



# Chapter 7 - Organizational Behavior 18th edition Test Bank Pearson

Organizational Psychology (National Taiwan University)



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**Organizational Behavior, 18e, Global Edition (Robbins)**  
**Chapter 7 Motivation Concepts**

1) \_\_\_\_\_ is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

- A) Leadership
- B) Management
- C) Learning
- D) Emotional labor
- E) Motivation

Answer: E

Explanation: Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

LO: 7.1: Describe the three key elements of motivation.

Difficulty: Easy

Quest. Category: Concept

2) The \_\_\_\_\_ dimension of motivation measures how long a person can maintain effort.

- A) direction
- B) persistence
- C) intensity
- D) knowledge
- E) experience

Answer: B

Explanation: Motivation has a persistence dimension. This measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

LO: 7.1: Describe the three key elements of motivation.

Difficulty: Easy

Quest. Category: Concept

3) The \_\_\_\_\_ element of motivation describes how hard a person tries.

- A) intelligence
- B) experience
- C) direction
- D) intensity
- E) persistence

Answer: D

Explanation: Intensity describes how hard a person tries. This is the element most of us focus on when we talk about motivation.

LO: 7.1: Describe the three key elements of motivation.

Difficulty: Easy

Quest. Category: Concept

4) Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

Answer: TRUE

Explanation: Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

LO: 7.1: Describe the three key elements of motivation.

Difficulty: Easy

Quest. Category: Concept

5) The level of motivation varies both between individuals and within individuals at different times.

Answer: TRUE

Explanation: The level of motivation varies both between individuals and within individuals at different times.

LO: 7.1: Describe the three key elements of motivation.

Difficulty: Easy

Quest. Category: Concept

6) Describe the three key elements in the definition of motivation.

Answer: Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. The three key elements in our definition are intensity, direction, and persistence. Intensity describes how hard a person tries. This is the element most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favorable job performance outcomes unless the effort is channeled in a direction that benefits the organization. Therefore, we consider the quality of effort as well as its intensity. Effort directed toward, and consistent with, the organization's goals is the kind of effort we should be seeking. Finally, motivation has a persistence dimension. This measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

LO: 7.1: Describe the three key elements of motivation.

Difficulty: Moderate

Quest. Category: Concept

7) Which level of Maslow's hierarchy of needs deals with satisfying one's hunger, thirst, and other bodily needs?

A) safety-security

B) physiological

C) social

D) esteem

E) psychological

Answer: B

Explanation: Maslow hypothesized that within every human being there exists a hierarchy of five needs. The lowest, most basic needs are physiological. They include hunger, thirst, shelter, sex, and other bodily needs.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

The church you go to every Sunday is made up of people who have very different lifestyles and are at different stages in their life. Joanna is a 23-year-old single parent who works for minimum wage and shifts from motel to motel for accommodation. Josephine is a single, 45-year-old woman who earns a decent salary and has few interests and friends outside her office. Jonathan is 60 years old, extremely wealthy, has a loving family, and enjoys his work. You have decided to apply Maslow's hierarchy of needs to determine what motivates each of these individuals.

8) Which of the following needs would most likely motivate Joanna?

- A) social
- B) esteem
- C) physiological
- D) self-actualization
- E) safety-security

Answer: C

Explanation: Joanna first needs to satisfy her basic physiological needs, which include hunger, thirst, shelter, sex, and other bodily needs.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

9) Which of the following needs would most likely motivate Josephine?

- A) social-belongingness
- B) esteem
- C) physiological
- D) self-actualization
- E) safety-security

Answer: A

Explanation: According to Maslow, because Josephine is single and has little social interaction, she would strive to satisfy her social needs, which include affection, belongingness, acceptance, and friendship.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

10) Which of the following needs would most motivate Jonathan?

- A) social-belongingness
- B) esteem
- C) physiological
- D) self-actualization
- E) safety-security

Answer: D

Explanation: According to Maslow, because Jonathan has satisfied all the previous needs in Maslow's hierarchy, he would be seeking self-actualization.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

11) According to Maslow's hierarchy of needs, which of the following is a lower level need?

- A) social-belongingness
- B) safety-security
- C) esteem
- D) self-actualization
- E) recognition

Answer: B

Explanation: Maslow separated the five needs into higher and lower orders. Physiological and safety-security needs were lower-order needs, and social, esteem, and self-actualization were higher-order needs.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

12) Which of the following is the highest level need in Maslow's theory?

- A) self-actualization
- B) safety-security
- C) social-belongingness
- D) esteem
- E) physiological

Answer: A

Explanation: Self-actualization, the drive to become what we are capable of becoming, is considered the highest level need.

LO: 7.2: Compare the early theories of motivation.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Quest. Category: Concept

13) Which of the following needs in Maslow's hierarchy refers to the drive to become what one is capable of becoming?

- A) social-belongingness
- B) self-actualization
- C) physiological
- D) esteem
- E) safety-security

Answer: B

Explanation: Self-actualization refers to the drive to become what we are capable of becoming. It includes growth, achieving our potential, and self-fulfillment.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

14) Why is Maslow's theory criticized?

- A) The concept of self-actualization was unfounded.
- B) There is little evidence that needs are structured or operate in the way it describes.
- C) The esteem need is a more powerful motivator than self-actualization.
- D) Its terminology tends to alienate those to whom it is applied.
- E) It does not adequately describe how an organization can satisfy higher-order needs.

Answer: B

Explanation: Maslow's theory has received long-standing wide recognition, particularly among practicing managers. It is intuitively logical and easy to understand, and some research has validated it. Unfortunately, however, most research has not, and it hasn't been frequently researched since the 1960s. But old theories, especially intuitively logical ones, die hard. It is thus important to be aware of the prevailing public acceptance of the hierarchy when discussing motivation.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

15) The \_\_\_\_\_ theory is also called motivation-hygiene theory.

- A) hierarchy of needs
- B) goal-setting
- C) self-determination
- D) cognitive evaluation
- E) two-factor

Answer: E

Explanation: Psychologist Frederick Herzberg proposed the two-factor theory—also called motivation-hygiene theory.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

16) Which of the following theories proposes the idea of a dual continuum?

- A) Maslow's hierarchy of needs theory
- B) self-determination theory
- C) two-factor theory
- D) cognitive evaluation theory
- E) McClelland's theory of needs

Answer: C

Explanation: Frederick Herzberg postulated the two-factor theory and proposed a dual continuum: The opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction."

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

17) According to the two-factor theory, \_\_\_\_\_.

