CHAPTER 2—INFLUENCES ON EMPLOYEE BEHAVIOR

TRUE/FALSE

1. Downsizing is the voluntary reduction in the size of the workforce

   ANS: T  PTS: 1  DIF: Easy  REF: Page 39
   Communication | HRM  Bloom’s: Knowledge  LO-1

2. The motivational theories by Maslow and Alderfer are examples of cognitive theories of motivation.

   ANS: F  PTS: 1  DIF: Easy  REF: Page 47
   Communication | HRM  Bloom’s: Knowledge  LO-5

3. In expectancy theory, the importance that an individual places upon a particular outcome is called instrumentality.

   ANS: F  PTS: 1  DIF: Medium  REF: Page 50
   Communication | HRM  Bloom’s: Knowledge  LO-5

4. According to social learning theory, self-efficacy is defined as a person’s beliefs about their ability to perform a job.

   ANS: T  PTS: 1  DIF: Easy  REF: Page 53
   Communication | HRM  Bloom’s: Knowledge  LO-5

5. The self-fulfilling prophecy is also called the Pygmalion effect.

   ANS: T  PTS: 1  DIF: Medium  REF: Page 42
   Communication | HRM  Bloom’s: Knowledge  LO-3

6. Groupthink means that a group is ‘smarter’ than the individuals in the group.

   ANS: F  PTS: 1  DIF: Medium  REF: Page 45
   Communication | HRM  Bloom’s: Knowledge  LO-4

7. According to the self-fulfilling prophecy a supervisor’s expectations of behavior can impact the employee's behavior.

   ANS: T  PTS: 1  DIF: Medium  REF: Page 42
   Communication | HRM  Bloom’s: Knowledge  LO-3

8. Leadership is the coercive influence used to direct and coordinate the activities of a group toward accomplishing a goal.

   ANS: F  PTS: 1  DIF: Medium  REF: Page 42
   Communication | HRM  Bloom’s: Knowledge  LO-3

9. The behavioral intentions model is based on a combination of attitudes and perceived social pressures to behave in a given way.

   ANS: T  PTS: 1  DIF: Medium  REF: Page 59
   Communication | HRM  Bloom’s: Knowledge  LO-6

10. According to Wagner & Hollenbeck 5 employee outcomes are of particular interest.

    ANS: F  PTS: 1  DIF: Medium  REF: Page 57
    Communication | HRM  Bloom’s: Knowledge  LO-5

11. Cohesiveness means that group members are willing to remain a part of the group.

    ANS: T  PTS: 1  DIF: Easy  REF: Page 46
    Communication | HRM  Bloom’s: Knowledge  LO-4
12. In general need theories of motivation focus on a deficiency that energizes one’s behavior.

ANS: T  PTS: 1  DIF: Easy  REF: Page 47
Communication | HRM  Bloom’s: Knowledge  LO-5

13. Specific and difficult goals lead to higher performance than do vague and easy goals.

ANS: F  PTS: 1  DIF: Easy  REF: Page 52
Communication | HRM  Bloom’s: Knowledge  LO-5

14. Attitudes can easily be used to explain all behaviors.

ANS: F  PTS: 1  DIF: Easy  REF: Page 59
Communication | HRM  Bloom’s: Knowledge  LO-6

15. KSA stands for knowledge, skills and attitudes.

ANS: F  PTS: 1  DIF: Medium  REF: Page 61
Communication | HRM  Bloom’s: Knowledge  LO-6

16. Goals do not need to be agreed to by employees to be effective.

ANS: F  PTS: 1  DIF: Easy  REF: Page 52
Communication | HRM  Bloom’s: Knowledge  LO-5

17. A major focus of most HRD interventions is to change employee behavior.

ANS: T  PTS: 1  DIF: Easy  REF: Page 37
Communication | HRM  Bloom’s: Knowledge  LO-1

18. Outcomes can be either personal to the employee or organizationally focused.

ANS: T  PTS: 1  DIF: Easy  REF: Page 39
Communication | HRM  Bloom’s: Knowledge  LO-1

19. In equity theory employees compare themselves to their goals.

ANS: F  PTS: 1  DIF: Easy  REF: Page 54
Communication | HRM  Bloom’s: Knowledge  LO-5

20. The employee work outcomes in the Wagner-Hollenbeck model of motivation and performance are: Desire to perform, effort, performance and motivation.

