CHAPTER 9: EMOTIONS, ATTITUDES, AND WORK

# Learning Objectives

## Module 9.1

Understand how emotions experienced at work affect work and non-work behavior.

Describe the antecedents and the consequences of job satisfaction.

Describe the major approaches to measuring job satisfaction.

## Module 9.2

Understand the forms of work satisfaction described by Bruggemann and Bussing.

Explain the distinction between moods and emotions.

Describe how dispositions and core evaluations can be helpful in understanding job satisfaction.

Describe the concept of commitment and its different forms.

# Chapter Outline

Note that we did not cover the material in this order. We combined job satisfaction with moods, emotions, attitudes, and behavior. Then, we briefly talked about commitment and engagement.

## Module 9.1 Job Satisfaction

The Experience of Emotion at Work

Antecedents and Consequences of Job Satisfaction

The Measurement of Job Satisfaction

*Overall versus Facet Satisfaction*

*Satisfaction Questionnaires*

The Concept of Commitment

*Forms of Commitment*

Employee Engagement

## Module 9.2 Moods, Emotions, Attitudes, and Behavior

Is Everybody Happy? Does It Matter If They Are?

The Concept of “Resigned” Work Satisfaction

Satisfaction versus Mood versus Emotion

*Dispositions and Affectivity*

*The Time Course of Emotional Experience*

*The Concept of Core Self-Evaluations*

# Glossary Terms for Chapter 9

This list of key terms and important concepts from Chapter 9 can be used in conjunction with reviewing the material in the textbook. After reviewing Chapter 9 in the textbook, define each of the following key terms and important concepts fully. Check your answers with the textbook, and review terms with which you have difficulty. Good luck!

## Module 9.1

job satisfaction

overall satisfaction

facet satisfaction

Job Descriptive Index (JDI)

Minnesota Satisfaction Questionnaire (MSQ)

intrinsic satisfaction

extrinsic satisfaction

commitment

affective commitment

continuance commitment

normative commitment

occupational commitment

employee engagement

## Module 9.2

mood

emotion

negative affectivity (NA)

positive affectivity (PA)

core self-evaluations

# Practice Questions for Chapter 9

Multiple Choice Items: Please choose the correct answer to the following questions. Answers are shown at the end of the chapter in this Study Guide.

1. All of the following are true of the Job Descriptive Index except:

a. It includes a separate overall satisfaction measure.

b. It doesn’t provide much information about issues like independence.

c. The actual questionnaire is fairly short.

d. It assesses satisfaction with five distinct areas of work.

2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is related to the work that individuals do, while \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ concerns whether employees are satisfied with aspects such as pay or benefits.

a. Extrinsic satisfaction; intrinsic satisfaction

b. Intrinsic satisfaction; extrinsic satisfaction

c. Facet satisfaction; extrinsic satisfaction

d. Extrinsic satisfaction; facet satisfaction

3. \_\_\_\_\_\_\_\_\_\_\_ are generalized feeling states that are not intense enough to interrupt ongoing work, whereas \_\_\_\_\_\_\_\_\_\_\_\_ are normally associated with specific events or occurrences.

a. Emotions; Moods

b. Moods; Emotions

c. Feelings; Moods

d. Moods; Feelings

4. Which of the following statements is incorrect concerning affectivity?

a. Positive people tend to be more satisfied with their jobs than negative people.

b. Affectivity as measured in adolescence predicts later job satisfaction.

c. Neuroticism is often referred to as positive affectivity.

d. Job satisfaction and affectivity have reciprocal influences on each other.

5. All of the following are elements of core evaluations except:

a. Locus of control

b. Self-efficacy

c. Stimuli observation

d. Absence of neuroticism

6. Organizational commitment includes all of the following elements except:

a. A desire to contribute positively to the work-life of others.

b. Acceptance and belief in an organization’s values.

c. A strong desire to remain in the organization.

d. A willingness to exert effort on behalf of the organization.

# Chapter 9 Exercises

**Exercise 9.1**. Using what you know about the antecedents of job satisfaction, how would you develop an intervention to (1) enhance an individual employee’s job satisfaction, and (2) enhance an entire workforces’ satisfaction? Describe two separate interventions.

# Answer Key for Multiple Choice Questions for Chapter 9

1. c

2. b

3. b

4. c

5. c

6. a