- A) there exists a hierarchy of needs within every human being, and as each need is satisfied, the next one becomes dominant
- B) most employees inherently dislike work and must therefore be directed or even coerced into performing it
- C) employees view work as being as natural as rest or play, and therefore learn to accept, and even seek, responsibility
- D) the aspects that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction
- E) achievement, power, and affiliation are three important needs that help explain motivation

Answer: D

Explanation: The two-factor theory proposes that the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

18) Which of the following is a motivational factor according to Herzberg's two-factor theory?

- A) quality of supervision
- B) recognition
- C) pay
- D) relationships with others
- E) company policies

Answer: B

Explanation: Herzberg characterized conditions such as quality of supervision, pay, company policies, physical working conditions, relationships with others, and job security as hygiene factors. When they're adequate, people will not be dissatisfied; neither will they be satisfied. If we want to motivate people on their jobs, Herzberg suggested emphasizing factors associated with the work itself or with outcomes directly derived from it, such as promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

19) According to the two-factor theory proposed by Herzberg, which of the following is considered a hygiene factor?

- A) promotional opportunities
- B) quality of supervision
- C) achievement
- D) recognition
- E) responsibility

Answer: B

Explanation: According to the two-factor theory, conditions such as quality of supervision, pay, company policies, physical working conditions, relationships with others, and job security are considered hygiene factors or extrinsic factors.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

20) According to Herzberg, when \_\_\_\_\_ are adequate, people won't be dissatisfied, but they will also not be satisfied.

- A) achievement needs
- B) affiliation needs
- C) motivational factors
- D) power needs
- E) hygiene factors

Answer: E

Explanation: Herzberg suggested that the opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction." Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. When hygiene factors are adequate, people will not be dissatisfied; neither will they be satisfied.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

21) McClelland's theory is based on which of the following needs?

- A) stability, growth, and security
- B) achievement, power, and affiliation
- C) self-actualization, stability, and safety-security
- D) hygiene, control, and security
- E) control, status, and self-actualization

Answer: B

Explanation: McClelland's theory of needs states that the need for achievement (nAch), the need for power (nPow), and the need for affiliation (nAff) help explain motivation.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

You manage a department of five employees. You have identified that Joe has a high need for achievement, Mary has a high need for power, and Tim has a high need for affiliation. Sarah scored high on the need for power and low on the need for affiliation. Doug scored low on both need for power and need for affiliation.

22) Which of these five employees is most likely to be suitable for a new assignment that involves a high degree of personal responsibility and feedback?

- A) Joe
- B) Mary
- C) Tim
- D) Sarah
- E) Doug

Answer: A

Explanation: Need for achievement (nAch) is the drive to excel, to achieve in relation to a set of standards. As Joe has a high need for achievement, he would enjoy a challenging assignment with a high degree of personal responsibility and feedback.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

23) Which of these five employees is most suitable for handling your responsibilities when you are on vacation?

- A) Joe
- B) Mary
- C) Tim
- D) Sarah
- E) Doug

Answer: D

Explanation: The best managers are high in their need for power and low in their need for affiliation. Sarah has a high need for power and a low need for affiliation.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

24) Erika wants to become the head of the HR department. Although the role comes with a generous salary hike and will put her in charge of several subordinates, she is mainly pursuing this position because she believes she can do the job better than anyone else and wants people to know this. According to McClelland's theory of needs, which of the following needs is Erika primarily driven by in this case?

- A) the need for stability
- B) the need for achievement
- C) the need for security
- D) the need for affiliation
- E) the need for power

Answer: B

Explanation: Need for achievement (nAch) is the drive to excel, to achieve in relation to a set of standards. Erika is demonstrating the need to achieve.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

25) Which of the following statements is true according to McClelland's theory of needs?

- A) People with a high achievement need prefer tasks that have a high level of risk.
- B) People with a high achievement need are interested in motivating others to do well.
- C) People with a high need for power and affiliation often make good managers in large firms.
- D) People with a high achievement need experience great satisfaction from success that comes by luck.
- E) People with a high need for power and a low need for affiliation often make the best managers.

Answer: E

Explanation: Needs for affiliation and power tend to be closely related to managerial success.

The best managers are high in their need for power and low in their need for affiliation. In fact, a high power motive may be a requirement for managerial effectiveness.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

26) Which of following needs best corresponds to McClelland's need for affiliation?

- A) safety-security
- B) interpersonal relationships
- C) esteem
- D) self-actualization
- E) physiological belongingness

Answer: B

Explanation: In McClelland's theory, the need for affiliation is the desire for friendly and close interpersonal relationships.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

27) Compared to Maslow's hierarchy, the needs described in McClelland's theory of needs are more akin to motivating factors than strict needs for survival.

Answer: TRUE

Explanation: Compared to Maslow's hierarchy, these needs are more akin to motivating factors than strict needs for survival.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

28) The two-factor theory has been well supported in research and is very much in use in research in Asia.

Answer: TRUE

Explanation: The two-factor theory has not been well supported in research. Herzberg's theory has been quite influential and currently is very much in use in research in Asia.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

29) According to Herzberg, the opposite of "satisfaction" is "dissatisfaction."

Answer: FALSE

Explanation: According to Herzberg, the opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction."

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

30) McClelland's theory of needs proposes that the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction.

Answer: FALSE

Explanation: The two-factor theory proposes that the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. McClelland's theory of needs proposes that achievement, power, and affiliation are three important needs that help explain motivation.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

31) McClelland's theory of needs has received little research support, particularly when cultural dimensions are considered.

Answer: FALSE

Explanation: McClelland's theory of needs has research support, particularly cross-culturally (when cultural dimensions including power distance are considered).

LO: 7.2: Compare the early theories of motivation.

Difficulty: Easy

Quest. Category: Concept

32) Briefly explain Maslow's hierarchy of needs theory.

Answer: Maslow's hierarchy of needs hypothesized that within every human being there exists a hierarchy of five needs.

- a) The physiological needs include hunger, thirst, shelter, sex, and other bodily needs.
- b) Safety-security includes security and protection from physical and emotional harm.
- c) Social-belongingness includes affection, belongingness, acceptance, and friendship.
- d) Esteem includes internal factors such as self-respect, autonomy, and achievement and external factors such as status, recognition, and attention.
- e) Self-actualization is the drive to become what one is capable of becoming and it includes growth, achieving one's potential, and self-fulfillment.

As each of these needs becomes substantially satisfied, the next need becomes dominant. So, according to Maslow, if you want to motivate someone, you need to understand what level of the hierarchy that person is currently on and focus on satisfying those needs at or above that level.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

33) Explain how a manager motivates employees with reference to Herzberg's two-factor theory.

