certain behaviors in children
b. by shaping the culture and overall environment in which they live
c. by serving as a role model with which children can identify
d. by selectively rewarding and punishing certain behaviors

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

23. The personality dimension of _____ depends on life experiences such as the opportunity to achieve one's goals, the ability to influence others, and having a clear sense of being valued by others.
a. emotion
b. attitude
c. motivation
d. self-esteem

ANS: d
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

24. "Self Competency: David Neeleman, Founder of JetBlue," attributes which life experience to David Neeleman's management of JetBlue?
a. living in the slums while on a mission trip
b. growing up in the wealthy part of Brazil
c. receiving poor customer service from other airlines
d. belonging to a country club when he was young

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Factual
AACSB: Analytical Thinking

25. Nathan has noticed that his new employee Chris tends to be careless in his duties and is shy around other people. Nathan wonders if he can change these aspects about Chris's personality or if he should just assign him simple tasks that he can do alone. What advice would you give Nathan?
a. Give Chris an ultimatum and he will change his personality.
b. It will be almost impossible to change Chris' personality.
c. Chris's personality will change provided the surrounding environment changes.
d. If Nathan is reasonable in his requests, he can easily get Chris to change his personality.

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality

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Bloom's: Application
AACSB: Knowledge Application

26. A person's most dominant characteristics such as being shy or outgoing is that person's
    a. personality.
    b. attitude.
    c. emotional state.
    d. orientation.

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Application
    AACSB: Knowledge Application

27. On her resume, Belinda states that she is outgoing, confident, creative, and dependable. These descriptors are Belinda's
    a. unique job qualifications.
    b. social skills.
    c. personality traits.
    d. personal orientation.

    ANS: c
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Application
    AACSB: Knowledge Application

28. The Big Five personality factors are agreeableness, extraversion, conscientiousness, openness and
    a. emotional stability.
    b. reliability.
    c. self-esteem.
    d. emotional intelligence.

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Factual
    AACSB: Analytical Thinking

29. Hector is secure in dealing with others. He is relaxed and doesn't often get angry. Because of this, his boss often selects him to deal with crisis situations. Hector ranks high on which of the Big Five personality factors?
    a. openness
    b. agreeableness
    c. emotional stability
    d. conscientiousness

    ANS: c
    CH: 2. Individual Differences and Job Attitudes

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TOP: Personality and Behavior
Bloom's: Application
AACSB: Knowledge Application

30. Which of the Big Five personality factors is concerned with self-discipline, acting responsibly, and directing one's behavior?
    a. openness
    b. agreeableness
    c. emotional stability
    d. conscientiousness

    ANS: d
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Factual
    AACSB: Analytical Thinking

31. As it relates to the Big Five personality factors, a person who is warm and considerate ranks high on the _____ factor, while a person who is shy and withdrawn ranks low on the _____ factor.
    a. openness; emotional stability
    b. agreeableness; extraversion
    c. emotional stability; openness
    d. extraversion; agreeableness

    ANS: b
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Factual
    AACSB: Analytical Thinking

32. John is assembling a work team tasked with developing innovative uses for the firm's new product line. In selecting people to be part of this team, which of the Big Five personality factors would be *most* beneficial?
    a. having a high degree of openness
    b. having a high degree of agreeableness
    c. having a low degree of emotional stability
    d. having a low degree of conscientiousness

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Application
    AACSB: Teamwork

33. When a personality measure consistently gets the same results, it is said to be
    a. stable.
    b. reliable.
    c. valid.
    d. biased.

    ANS: b

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CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

34. Validity in a personality measure refers to
    a. how consistently the measure will garner the same results each time it is used.
    b. how many times the measure must be applied in order to receive adequate results.
    c. how important the measure is to other things that are important.
    d. how often the measure obtains the results that were expected.

    ANS: c
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Factual
    AACSB: Analytical Thinking

35. The extent to which an individual believes that he or she is a worthwhile and deserving individual is referred to as
    a. emotional stability.
    b. self-esteem.
    c. locus of control.
    d. self-awareness.

