

emotions. Finally, Groupon offers large discounts that customers prepay. For example, a customer will pay “\$10 for \$20 worth of stuff” to receive the Groupon. When they use this Groupon, they will see a discount of twenty dollars and, in some cases, perhaps pay nothing additional. This leaves them feeling they got a bigger discount.¹³⁴

Chapter Summary

1. The ABC model of an attitude contends that an attitude has three components: affect, behavioral intentions, and cognition. Cognitive dissonance is the tension produced by a conflict between attitudes and behavior.
2. Attitudes are formed through direct experience and social learning. Direct experience creates strong attitudes because the attitudes are easily accessed and active in cognitive processes.
3. Attitude-behavior correspondence depends on attitude specificity, attitude relevance, timing of measurement, personality factors, and social constraints.
4. Two important work attitudes are job satisfaction and organizational commitment. Cultural differences affect both of these attitudes, and both can be improved by providing employees with opportunities for participation in decision making.
5. A manager’s ability to persuade employees to change their attitudes depends on characteristics of the manager (expertise, trustworthiness, and attractiveness); the employees (self-esteem, original attitude, and mood); the message (one-sided versus two-sided); and the route (central versus peripheral).
6. Emotions can strongly affect an individual’s behavior at work.
7. Instrumental values reflect the means to achieving goals; terminal values represent the goals to be achieved.
8. Ethical behavior is influenced by the individual’s value system, locus of control, Machiavellianism, and cognitive moral development.

Key Terms

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| affect (p. 122) | emotional labor (p. 136) | organizational citizenship behavior (p. 128) |
| affective commitment (p. 130) | ethical behavior (p. 137) | organizational commitment (p. 130) |
| attitude (p. 122) | instrumental values (p. 141) | social learning (p. 123) |
| cognitive dissonance (p. 125) | job satisfaction (p. 126) | terminal values (p. 141) |
| cognitive moral development (p. 144) | Machiavellianism (p. 144) | values (p. 140) |
| continuance commitment (p. 131) | mood (p. 134) | workplace deviance behavior (p. 130) |
| emotions (p. 134) | normative commitment (p. 131) | |
| emotional contagion (p. 135) | | |

Review Questions

1. How are attitudes formed? Which source is stronger?
5. Define *values*. Distinguish between instrumental values and terminal values. Are these values generally

Discussion and Communication

1. What jobs do you consider to be most satisfying? Why?
2. How can managers increase their employees’ satisfaction?
3. Suppose you have an employee whose commitment is affecting others in the work group. How would you go about persuading the employee to change this attitude?
4. In Rokeach’s studies on values, the most important values were the same as they are from 1981. Do you think values have changed since then? If so, how?
5. What are the most important influences on an individual’s perceptions of ethical behavior? How do these perceptions change these perceptions? If so, how?
6. How can managers encourage organizational citizenship?
7. (*communication question*) Suppose you are a manager in a customer service organization. Your organization includes seven supervisors who report directly to you.

Ethical Dilemma

Sarah Kovacs supervises a team of ten employees in the human resources department of Paddington, Inc. Sarah strives to match each member of her team’s strengths with appropriate tasks, and for the last five years Sarah has created a pleasant working environment for everyone.

The newest member of her team, Kim Evans, is struggling with meeting deadlines and works at a level above her pay grade. However, since she was hired a year ago, Kim has managed to find problems or downsides to every task she is assigned. She never fails to share her moody nitpicking with the team. Then, Kim points out legitimate issues that she has identified in a meeting, but she does it with an air of negativity and mystery that stymies the team’s enthusiasm. Sarah is in a challenging position from which to address Kim’s behavior. Sarah’s frustration has become difficult to manage, and private meetings with Kim have not produced the results she needs.