Answer: According to Herzberg, the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace, but not necessarily motivation. They will be placating, rather than motivating, their workers. As a result, Herzberg characterized conditions such as quality of supervision, pay, company policies, physical working conditions, relationships with others, and job security as hygiene factors. When they're adequate, people will not be dissatisfied; neither will they be satisfied. If we want to motivate people on their jobs, Herzberg suggested emphasizing factors associated with the work itself or with outcomes directly derived from it, such as promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement. These are the characteristics people find intrinsically rewarding.

LO: 7.2: Compare the early theories of motivation.

Difficulty: Moderate

Quest. Category: Concept

34) Explain the similarities between Maslow's hierarchy of needs theory and McClelland's theory of needs.

Answer: It can be noted that the need for achievement in McClelland's theory is very similar to the self-actualization needs in Maslow's. Both deal with the drive to become what we are capable of becoming, which includes growth, achieving our potential, and self-fulfillment. The need for power in McClelland's theory is similar in many aspects to esteem needs in Maslow's theory. The need for affiliation is similar to the social-belongingness needs in Maslow's theory.

LO: 7.2: Compare the early theories of motivation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Synthesis

35) Which of the following theories proposes that people prefer to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation?

- A) self-serving theory
- B) motivation-hygiene theory
- C) two-factor theory
- D) self-determination theory
- E) goal setting theory

Answer: D

Explanation: Self-determination theory proposes that people prefer to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Easy

Quest. Category: Concept

36) Which of the following statements is true regarding the cognitive evaluation theory?

- A) People need extrinsic rewards in order to be motivated.
- B) Extrinsic rewards tend to reduce intrinsic interest in a task.
- C) Intrinsic rewards are almost as effective as extrinsic rewards.
- D) Externally imposed standards of work largely improve intrinsic motivation.
- E) Extrinsic rewards, including verbal praise, significantly decrease intrinsic motivation.

Answer: B

Explanation: The cognitive evaluation theory hypothesizes that extrinsic rewards will reduce intrinsic interest in a task.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

37) Self-determination theory proposes that in addition to being driven by a need for autonomy, people seek ways to achieve \_\_\_\_\_.

- A) competence and positive connections
- B) high rewards
- C) recognition and status
- D) career growth
- E) power and control

Answer: A

Explanation: Self-determination theory proposes that in addition to being driven by a need for autonomy, people seek ways to achieve competence and positive connections to others.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

38) Rachel's parents used to pay her an allowance every week to feed the cats and to do a few other chores around the house. However, once her mother lost her job, her parents stopped giving her an allowance. Although Rachel quit making her bed every morning, she still continued to feed the cats. Which of the following best explains why Rachel continues to feed the cats?

- A) Without the extrinsic reward, the task itself is eliminated.
- B) With the extrinsic reward, the execution of the task relies on internal motivation.
- C) Without the intrinsic reward, the execution of the task relies on external motivation.
- D) Without the extrinsic reward, the execution of the task relies on internal motivation.
- E) With the intrinsic reward, the execution of the task relies on external motivation.

Answer: D

Explanation: By eliminating the extrinsic reward (the allowance), the explanation for Rachel's behavior (continuing to feed the cats) shifts from an external motivation to an internal motivation. Rachel must enjoy or feel some other internal desire to continue feeding the cats.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

39) The concept of \_\_\_\_\_ considers how strongly people's reasons for pursuing goals are consistent with their interests and core values.

- A) self-serving bias
- B) self-fulfilling prophecy
- C) self-concordance
- D) self-actualization
- E) self-efficacy

Answer: C

Explanation: A recent outgrowth of self-determination theory is self-concordance, which considers how strongly people's reasons for pursuing goals are consistent with their interests and core values. If individuals pursue goals because of an intrinsic interest, they are more likely to attain their goals and are happy even if they do not.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Easy

Quest. Category: Concept

- 40) Which of the following statements is true regarding goal-setting theory?
- A) Goal commitment is more likely when individuals have an external locus of control.
  - B) Externally generated feedback is more powerful than self-generated feedback.
  - C) Generalized goals produce a higher level of output than specific goals.
  - D) People do better when they get feedback on how well they are progressing toward their goals.
  - E) Assigned goals generate greater goal commitment in low rather than high power-distance cultures.

Answer: D

Explanation: People do better when they get feedback on how well they are progressing toward their goals because it helps identify discrepancies between what they have done and what they want to do. Self-generated feedback—with which employees are able to monitor their own progress—is more powerful than externally generated feedback.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

- 41) According to goal-setting theory, goals are more likely to have a stronger impact on performance when \_\_\_\_\_.

- A) goals have long time frames for completion
- B) tasks are complex rather than simple
- C) tasks are novel rather than well learned
- D) goals are easy rather than difficult
- E) tasks are independent rather than interdependent

Answer: E

Explanation: Goal commitment is most likely to occur when goals are made public, when the individual has an internal locus of control, and when the goals are self-set rather than assigned. Goals themselves seem to affect performance more strongly when tasks are simple rather than complex, well learned rather than novel, and independent rather than interdependent. On interdependent tasks, group goals are preferable.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

- 42) A prevention (but not a promotion) focus is related to higher levels of \_\_\_\_\_.

- A) citizenship behavior
- B) innovation
- C) safety performance
- D) task performance
- E) technology

Answer: C

Explanation: A promotion (but not a prevention) focus is related to higher levels of task performance, citizenship behavior, and innovation; a prevention (but not a promotion) focus is related to safety performance.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

43) MBO emphasizes goals that are \_\_\_\_\_.

- A) tangible, verifiable, and measurable
- B) achievable, controllable, and profitable
- C) inspirational, verifiable, and creative
- D) tangible, rewarding, and assigned
- E) profitable, attainable, and self-set

Answer: A

Explanation: Management by objectives (MBO) emphasizes participatively set goals that are tangible, verifiable, and measurable.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Easy

Quest. Category: Concept

44) MBO provides individual employees with \_\_\_\_\_.

- A) personal performance objectives
- B) greater work supervision
- C) predefined targets
- D) generalized feedback
- E) clear-cut growth paths

Answer: A

Explanation: As lower-unit managers jointly participate in setting their own goals, MBO works from the bottom up as well as from the top down. The result is a hierarchy that links objectives at one level to those at the next. And for the individual employee, MBO provides specific personal performance objectives.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

45) Unlike in the case of goal-setting theory, MBO strongly advocates \_\_\_\_\_.