    ANS: b
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Factual
    AACSB: Analytical Thinking

36. In terms of the Big Five personality factors, self-esteem would *most likely* be part of which factor?
    a. emotional stability
    b. extraversion
    c. openness
    d. agreeableness

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Conceptual
    AACSB: Analytical Thinking

37. Blake can't understand why his friend Justin always plays the lottery since Blake believes a person's good fortune is a direct result of that person's hard work and not the result of fate or chance. Blake has a
    a. high internal locus of control.
    b. low internal locus of control.
    c. high external locus of control.
    d. nonexistent locus of control.

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ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Application
AACSB: Knowledge Application

38. People with a high _____ believe that chance, fate, or other individuals primarily determine what will happen to them.
    a. external locus of control
    b. level of agreeableness
    c. internal locus of control
    d. level of extraversion

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

39. Locus of control is typically considered to be part of the _____ factor of the Big Five personality dimensions.
    a. emotional stability
    b. conscientiousness
    c. openness
    d. agreeableness

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Conceptual
AACSB: Analytical Thinking

40. People with a(n) _____ personality tend to take personal initiative across a range of activities and situations.
    a. reactive
    b. external
    c. proactive
    d. internal

ANS: c
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

41. What aspect of having a proactive personality tends to help employees excel on the job?
    a. not wasting time building social relationships
    b. letting others take the lead and following orders
    c. delegating required tasks to others
    d. pursuing initiatives beyond the required job roles

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ANS: d
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Conceptual
AACSB: Analytical Thinking

42. What is emotional intelligence?
    a. how well an individual handles oneself and others
    b. how smart an individual is in terms of aptitude
    c. how capable a person is in forming meaningful relationships
    d. how well a person can recognize his or her strengths and limitations

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

43. Self-awareness, social empathy, self-motivation, and social skills are all attributes of
    a. a low internal locus of control.
    b. emotional intelligence.
    c. emotional stability.
    d. a high external locus of control.

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

44. _____ refers to being results oriented and pursuing goals beyond what is required.
    a. Self-motivation
    b. Self-awareness
    c. Openness
    d. Agreeableness

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

45. Because he is good at acknowledging his employees' accomplishments and is sensitive to their needs, Tanveer's employees love having him for a supervisor. What dimension of emotional intelligence does Tanveer exhibit?
    a. Social empathy
    b. Self-awareness
    c. Self-motivation
    d. Social skills

ANS: a

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CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Application
AACSB: Knowledge Application

46. "Teams Competency: Why Personality Is Important at Starbucks," Starbucks seeks to employ individuals who treat each other with high respect and dignity. Because of this, Starbucks would look to hire people with
    a. a high level of extraversion.
    b. a high level of emotional stability.
    c. a low level of social empathy.
    d. a low level of self-awareness.

    ANS: b
    CH: 2. Individual Differences and Job Attitudes
    TOP: Personality and Behavior
    Bloom's: Application
    AACSB: Knowledge Application

47. A culture high on individualism would emphasize
    a. a common welfare.
    b. group goals.
    c. personal achievement.
    d. a sense of belonging.

    ANS: c
    CH: 2. Individual Differences and Job Attitudes
    TOP: Cross-Cultural Differences
    Bloom's: Factual
    AACSB: Analytical Thinking

48. The tendency of individuals to emphasize their belonging to groups and to look after each other in exchange for loyalty is referred to as
    a. collectivism.
    b. individualism.
    c. power distance.
    d. uncertainty avoidance.

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Cross-Cultural Differences
    Bloom's: Factual
    AACSB: Analytical Thinking

49. Which of the following behaviors demonstrates the fact that Pranav was raised in a high power distance culture?
    a. Pranav tends to look out for himself. He will pursue his own goals before that of any work group in which he is a member.
    b. At work, Pranav does not question his boss but rather does exactly what his boss tells him; he does not want to be in disagreement with his superiors.
    c. Pranav understands the importance of belonging to a group; he would never point out a

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group member's mistake in front of the whole group.
d. Pranav feels that the best way to get the job done is in an orderly fashion by adhering to formalized procedures.

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Cross-Cultural Differences
Bloom's: Conceptual
AACSB: Knowledge Application

50. A society in which gender roles overlap is said to be
a. masculine.
b. feminine.
c. gender neutral.
d. gender biased.