ANS: F  PTS: 1  DIF: Medium  REF: Page 57
Communication | HRM  Bloom’s: Knowledge  LO-5
MULTIPLE CHOICE

1. External forces impacting employee behavior include all of the following except?
   a. KSA's
   b. Technology developments
   c. Government laws
   d. Economic conditions
   
   ANS: A  PTS: 1  DIF: Medium  REF: Page 39

2. Internal forces impacting employee behavior include all of the following except?
   a. Supervisors
   b. Co-workers
   c. Global influences
   d. The organizational reward structure
   
   ANS: C  PTS: 1  DIF: Medium  REF: Page 40

3. Downsizing.
   a. Is not very common among large companies
   b. Was a trend of the 1950's but not seen often today
   c. Usually causes a large jump in profits and stock price
   d. Is a voluntary reduction in the overall size of the workforce
   
   ANS: D  PTS: 1  DIF: Easy  REF: Page 39

4. A personal outcome of employee behavior would include:
   a. Downsizing
   b. Pay and recognition
   c. Teamwork
   d. Productivity
   
   ANS: B  PTS: 1  DIF: Medium  REF: Page 40

5. An organizational outcome of employee behavior would include:
   a. Downsizing
   b. Pay
   c. Productivity
   d. Recognition
   
   ANS: C  PTS: 1  DIF: Easy  REF: Page 41

6. In expectancy theory, the importance that an individual places upon a particular outcome is called a(n):
   a. instrumentality
   b. valence
   c. expectancy
   d. extrinsic motivation
   
   ANS: B  PTS: 1  DIF: Easy  REF: Page 51

7. According to social learning theory, self-efficacy is defined as a person's beliefs:
   a. about their ability to successfully perform a particular task or activity
   b. about their overall worth or sense of value
   c. that performing a particular task will lead to a given outcome
   d. that the cause of their behavior is something external to themselves
   
   ANS: A  PTS: 1  DIF: Medium  REF: Page 53
8. Which motivation theory suggests that people compare the outcomes they received to the outcomes received by others?
   a. equity theory  
   b. attribution theory  
   c. goal-setting theory  
   d. expectancy theory  

   ANS: A  PTS: 1  DIF: Easy  REF: Page 54
   Communication | HRM  Bloom’s: Knowledge  LO-5

9. Reinforcement theory deals mainly with:
   a. trainability  
   b. rewards and punishment  
   c. intrinsic motivation  
   d. the need for social belonging

   ANS: B  PTS: 1  DIF: Easy  REF: Page 56
   Communication | HRM  Bloom’s: Knowledge  LO-5

10. A person's general feeling of favorableness or unfavorable toward some object is the definition of a(n):
    a. ability  
    b. outcome  
    c. motivation  
    d. attitude

    ANS: D  PTS: 1  DIF: Medium  REF: Page 59
    Communication | HRM  Bloom’s: Knowledge  LO-6

11. The motivational theories by Maslow and Alderfer are examples of what type of motivational approach?
    a. cognitive  
    b. meta-analytic  
    c. noncognitive  
    d. need-based

    ANS: D  PTS: 1  DIF: Easy  REF: Page 47
    Communication | HRM  Bloom’s: Knowledge  LO-5

12. The idea that a supervisor's (or trainer's) expectations for an employee (or trainee) can influence the employee's (or trainee's) behavior is referred to as the:
    a. Pygmalion effect  
    b. vertical-dyad-linkage theory  
    c. path-goal theory  
    d. Groupthink theory

    ANS: A  PTS: 1  DIF: Medium  REF: Page 42
    Communication | HRM  Bloom’s: Knowledge  LO-3

13. The following are factors in the work environment that affect an employee's behavior EXCEPT:
    a. supervision  
    b. coworkers  
    c. organizational design  
    d. outcomes

    ANS: C  PTS: 1  DIF: Easy  REF: Page 40
    Communication | HRM  Bloom’s: Knowledge  LO-1

14. Organizational Citizenship Behaviors (OCB) is:
    a. Also called task performance  
    b. Never a job-related behavior  
    c. Required behavior by most organizations  
    d. Contribute to organizational effectiveness