- A) self-generated feedback
- B) explicit time periods
- C) jointly set goals
- D) independent tasks
- E) specific performance objectives

Answer: C

Explanation: Many elements in MBO programs match propositions of goal-setting theory. The only area of possible disagreement between MBO and goal-setting theory is participation: MBO strongly advocates it, whereas goal-setting theory demonstrates that managers' assigned goals are usually just as effective.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

46) People who pursue goals for intrinsic reasons are more likely to attain their goals and are happy even if they do not.

Answer: TRUE

Explanation: People who pursue goals for intrinsic reasons are more likely to attain their goals and are happy even if they do not.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Easy

Quest. Category: Concept

47) Assigned goals appear to generate greater goal commitment in low-power cultures than in high power-distance cultures.

Answer: FALSE

Explanation: Assigned goals appear to generate greater goal commitment in high than in low power-distance cultures.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

48) A self-regulation strategy that involves striving for goals through advancement and accomplishment is the prevention focus.

Answer: FALSE

Explanation: A self-regulation strategy that involves striving for goals through advancement and accomplishment is the promotion focus. A self-regulation strategy that involves striving for goals by fulfilling duties and obligations is the prevention focus.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

49) According to goal-setting theory, a specific goal will produce a higher level of output than a generalized goal.

Answer: TRUE

Explanation: Specific goals produce a higher level of output than the generalized goal "do your best."

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Easy

Quest. Category: Concept

50) Why are people motivated by challenging goals?

Answer: First, challenging goals get people's attention and thus tend to help them focus. Second, difficult goals energize workers because they have to work harder to attain them. Third, when goals are difficult, people persist in trying to attain them. Finally, difficult goals lead employees to discover strategies that help them perform their jobs or tasks more effectively. If they have to struggle to solve a difficult problem, people often think of a better way to go about it.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Easy

Quest. Category: Concept

51) Explain what an MBO program is and discuss the common elements of MBO programs and

goal-setting theory.

Answer: Management by objectives (MBO) is a program that encompasses specific goals, participatively set, for an explicit time period, with feedback on goal progress. The organization's overall objectives are translated into specific objectives for each level (divisional, departmental, individual). But because lower-unit managers jointly participate in setting their own goals, MBO works from the bottom up as well as from the top down. The result is a hierarchy that links objectives at one level to those at the next. And for the individual employee, MBO provides specific personal performance objectives.

Four ingredients are common to MBO programs: goal specificity, participation in decision making (including the setting of goals or objectives), an explicit time period, and performance feedback. Many elements in MBO programs match propositions of goal-setting theory. For example, having an explicit time period to accomplish objectives matches goal-setting theory's emphasis on goal specificity. Similarly, feedback about goal progress is a critical element of goal-setting theory. The only area of possible disagreement between MBO and goal-setting theory is participation: MBO strongly advocates it, whereas goal-setting theory demonstrates that managers' assigned goals are usually just as effective.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

52) Explain what self-determination theory suggests about providing rewards.

Answer: Self-determination theory suggests that some caution in the use of extrinsic rewards to motivate is wise and that pursuing goals from intrinsic motives (such as a strong interest in the work itself) is more sustaining to human motivation than are extrinsic rewards.

LO: 7.3: Contrast the elements of self-determination theory and goal-setting theory.

Difficulty: Moderate

Quest. Category: Concept

53) The \_\_\_\_\_ theory is also known as the social cognitive theory or the social learning theory.

- A) two-factor
- B) self-determination
- C) goal-setting
- D) self-efficacy
- E) reinforcement

Answer: D

Explanation: The self-efficacy theory is also known as the social cognitive theory or the social learning theory.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

54) \_\_\_\_\_ refers to an individual's belief that he or she is capable of performing a task.

- A) Emotional contagion
- B) Affect intensity
- C) Self-efficacy
- D) Self-determination
- E) Reinforcement

Answer: C

Explanation: Self-efficacy is an individual's belief that he or she is capable of performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

55) According to Albert Bandura, the most important source of increasing self-efficacy is \_\_\_\_\_.

- A) arousal
- B) vicarious modeling
- C) verbal persuasion
- D) enactive mastery
- E) cognitive learning

Answer: D

Explanation: According to Bandura, the most important source of increasing self-efficacy is enactive mastery, that is, gaining relevant experience with the task or job. If you've been able to do the job successfully in the past, then you're more confident you'll be able to do it in the future.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

56) Which of the following sources of increasing self-efficacy involves gaining relevant experience with a particular task or job?

- A) verbal persuasion
- B) enactive mastery
- C) vicarious modeling
- D) arousal
- E) cognitive learning

Answer: B

Explanation: Enactive mastery involves gaining relevant experience with the task or job.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

57) One of the sources of self-efficacy is \_\_\_\_\_, becoming more confident because you see someone else doing the task.

- A) arousal
- B) enactive mastery
- C) visualization
- D) vicarious modeling
- E) verbal persuasion

Answer: D

Explanation: One of the sources of self-efficacy is vicarious modeling—becoming more confident because you see someone else doing the task.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

58) With reference to the four sources of self-efficacy as proposed by Albert Bandura, verbal persuasion involves becoming more confident \_\_\_\_\_.

- A) because you have gained relevant experience with the particular task or job
- B) because you see someone else doing the particular task or job
- C) because someone convinces you that you have the skills necessary to be successful
- D) because you are rewarded for performing a similar task well
- E) because you get energized or "psyched up" to perform the particular task or job

Answer: C

Explanation: Verbal persuasion involves becoming more confident because someone convinces you that you have the skills necessary to be successful. Motivational speakers use this tactic a lot.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

59) Which of the following ways of increasing self-efficacy is generally used by motivational speakers?

- A) arousal
- B) enactive mastery
- C) focused training
- D) vicarious modeling
- E) verbal persuasion

Answer: E

Explanation: Verbal persuasion involves becoming more confident because someone convinces you that you have the skills necessary to be successful. Motivational speakers use this tactic a lot.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

60) The Pygmalion effect is based on the concept of \_\_\_\_\_.

- A) cognitive evaluation theory
- B) self-concordance
- C) self-fulfilling prophecy
- D) self-determination
- E) evaluation theory

Answer: C

Explanation: The Pygmalion effect is a form of self-fulfilling prophecy in which believing something can make it true.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

61) The best way for a manager to use verbal persuasion is through the \_\_\_\_\_, a form of self-fulfilling prophecy in which believing something can make it true.

- A) confirmation bias
- B) Pygmalion effect
- C) anchoring bias
- D) framing effect
- E) Electra complex

Answer: B

Explanation: The best way for a manager to use verbal persuasion is through the Pygmalion effect. The Pygmalion effect is a form of self-fulfilling prophecy in which believing something can make it true.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

62) A(n) \_\_\_\_\_ is any consequence immediately following a response that increases the probability that the behavior will be repeated.