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Cross-Cultural Differences
Bloom's: Factual
AACSB: Analytical Thinking

51. Whether a society has a short- or long-term orientation has to do with how the society embraces
a. formalized rules.
b. personal achievement.
c. loyalty.
d. rewards.

ANS: d
CH: 2. Individual Differences and Job Attitudes
TOP: Cross-Cultural Differences
Bloom's: Factual
AACSB: Analytical Thinking

52. What are attitudes?
a. the combination of psychological attributes that capture the unique nature of a person
b. the complex patterns of feelings toward an object or person
c. the relatively lasting feelings, thoughts, and behaviors aimed at specific individuals, groups, ideas, issues, or objects.
d. the basic components that make up one's personality

ANS: c
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

53. The _____ component of an attitude reflects the thoughts, opinions, knowledge, or information held by the individual about a specific person, idea, event, or object.
a. behavioral
b. cognitive

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c. affective
d. social

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

54. The predisposition to act on a favorable or unfavorable evaluation to a specific person, idea, event, or object represents the _____ component of an attitude.
a. behavioral
b. cognitive
c. affective
d. social

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

55. _____ can be described as having both the mental willpower and the means necessary to make a goal become a reality.
a. Hope
b. Reason
c. Determination
d. Outlook

ANS: a
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Factual
AACSB: Analytical Thinking

56. Which of the following is a characteristic of a high-hope individual?
a. having a low level of autonomy
b. having an internal locus of control
c. refraining from self-talk
d. having an external locus of control

ANS: b
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Conceptual
AACSB: Analytical Thinking

57. A high-hope individual that is blocked from reaching his or her goal will
a. become angry and engage in negative behavior.
b. abandon the notion of setting goals altogether.
c. find another goal that will fulfill similar needs.

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d. will succumb to self-pity and seek the consolation of others.

ANS: c
CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Conceptual
AACSB: Analytical Thinking

58. Which of the following scenarios does NOT reflect a management practice aimed at helping employees become high-hope individuals?
    a. Trevor's boss is helping him set clear and specific goals with benchmarks so he can track his progress in reaching the goal.
    b. In reviewing her employee's goal, Valerie realizes that it is too specific, so she is reworking the goal to be more vague and less demanding.
    c. Jason is trying to figure out ways to motivate Andrew to reach his goals.
    d. Sarah is having a tough time reaching her goals, so her boss Tammy is helping her break her long-term goals into small sub-goals.

    ANS: b
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Application
    AACSB: Knowledge Application

59. Job _____ is the extent to which individuals find fulfillment in their work.
    a. satisfaction
    b. appreciation
    c. awareness
    d. motivation

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Factual
    AACSB: Analytical Thinking

60. What does research suggest about the correlation between job satisfaction and job performance?
    a. Job satisfaction and job performance are influenced by one's personality.
    b. There is a direct link between job satisfaction and job performance.
    c. Job performance and job satisfaction are not influenced by one's attitudes or locus of control.
    d. There is no link between a satisfied, high-performing workforce and overall organizational effectiveness.

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Conceptual
    AACSB: Analytical Thinking

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61. "Across Cultures Competency: Mercedes-Benz," how does plant worker George Jones describe job satisfaction?
    a. getting along with your coworkers
    b. having a voice in what goes on
    c. being paid fairly for the work you perform
    d. putting the company's needs before your own

    ANS: b
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Factual
    AACSB: Analytical Thinking

62. The level to which Natalie identifies with her company and the strength of her involvement in the company can be defined as her
    a. job motivation.
    b. organizational commitment.
    c. locus of control.
    d. job performance.

