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-5

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

   Communication | HRM  Bloom’s: Knowledge  LO-1

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

   Communication | HRM  Bloom’s: Knowledge  LO-1

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

   Communication | HRM  Bloom’s: Knowledge  LO-1

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

   Communication | HRM  Bloom’s: Knowledge  LO-2

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

   Communication | HRM  Bloom’s: Knowledge  LO-2

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

   Communication | HRM  Bloom’s: Knowledge  LO-5

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

   Communication | HRM  Bloom’s: Knowledge  LO-5
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

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

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

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

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

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

14. Organizational Citizenship Behaviors (OCB) is:
    a. Also called task performance
    b. Never a job-related behavior in organizations
    c. Required behavior by most organizations
    d. Contribute to organizational effectiveness
    
    ANS: D  PTS: 1  DIF: Medium  REF: Page 38
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

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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

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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

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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

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

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

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

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

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

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
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
   Communication | HRM  Bloom’s: Knowledge  LO-5

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
   Communication | HRM  Bloom’s: Knowledge  LO-5

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
   Communication | HRM  Bloom’s: Knowledge  LO-5

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
   Communication | HRM  Bloom’s: Knowledge  LO-6

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
   Communication | HRM  Bloom’s: Knowledge  LO-2