- A) conclusion
- B) reinforcer
- C) goal
- D) objective
- E) referent

Answer: B

Explanation: Behavior is controlled by reinforcers—any consequences that, when immediately following responses, increase the probability that the behavior will be repeated.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

63) The proponents of reinforcement theory view behavior as \_\_\_\_\_.

- A) the result of a cognitive process
- B) environmentally caused
- C) a reflection of the inner state of the individual
- D) a function of one's power need
- E) a product of heredity

Answer: B

Explanation: Reinforcement theory takes a behavioristic approach, arguing that reinforcement conditions behavior. Reinforcement theorists see behavior as environmentally caused.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

64) \_\_\_\_\_ argues that people learn to behave to get something they want or to avoid something they don't want.

- A) Theory Y
- B) Theory X
- C) Social cognitive theory
- D) Operant conditioning theory
- E) McClelland's theory of needs

Answer: D

Explanation: Operant conditioning theory argues that people learn to behave to get something they want or to avoid something they don't want. Unlike reflexive or unlearned behavior, operant behavior is influenced by the reinforcement or lack of reinforcement brought about by its consequences.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

65) To get the best results while using reinforcement theory, rewards should be \_\_\_\_\_.

- A) small and given only once
- B) large and given at irregular intervals
- C) given prior to the desired behavior response
- D) given immediately following the desired behavior
- E) presented publicly with a large number of witnesses

Answer: D

Explanation: People will most likely engage in desired behaviors if they are positively reinforced for doing so. Rewards are most effective if they immediately follow the desired response; and that behavior that is not rewarded, or is punished, is less likely to be repeated.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

66) Helen, a high school teacher, wants her students to actively participate more in class. She has decided to use reinforcement theory to get the required results. Which of the following methods is she most likely to use?

- A) She is going to call on students who never participate.
- B) She is going to yell at students, telling them that they are not making good grades.
- C) She is going to ask the students that always participate to allow the others to have a chance.
- D) She is going to model what active participation should look like at the beginning of class.
- E) She is going to give students an extra mark each time that they contribute.

Answer: E

Explanation: Helen is most likely going to use operant conditioning in which she gives participating students additional marks. With this practice she is motivating the students by conditioning them to expect a reward each time they demonstrate a specific behavior (speaking up in class).

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

67) The concept of operant conditioning is a part of the broader concept of \_\_\_\_\_, which argues that behavior follows stimuli in a relatively unthinking manner.

- A) equity theory
- B) expectancy theory
- C) cognitive behavioral therapy
- D) behaviorism
- E) humanism

Answer: D

Explanation: The concept of operant conditioning was part of B. F. Skinner's broader concept of behaviorism, which argues that behavior follows stimuli in a relatively unthinking manner. Skinner's form of radical behaviorism rejects feelings, thoughts, and other states of mind as causes of behavior. In short, people learn to associate stimulus and response, but their conscious awareness of this association is irrelevant.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

68) According to social learning theory, which of the following processes demonstrates whether an individual is capable of performing the modeled activities?

- A) attentional process
- B) retention process
- C) motor reproduction process
- D) reinforcement process
- E) motivation process

Answer: C

Explanation: After a person has seen a new behavior by observing a model, watching must be converted to doing. The motor reproduction process demonstrates that the individual can perform the modeled activities.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

69) George is trying to teach his two-year old son to gently caress their cat. George softly strokes the animal and every time his son does the same, he rewards him with kind words like "good job!" The child is very attentive during the process and claps his hands when his father praises him. However, as soon as George leaves, the boy lunges for the cat and grabs it by the tail.

Which process of social-learning theory is failing?

- A) attentional processes
- B) justification processes
- C) retention processes
- D) motor reproduction processes
- E) reinforcement processes

Answer: C

Explanation: Four processes determine a model's influence on an individual: attentional processes, retention processes, motor reproduction processes, and reinforcement processes. The child is paying attention, reproducing the behavior, and receiving reinforcement. The learning process is breaking down at the retention process in which the individual is supposed to remember the model's action after the model is no longer readily available. The child seems to immediately forget when his father leaves.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

70) Feedback influences self-efficacy.

Answer: TRUE

Explanation: Feedback influences self-efficacy; individuals high in self-efficacy seem to respond to negative feedback with increased effort and motivation, while those low in self-efficacy are likely to lessen their effort after negative feedback

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

71) Self-efficacy refers to an individual's belief that he or she is capable of performing a task.

Answer: TRUE

Explanation: Self-efficacy (also known as social cognitive theory or social learning theory) refers to an individual's belief that he or she is capable of performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

72) The Pygmalion effect is not a form of self-fulfilling prophecy in which believing something can make it true.

Answer: FALSE

Explanation: The Pygmalion effect is a form of self-fulfilling prophecy in which believing something can make it true. It is often used to describe "that what one person expects of another can come to serve a self-fulfilling prophecy."

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

73) What is self-efficacy?

Answer: Self-efficacy (also known as social cognitive theory or social learning theory) refers to an individual's belief that he or she is capable of performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed. So, in difficult situations, people with low self-efficacy are more likely to lessen their effort or give up altogether, while those with high self-efficacy will try harder to master the challenge. Self-efficacy can create a positive spiral in which those with high efficacy become more engaged in their tasks and then, in turn, increase performance, which increases efficacy further. Changes in self-efficacy over time are related to changes in creative performance as well. Individuals high in self-efficacy also seem to respond to negative feedback with increased effort and motivation, while those low in self-efficacy are likely to lessen their effort after negative feedback.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

74) What are the four ways of increasing self-efficacy as proposed by Albert Bandura?

Answer: The researcher who developed self-efficacy theory, Albert Bandura, proposed four ways self-efficacy can be increased:

1. Enactive mastery
2. Vicarious modeling
3. Verbal persuasion
4. Arousal

According to Bandura, the most important source of increasing self-efficacy is enactive mastery—that is, gaining relevant experience with the task or job. The second source is vicarious modeling—or becoming more confident because you see someone else doing the task. The third source is verbal persuasion—becoming more confident because someone convinces you that you have the skills necessary to be successful. Finally, Bandura argued that arousal increases self-efficacy. Arousal leads to an energized state, which drives a person to complete a task. The person gets "psyched up" and performs better.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

75) In the context of social learning, explain the four processes that determine a model's influence on an individual.