    ANS: b
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Factual
    AACSB: Analytical Thinking

63. Which of the following does NOT characterize a *strong* organizational commitment?
    a. a desire to remain with the organization
    b. support and acceptance of the organization's goals and values
    c. a willingness to stay with the organization until a better offer comes along
    d. a willingness to exert considerable effort on behalf of the organization

    ANS: c
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Factual
    AACSB: Analytical Thinking

64. Why does organizational commitment tends to increase over time?
    a. because individuals dislike change and therefore tend to stay with the same organization regardless of its shortcomings
    b. because the workload tends to decrease and become easier the longer one is with an organization
    c. because the "fear of the unknown" keeps employees from seeking other job opportunities
    d. because individuals develop deeper ties to the organization and their coworkers as they spend more time with them

    ANS: d
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Factual

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AACSB: Analytical Thinking

65. In "Diversity Competency: Deloitte & Touche," what was the driving force that made the company change its diversity policy?
    a. very few women were partners of the firm and the turnover rate for women was quite high
    b. international customers complained that the firm employed too few people from other countries
    c. the firm was losing clients because too few people in the company spoke more than one language
    d. the firm ranked lowest on a survey of diversity in the accounting industry

    ANS: a
    CH: 2. Individual Differences and Job Attitudes
    TOP: Work-Related Attitudes
    Bloom's: Factual
    AACSB: Analytical Thinking

ESSAY

66. Define personality and explain the role that heredity and environment play on shaping one's personality.

    ANS:
    Personality represents the overall profile or combination of stable psychological attributes that capture the unique nature of a person. Therefore, personality combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels. While there is not one single gene that determines a person's personality, a combination of genes is thought to play a role in how one's personality is shaped. Studies of twins have shown that as much as 50 to 55 percent of personality traits may be inherited. The environment a person experiences as a child has an important role in molding one's personality development. How a child is treated by adults and playmates and others influences the child's personality. Aspects of the environment that influence personality formation include family, group membership, life experiences, and culture.

    CH: 2. Individual Differences and Job Attitudes
    TOP: Bases of Personality
    Bloom's: Conceptual
    AACSB: Analytical Thinking

67. What role does the family, particularly the role of parents, play in socializing individuals into a particular culture?

    ANS:
    The immediate family is the primary vehicle for socializing an individual into a particular culture. Parents (or a single parent) influence their children's development in three important ways:
    - Through their own behaviors, they present situations that bring out certain behaviors in children.
    - They serve as role models with which children often strongly identify.
    - They selectively reward and punish certain behaviors.

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CH: 2. Individual Differences and Job Attitudes
TOP: Bases of Personality
Bloom's: Conceptual
AACSB: Analytical Thinking

68. List the Big Five personality factors and provide characteristics of each dimension as it appears on a continuum from high to low.

ANS:
The Big Five personality factors describe an individual's emotional stability, agreeableness, extraversion, conscientiousness, and openness and are presented on a continuum of extremes.

- Emotional stability: Individuals who are emotionally stable can be described as stable, confident, and effective. Individuals with less emotional stability are nervous, self-doubting, and moody.
- Agreeableness: Individuals who are agreeable are warm, tactful, and considerate. Individuals who demonstrate low agreeableness are independent, cold, and rude.
- Extraversion: Those people who are extraverts are gregarious, energetic, and self-dramatizing. Less sociable individuals are labeled introverts. They tend to be shy, unassertive, and withdrawn.
- Conscientiousness: Individuals who are more conscientious are careful, neat, and dependable. Less conscientious individuals are impulsive, careless, and irresponsible.
- Openness: Individuals with high levels of openness are imaginative, curious, and original. On the other hand, individuals who demonstrate low openness tend to be less dull, unimaginative, and literal-minded.

CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Conceptual
AACSB: Analytical Thinking

69. Explain the difference between reliability and validity as it pertains to personality measurements.

ANS:
Reliability refers to how consistently a measure gets the same results. For a measure to be reliable, it must consistent. A personality measurement must also be valid. Validity refers to how important the measure is to other things that are important, such as job performance.

CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Conceptual
AACSB: Analytical Thinking

70. Explain the difference between an internal and an external locus of control. To which of the Big Five personality factors does locus of control pertain?

ANS:
Locus of control is the degree to which individuals believe that they can control events affecting them. Individuals who have a high internal locus of control (internals) believe that their own behavior and actions primarily, but not necessarily totally, determine many of the events in their

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lives. On the other hand, individuals who have a high external locus of control (externals) believe that chance, fate, or other individuals primarily determine what happens to them. Locus of control typically is considered to be a part of the conscientiousness factor.

CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Factual
AACSB: Analytical Thinking

71. What are the four dimensions of emotional intelligence? Provide an example of each.

ANS:
Emotional intelligence includes the attributes of self-awareness, social empathy, self-motivation, and social skills.