    ANS: D  PTS: 1  DIF: Medium  REF: Page 38
    Communication | HRM  Bloom’s: Knowledge  LO-2
15. According to the text an organization can influence employee behavior in the following ways EXCEPT:
   a. bonus pay
   b. culture
   c. laws and regulations
   d. job design

   ANS: C  PTS: 1  DIF: Medium  REF: Page 40

   Communication | HRM  Bloom’s: Knowledge  LO-4

16. Behavior modification principles suggest four choices for controlling an employee's behavior. These include all of the following EXCEPT:
   a. positive reinforcement
   b. termination
   c. extinction
   d. negative reinforcement

   ANS: B  PTS: 1  DIF: Medium  REF: Page 56

   Communication | HRM  Bloom’s: Knowledge  LO-5

17. In terms of salesperson's knowledge, skills and abilities, which of the following task would be considered ability?
   a. technical troubleshooting
   b. "cold calling"
   c. developing relationships
   d. audiovisual expertise

   ANS: C  PTS: 1  DIF: Medium  REF: Page 61

   Communication | HRM  Bloom’s: Knowledge  LO-6

18. Internal forces that impact employee behavior:
   a. Organizational culture
   b. Performance expectations
   c. Job design
   d. All of the above impact employee behavior

   ANS: D  PTS: 1  DIF: Medium  REF: Page 40

   Communication | HRM  Bloom’s: Knowledge  LO-1

19. Downsizing is:
   a. When one company buys another
   b. When two companies merge their operations
   c. When an employees work load is reduced by hiring more employees
   d. When a company reduced the size of the work force

   ANS: D  PTS: 1  DIF: Easy  REF: Page 39

   Communication | HRM  Bloom’s: Knowledge  LO-1

20. Employee behavior at work is not influenced by:
   a. Coworkers
   b. Political issues outside work
   c. The organization reward structure
   d. The supervisor one works for

   ANS: B  PTS: 1  DIF: Easy  REF: Page 40

   Communication | HRM  Bloom’s: Knowledge  LO-1

21. The concept of the self-fulfilling prophecy is also called:
   a. Pygmalion effect
   b. Self efficacy
   c. Instrumentality
   d. Valence

   ANS: A  PTS: 1  DIF: Easy  REF: Page 42

   Communication | HRM  Bloom’s: Knowledge  LO-3
22. The self-fulfilling prophecy means that:
a. What you see is what you get
b. A picture is worth 1000 words
c. If you value the reward you will work hard
d. The supervisors expectations can impact employee behavior

ANS: D  PTS: 1  DIF: Medium  REF: Page 42

Communication | HRM  Bloom’s: Knowledge  LO-3

23. The organization impacts employee behaviors based on:
a. The type, distribution and criteria for rewarding people
b. How much money a person makes compared to others
c. Whether or not there is a bonus
d. Pay has not impact on employee behaviors

ANS: A  PTS: 1  DIF: Medium  REF: Page 44

Communication | HRM  Bloom’s: Knowledge  LO-4

24. According to path-goal theory of leadership motivation and job satisfaction will be high if:
a. The leader identifies the goals and clarifies the paths employees can take to reach these goals.
b. The leader identifies the goals and lets the employees seek their own path to reach these goals.
c. The leader lets the employee identify their own goals and then ignores their efforts
d. None of the above are true

ANS: A  PTS: 1  DIF: Medium  REF: Page 42

Communication | HRM  Bloom’s: Knowledge  LO-5

25. Organization culture is:
a. Illegal to talk about
b. Of no interest to training and development
c. A set of values, beliefs and patterns of behaviors that are shared by members of the organization
d. A factor only for management level employees

ANS: C  PTS: 1  DIF: Medium  REF: Page 44

Communication | HRM  Bloom’s: Knowledge  LO-4

26. Job design is:
a. Not important in the way employees behave
b. A function of the tasks one performs and the scope of responsibilities
c. Done by HR Designers only once each year
d. The way the employee performs the job

ANS: B  PTS: 1  DIF: Medium  REF: Page 45

Communication | HRM  Bloom’s: Knowledge  LO-4

27. Groupthink means that:
a. People are grouped at work by their IQ
b. People in groups usually seek unanimity
c. Groups spend more time thinking than doing
d. It actually does not exist as a concept