Answer:

1. Attentional processes: People learn from a model only when they recognize and pay attention to its critical features. We tend to be most influenced by models that are attractive, repeatedly available, important to us, or similar to us in our estimation.
2. Retention processes: A model's influence depends on how well the individual remembers the model's action after the model is no longer readily available.
3. Motor reproduction processes: After a person has seen a new behavior by observing the model, watching must be converted to doing. This process demonstrates that the individual can perform the modeled activities.
4. Reinforcement processes: Individuals are motivated to exhibit the modeled behavior if positive incentives or rewards are provided. Positively reinforced behaviors are given more attention, learned better, and performed more often.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

76) With reference to the expectancy theory, which of the following examples indicates a weak rewards-personal goals relationship?

- A) An employee lacks the skills required to reach the desired performance level.
- B) An organization's appraisal system assesses nonperformance factors such as creativity and initiative.
- C) An organization rewards its employees based on factors such as seniority and skill level.
- D) An employee believes that his manager does not like him and hence expects a poor appraisal.
- E) An employee works hard in order to be relocated to the Paris office but instead is transferred to Beijing.

Answer: E

Explanation: According to expectancy theory, the rewards-personal goals relationship indicates the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual. If an employee puts in extra effort to be relocated to the Paris office but instead is transferred to Beijing, then it indicates a weak rewards-personal goals relationship.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

77) If a manager incorrectly assumes that all employees want the same thing, then according to the expectancy theory, it is most likely to result in a weak \_\_\_\_\_ relationship.

- A) performance-achievement
- B) effort-performance
- C) performance-reward
- D) rewards-personal goals
- E) effort-satisfaction

Answer: D

Explanation: According to the expectancy theory, the rewards-personal goals relationship indicates the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual. So if a manager incorrectly assumes that all employees want the same thing, then according to the expectancy theory, it is most likely to result in a weak rewards-personal goals relationship.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

78) Expectancy theory predicts employees will exert a high level of effort if they perceive a strong relationship between effort and performance, performance and rewards, and rewards and satisfaction of personal goals.

Answer: TRUE

Explanation: Each of these relationships is, in turn, influenced by other factors. For effort to lead to good performance, the individual must have the ability to perform and perceive the performance appraisal system as fair and objective. The performance—reward relationship will be strong if the individual perceives that performance (rather than seniority, personal favorites, or other criteria) is rewarded.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

79) What are the three relationships in Vroom's expectancy theory?

Answer: Expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The theory focuses on three relationships:

a) The effort-performance relationship is the probability perceived by the individual that exerting a given amount of effort will lead to performance.

b) The performance-reward relationship is the degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome.

c) The rewards-personal goals relationship is the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Easy

Quest. Category: Concept

80) In equity theory, individuals assess the \_\_\_\_\_.

A) cost-benefit ratio

B) efficiency-effectiveness trade-off

C) quantity-quality trade-off

D) outcome-input ratio

E) quality of outcome

Answer: D

Explanation: Equity theory states that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities. Employees perceive what they get from a job situation (salary levels, raises, recognition) in relationship to what they put into it (effort, experience, education, competence) and then compare their outcome-input ratio with that of relevant others.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Moderate

Quest. Category: Concept

81) Karen graduated from college four years ago and has been working at Betaphy Inc. ever since. She has consistently received good performance evaluations for the quality of her work. She recently found out that her company hired a fresh college graduate with no experience at a salary higher than hers. Which of the following theories will Karen most likely use to evaluate this situation?

- A) reinforcement
- B) goal setting
- C) equity
- D) expectancy
- E) operant conditioning

Answer: C

Explanation: Equity theory states that individuals make comparisons to referent others (compare their job inputs and outcomes with those of others and then respond to eliminate any inequities.) In this situation, because Karen is comparing income, it is likely that she will use equity theory.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

82) The equity theory's hypothesis has served as an important precursor to the study of \_\_\_\_\_.

- A) Maslow's hierarchy of needs
- B) distributive justice
- C) organizational justice
- D) social learning theory
- E) procedural justice

Answer: C

Explanation: Equity theory's propositions have not all held up; however, the hypothesis served as an important precursor to the study of organizational justice, or more simply fairness, in the workplace.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Easy

Quest. Category: Concept

83) Based on equity theory, employees who perceive inequity will make any of the following choices *except* \_\_\_\_\_.

- A) be content with the referent
- B) change the inputs
- C) change the outputs
- D) distort the perceptions of one's self
- E) leave the field

Answer: A

Explanation: Based on equity theory, employees who perceive inequity will change inputs, change outcomes, distort perceptions of self, distort perceptions of others, choose a different referent, or leave the field.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Easy

Quest. Category: Concept

84) Which of the following is an example of changing inputs in regard to equity theory?

- A) exerting more effort if underpaid
- B) working more hours if underpaid
- C) working at a higher rate if working on a piece-rate basis
- D) exerting less effort if underpaid
- E) working more hours to move up the hierarchy

Answer: D

Explanation: Exerting less effort if underpaid is an example of changing the inputs.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Easy

Quest. Category: Concept

85) Jim is a salaried employee whose job is to develop content for online Web sites. He discovers that he is paid substantially more than his colleagues even though their jobs and levels of performance are very similar. According to the equity theory, what impact is this discovery most likely to have on his behavior and performance?

- A) He will reduce the amount of work that he does on a daily basis.
- B) He will compare his earnings to those of another group of employees.
- C) He will increase his productivity and/or the overall quality of his work.
- D) He will seek a position within the company commensurate with his pay.
- E) He will begin to look for a position outside of the company.

Answer: C

Explanation: When people see themselves as overrewarded, it creates guilt. According to equity theory, in order to reinstate a sense of equity, Jim will change his inputs (exert more if overpaid). He will increase his productivity and/or the overall quality of his work.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

Megan graduated from college three years ago and has been working at Sterba Inc. ever since. A conscientious employee, she has consistently received good performance evaluations. She recently found out that a younger colleague, who was just recruited to her team, is drawing a higher salary than she is for doing the same type of work.

86) Following this discovery, Megan starts coming to work late and her productivity begins to suffer. Which of the following is most similar to the scenario mentioned above based on the equity theory?

- A) Dawn starts coming to work early and stays late once she learns that the mid-term review is around the corner.
- B) Greg believes he works harder than any of the other members in his department as they often leave the office before him.
- C) Lisa starts working longer hours after learning that her co-workers earn less than she does for the same work.
- D) Myrtle produces a higher number of units to compensate for the lower quality of her output.
- E) Beth submits her resignation after she was passed over for promotion for the second time.