- Self-awareness: Pete has a high level of self-awareness. He knows his strengths and limitations, is open to feedback from others, and can make sound decisions in the face of uncertainty. Pete has a good sense of humor.
- Social empathy: Candace is socially aware of herself. She shows sensitivity to the needs and feelings of others, challenges bias and intolerance, and identifies with what others need to help them develop.
- Self-motivation: Lucy is highly motivated. She sets challenging goals for herself, and readily makes personal sacrifices to meet her company's goals. She operates from hope of success rather than a fear of failure.
- Social Skills: Maurice has effective social skills. He is good at influencing others, stepping up as a leader, and dealing with difficult interpersonal situations in a straightforward manner.

CH: 2. Individual Differences and Job Attitudes
TOP: Personality and Behavior
Bloom's: Conceptual
AACSB: Knowledge Application

72. Compare and contrast societies based on individualism from those based on collectivism. Give examples of countries that fit each type.

ANS:
Individualism is the tendency of individuals to look after themselves and their immediate families. A culture high on individualism emphasizes individual initiative, decision making, and achievement. Individuals in this type of society view themselves as independent, unique, and special. They are less likely to conform to the expectations of others. When group goals conflict with personal goals, individuals commonly pursue their own goals. In addition, seeking personal identity is highly valued in individualistic cultures. Personal achievement, pleasure, and competition are all highly valued. Countries characterized by an emphasis on individualism include the United States, Canada, New Zealand, the United Kingdom, and Australia.

At the other end of the continuum, collectivism is the tendency of individuals to emphasize their belonging to groups and looking after each other in exchange for loyalty. Groups (relatives, communities, and organizations) focus on their common welfare. Collectivism usually involves emotional dependence of the individual on groups, organizations, and

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institutions. The sense of belonging and "we" versus "I" in relationships is fundamental. Individuals' private lives are shaped by the groups and organizations to which they belong. Group goals are generally thought to be more important than the individual's personal goals. Countries characterized by an emphasis on collectivism include China, Japan, Taiwan, and South Korea.

CH: 2. Individual Differences and Job Attitudes
TOP: Cross-Cultural Differences
Bloom's: Conceptual
AACSB: Reflective Thinking

73. Define attitudes and describe the three components that comprise an attitude.

ANS:
Attitudes are relatively lasting feelings, thoughts, and behaviors aimed at specific individuals, groups, ideas, issues, or objects. Attitudes are influenced by an individual's background and experiences. They are formed by a variety of forces, including their personal values, experiences, and personalities.
An attitude consists of:

- an *affective* component—the feelings, sentiments, moods, and emotions about some specific person, idea, event, or object;
- a *cognitive* component—the thoughts, opinions, knowledge, or information held by the individual about a specific person, idea, event, or object; and
- a *behavioral* component—the predisposition to act on a favorable or unfavorable evaluation to a specific person, idea, event, or object.

These components don't exist or function separately. An attitude represents the interplay of a person's affective, cognitive, and behavioral tendencies with regard to something—another person or group, an event, or an issue.

CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Conceptual
AACSB: Reflective Thinking

74. What is job satisfaction and why do employers want to have satisfied employees?

ANS:
Job satisfaction reflects the extent to which individuals find fulfillment in their work. Employers want to have satisfied employees because job satisfaction has been linked to employees staying on the job and low job turnover. With the cost of replacing employees being about 30 to 40 percent of their salary, job turnover can become quite expensive. Similarly, employees who are highly satisfied with their jobs come to work regularly and are less likely to take sick days.

CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Conceptual
AACSB: Analytical Thinking

75. What is organizational commitment and what are the characteristics of a committed employee?

ANS:

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Organizational commitment is the strength of an employee's involvement in the organization and identification with it. Employees who stay with their organization for long periods of time tend to be more committed to the organization than those who work for shorter periods of time. For long-time employees, the thought of packing up and moving on is not taken lightly. Strong organizational commitment is characterized by: a support of and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a desire to remain with the organization.

CH: 2. Individual Differences and Job Attitudes
TOP: Work-Related Attitudes
Bloom's: Conceptual
AACSB: Analytical Thinking

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