ANS: B  PTS: 1  DIF: Medium  REF: Page 45

Communication | HRM  Bloom’s: Knowledge  LO-4

28. Organizational rewards:
a. Includes only things like pay and benefits
b. Has no impact on employee behavior
c. Includes pay and intangible things like recognition.
d. Work most effectively when they are used as control mechanisms

ANS: C  PTS: 1  DIF: Easy  REF: Page 44

Communication | HRM  Bloom’s: Knowledge  LO-4
29. A norm is best defined as:
   a. A part of company policy
   b. An informal rule for appropriate behavior with a group
   c. A written policy for behavior
   d. Something each employees makes up for themselves

   ANS: B  PTS: 1  DIF: Easy  REF: Page 45

Communication | HRM  Bloom’s: Knowledge  LO-4

30. Social loafing:
   a. Increases as group size increases
   b. Goes down as the group gets smaller
   c. Is a tendency of members to reduce performance
   d. All of the above are true

   ANS: D  PTS: 1  DIF: Easy  REF: Page 45

Communication | HRM  Bloom’s: Knowledge  LO-4

31. Maslow's need theory of motivation:
   a. Contains 2 factors
   b. Contains 5 categories of needs
   c. Focuses on existence, relatedness and growth
   d. None of the above are true

   ANS: B  PTS: 1  DIF: Easy  REF: Page 49

Communication | HRM  Bloom’s: Knowledge  LO-5

32. Herzberg's theory of motivation:
   a. Contains 2 factors - hygiene and motivator factors
   b. Contains 5 categories of needs
   c. Focuses on existence, relatedness and growth
   d. None of the above are true

   ANS: A  PTS: 1  DIF: Easy  REF: Page 49

Communication | HRM  Bloom’s: Knowledge  LO-5

33. Alderfer's theory of motivation:
   a. Contains 2 factors - hygiene and motivator factors
   b. Contains 5 categories of needs
   c. Focuses on existence, relatedness and growth
   d. None of the above are true

   ANS: C  PTS: 1  DIF: Medium  REF: Page 49

Communication | HRM  Bloom’s: Knowledge  LO-5

34. Motivation focuses on all of the following processes affecting behavior except:
   a. Energizing
   b. Direction
   c. Cohesiveness
   d. Persistence

   ANS: C  PTS: 1  DIF: Easy  REF: Page 46

Communication | HRM  Bloom’s: Knowledge  LO-5

35. Goals setting theory:
   a. Is well supported by research
   b. Works only for some employees
   c. Has no role in training
   d. Works only if the goals are easy to achieve

   ANS: A  PTS: 1  DIF: Easy  REF: Page 52

Communication | HRM  Bloom’s: Knowledge  LO-5
36. According to Social Learning Theory a person's self-efficacy expectations will determine:
   a. Whether or not they will do the task correctly
   b. How much effort a person will spend on a task
   c. The size of the reward they expect
   d. Whether or not they like doing the task

   ANS: B   PTS: 1   DIF: Medium   REF: Page 53

37. Which is the correct sequence of events according to Behavior modeling theory?
   a. Let them see a model, tell the trainee what to do, practice, feedback and social reinforcement
   b. Tell the trainee what to do, let them see a model, practice, feedback and social reinforcement
   c. Tell the trainee what to do, let them see a model, feedback, practice and social reinforcement
   d. Tell the trainee what to do, let them see a model, social reinforcement, practice and feedback

   ANS: D   PTS: 1   DIF: Medium   REF: Page 54

38. The behavioral intentions model:
   a. Explains why attitudes always predict actual behaviors
   b. Impact behavior only to the extent that they influence one's intentions
   c. Is the best way to evaluate a training program
   d. Has no link to employee's intentions to use what they learn during a training program.

   ANS: B   PTS: 1   DIF: Medium   REF: Page 59

39. Abilities
   a. Are a combination of what you can do and what you have learned over time
   b. Reflects what you have been trained to do
   c. Are an understanding you have of a particular subject
   d. Are a general capacity to perform a task

   ANS: D   PTS: 1   DIF: Medium   REF: Page 61

40. A major goal of HRD efforts includes all except:
   a. Stay within budget
   b. Help employees attain their goals
   c. Improve organizational performance
   d. Change employee behavior

   ANS: A   PTS: 1   DIF: Medium   REF: Page 37