Answer: C

Explanation: Based on equity theory, employees who perceive inequity can change their inputs, i.e., exert less effort if they are underpaid, or exert more effort if they are overpaid. In the scenario, Megan is underpaid compared to her younger colleague and hence changes her inputs by slacking off at work. This situation is best mirrored by Lisa, who works longer hours (changes inputs) after realizing that she is overpaid compared to her colleagues. Dawn's behavior does not relate to the concept of equity. Greg's behavior represents a distorted perception of self. In Myrtle's situation, she is attempting to change outcomes and not her inputs. Beth chooses to deal with the perceived inequity by leaving the field.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Reflective thinking

Difficulty: Moderate

Quest. Category: Critical Thinking

- 87) Based on the equity theory, which of the following, if true, would strengthen the argument that Megan is trying to gain a sense of equity by distorting her perception of herself?
- A) She thinks that her colleague is paid more because she is an Ivy League graduate.
  - B) She believes that she is less capable than her colleague.
  - C) She assumes that her colleague received a higher package due to changes in industry standards.
  - D) She believes that her salary is not commensurate with her skills and experience.
  - E) She believes that she is doing a lot better career-wise compared to the people with whom she graduated.

Answer: B

Explanation: Based on equity theory, employees who perceive inequity can distort their perceptions of themselves—"I used to think I worked at a moderate pace, but now I realize I work a lot harder than everyone else." If Megan believes that she is less capable than her colleague, then this would imply that she has distorted her perception of herself. If she thinks that her colleague is paid more because she is an Ivy League graduate, then she is distorting her perception of her colleague. This would also be true if she assumes that her colleague received a higher package due to changes in industry standards. If Megan believes that her salary is not commensurate with her skills and experience, then this neither strengthens nor weakens the argument—it only implies that she is experiencing a sense of inequity. If she believes that she is doing a lot better career-wise compared to the people with whom she graduated, then this would mean she is choosing a different referent.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Reflective thinking

Difficulty: Moderate

Quest. Category: Critical Thinking

88) Based on the equity theory, which of the following, if true, would *strengthen* the argument that Megan is trying to gain a sense of equity by changing her inputs?

- A) She asks her boss for a raise, citing her years of experience with the company.
- B) She claims that extrinsic rewards make work seem like a chore and less enjoyable.
- C) She accepts additional responsibilities but fails to carry them out effectively.
- D) She takes long breaks from work and shirks her responsibilities.
- E) She constantly interrupts her colleague, refusing to let her get any work done.

Answer: D

Explanation: Based on equity theory, employees who perceive inequity can change their inputs, i.e., exert less effort if they are underpaid, or exert more effort if they are overpaid. If Megan takes long breaks from work and shirks her responsibilities, then this would mean that she is trying to gain a sense of equity by reducing her inputs. If she asks her boss for a raise by citing her years of experience with the company, then this would mean that she is trying to gain a sense of equity by changing her outcomes. If she constantly interrupts her colleague and refuses to let her get any work done, then this would mean that she is trying to reduce her colleague's inputs. If she claims that extrinsic rewards make work seem like a chore and less enjoyable, then this would imply that she is distorting her perception of herself. The argument is neither strengthened nor weakened by the fact that she accepts additional responsibilities but fails to carry them out effectively.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Reflective thinking

Difficulty: Moderate

Quest. Category: Critical Thinking

89) Jackie thinks that she is paid a lot less than other employees in her division and feels extremely resentful. She starts taking long breaks and generally wastes time. Her actions resulted from a perceived lack of \_\_\_\_\_ justice.

- A) interactional
- B) interpersonal
- C) procedural
- D) distributive
- E) associative

Answer: D

Explanation: Equity theory focuses on distributive justice, the employee's perceived fairness of the amount and allocation of rewards among individuals.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

90) Edith believes that the methods for determining salary hikes and bonuses in her company are extremely unfair. In this case, Edith perceives a lack of \_\_\_\_\_ justice.

- A) interpersonal
- B) distributive
- C) associative
- D) procedural
- E) interactional

Answer: D

Explanation: Procedural justice refers to the perceived fairness of the process used to determine the distribution of rewards.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

91) Which of the following types of justice relates most strongly to job satisfaction, employee trust, withdrawal from the organization, job performance, and citizenship behaviors?

- A) associative justice
- B) interactional justice
- C) distributive justice
- D) procedural justice
- E) integrative justice

Answer: D

Explanation: Procedural justice relates most strongly to job satisfaction, employee trust, withdrawal from the organization, job performance, and citizenship behaviors.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Moderate

Quest. Category: Concept

92) Why do people who perceive themselves as victims of interactional injustice often blame their immediate supervisor rather than the organization at large?

A) Interpersonal justice or injustice is intimately tied to the conveyer of the information.

B) Interactional injustice usually occurs during face-to-face encounters.

C) When people are not treated with respect, they tend to retaliate against those closest at hand.

D) Interactional injustice is in the eyes of those who perceive they are disrespected.

E) Interactional injustice is most often the result of the impersonal policies of the organization.

Answer: A

Explanation: Interpersonal justice describes an individual's perception of the degree to which she is treated with dignity, concern, and respect. When people are treated in an unjust manner (at least in their own eyes), they retaliate (for example, badmouthing a supervisor). Because people intimately connect interactional justice or injustice to the conveyer of the information, we would expect perceptions of injustice to be more closely related to the supervisor.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Moderate

Quest. Category: Concept

93) Expectancy theory suggests that employees will be motivated to exert a high level of effort when they believe that it will lead to a good performance appraisal, that a good appraisal will lead to organizational rewards, and that the rewards will satisfy their personal goals.

Answer: TRUE

Explanation: Expectancy theory suggests that employees will be motivated to exert a high level of effort when they believe that it will lead to a good performance appraisal, that a good appraisal will lead to organizational rewards, and that the rewards will satisfy their personal goals.

LO: 7.4: Demonstrate the differences among self-efficacy theory, reinforcement theory, equity theory, and expectancy theory.

Difficulty: Moderate

Quest. Category: Concept

94) Interpersonal justice refers to an individual's perception of the degree to which he or she is treated with dignity, concern, and respect.

Answer: TRUE

Explanation: Interpersonal justice refers to an individual's perception of the degree to which he or she is treated with dignity, concern, and respect.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Easy

Quest. Category: Concept

95) Workers around the world prefer rewards based on seniority over rewards based on performance and skills.

Answer: FALSE

Explanation: Workers around the world prefer rewards based on performance and skills over rewards based on seniority.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Easy

Quest. Category: Concept

96) According to the equity theory, what are the choices made by employees who perceive inequity?

Answer: Based on equity theory, employees who perceive inequity will make one of six choices:

1. Change inputs (exert less effort if underpaid, or more if overpaid)
2. Change outcomes (individuals paid on a piece-rate basis can increase their pay by producing a higher quantity of units of lower quality)
3. Distort perceptions of self ("I used to think I worked at a moderate pace, but now I realize I work a lot harder than everyone else.")
4. Distort perceptions of others ("Mike's job isn't as desirable as I thought.")
5. Choose a different referent ("I may not make as much as my brother-in-law, but I'm doing a lot better than my dad did when he was my age.")
6. Leave the field (quit the job)

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Moderate

Quest. Category: Concept

97) Discuss distributive justice, procedural justice, and interpersonal justice.

Answer: Distributive justice indicates the employee's perceived fairness of the amount and allocation of rewards among individuals. Procedural justice indicates the perceived fairness of the process used to determine the distribution of rewards. Interactional justice indicates an individual's perception of the degree to which he or she is treated with dignity, concern, and respect.

Of these three forms of justice, distributive justice is most strongly related to organizational commitment and satisfaction with outcomes such as pay. Procedural justice relates most strongly to job satisfaction, employee trust, withdrawal from the organization, job performance, and citizenship behaviors. There is less evidence about interpersonal justice.

LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

Difficulty: Moderate

Quest. Category: Concept

98) Discuss culture and justice.

Answer: Across nations, the same basic principles of procedural justice are respected: Workers around the world prefer rewards based on performance and skills over rewards based on seniority. However, inputs and outcomes are valued differently in various cultures. We may think of justice differences in terms of Hofstede's cultural dimensions. One large-scale study of over 190,000 employees in 32 countries and regions suggested that justice perceptions are most important to people in countries with individualistic, feminine, uncertainty avoidance, and low power-distance values. Organizations can tailor programs to meet these justice requirements.  
LO: 7.5: Describe the different forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.

AACSB: Diverse and multicultural work environments

Difficulty: Hard

Quest. Category: Concept

99) The investment of an employee's physical, cognitive, and emotional energies into job performance is called \_\_\_\_\_.

A) vicarious modeling

B) self-determination

C) job engagement

D) management by objectives

E) job analysis

Answer: C

Explanation: Job engagement refers to the investment of an employee's physical, cognitive, and emotional energies into job performance.

LO: 7.6: Identify the implications of employee job engagement for managers.

Difficulty: Easy

Quest. Category: Concept

100) An overly high level of engagement can lead to a loss of perspective and, ultimately, burnout.

Answer: TRUE

Explanation: Individuals might grow so engaged in their work roles that family responsibilities become an unwelcome intrusion. An overly high level of engagement can lead to a loss of perspective and, ultimately, burnout. Further research exploring how engagement relates to these negative outcomes may help clarify whether some highly engaged employees might be getting "too much of a good thing."

LO: 7.6: Identify the implications of employee job engagement for managers.

Difficulty: Easy

Quest. Category: Concept

101) Practicing managers and scholars have become interested in facilitating job engagement, believing factors deeper than liking a job or finding it interesting drives performance.

Answer: TRUE

Explanation: Practicing managers and scholars have become interested in facilitating job engagement, believing factors deeper than liking a job or finding it interesting drives performance. Studies attempt to measure this deeper level of commitment.

LO: 7.6: Identify the implications of employee job engagement for managers.

Difficulty: Easy

Quest. Category: Concept

102) Which of the following theories discusses three relationships: effort-performance relationship, performance-reward relationship, and rewards-personal goals relationship?

A) goal-setting theory

B) self-efficacy theory

C) equity theory

D) expectancy theory

E) self-determination theory

Answer: D

Explanation: The expectancy theory discusses three relationships: effort-performance relationship, performance-reward relationship, and rewards-personal goals relationship.

LO: 7.7: Describe how the contemporary theories of motivation complement one another.

Difficulty: Easy

Quest. Category: Concept

103) Logan is an employee who processes health insurance forms. Initially he was criticized by his supervisor for sloppy work, but thereafter he improved considerably. Now he consistently processes his forms without errors and even does more than his fair share of work. However, Logan's supervisor has not responded to the extra effort he has put in, giving him no praise or monetary benefits. This leads Logan to believe that his supervisor is biased against him. According to the expectancy theory, in this situation, there is a problem in the \_\_\_\_\_ relationship.

A) rewards-personal goals

B) performance-awareness

C) performance-reward

D) performance-objectives

E) performance-achievement

Answer: C

Explanation: The performance-reward relationship is the degree to which the individual believes performing at a particular level will lead to the attainment of a desired outcome. Employees sometimes, rightly or wrongly, perceive the boss doesn't like them. As a result, they expect a poor appraisal, regardless of effort.

LO: 7.7: Describe how the contemporary theories of motivation complement one another.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

104) Oscar is looking for a new job. He used to be the company's top sales representative and was eagerly expecting to be promoted. However, one of the regional manager's friends was promoted to district manager instead. According to the expectancy theory, Oscar's dissatisfaction with his current job stems from a breakdown in the \_\_\_\_\_ relationship.

- A) performance-reward
- B) effort-performance
- C) reward-personal goal
- D) satisfaction-effort
- E) personal goal-self actualization

Answer: A

Explanation: The performance-reward relationship explains the degree to which the individual believes performing at a particular level will lead to the attainment of a desired outcome.

LO: 7.7: Describe how the contemporary theories of motivation complement one another.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

105) According to the expectancy theory, the performance-reward relationship is the degree to which \_\_\_\_\_.

- A) the individual believes performing at a particular level will lead to desired outcomes
- B) organizational rewards satisfy an individual's personal goals or needs
- C) organizational rewards are perceived as attractive by the individual
- D) the individual believes that exerting a given amount of effort will lead to performance
- E) organization rewards correspond with the individual's level of effort

Answer: A

Explanation: According to expectancy theory, the performance-reward relationship indicates the degree to which the individual believes performing at a particular level will lead to the attainment of a desired outcome.

LO: 7.7: Describe how the contemporary theories of motivation complement one another.

Difficulty: Easy

Quest. Category: Concept

106) Mark is an excellent technical writer. He has never missed a deadline and all his projects are of superior quality. He now wants to telecommute two days a week, so that he can spend more time with his family. He feels that he has proven his reliability. However, his boss is unable to comply with his request and gives him a substantial raise instead. According to the expectancy theory, Mark's disappointment demonstrates a breakdown in the \_\_\_\_\_ relationship.

- A) performance-reward
- B) effort-performance
- C) rewards-personal goals
- D) effort-satisfaction
- E) performance-achievement

Answer: C

Explanation: According to expectancy theory, the rewards-personal goals relationship indicates the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

LO: 7.7: Describe how the contemporary theories of motivation complement one another.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application